



our sustainable lake country



**District of Lake Country
Integrated Community Sustainability Plan (ICSP)**

July 2014

Acknowledgements

This report was developed by Golder Associates Ltd. (project consultants) and District of Lake Country staff. Golder and the District of Lake Country would like to thank the community, key stakeholders and their organizations and associations for their role in developing this Integrated Community Sustainability Plan (ICSP) to lead the community towards its long term vision and goals.

The District would also like to extend its gratitude to the Government of Canada for providing grant funding for *Our Sustainable Lake Country* through the Gas Tax Initiative, administered by the Union of BC Municipalities. Notwithstanding the support of the Gas Tax Initiative, the Union of BC Municipalities and the Government of Canada accept no responsibility for the views expressed in this document.



Funding provided by:
Government of Canada

In partnership with:
The Province of BC

Administration provided by:
The Union of BC Municipalities



Contents

Introduction

Part 1: Sustainability Framework

Part 2: State of Sustainability Report

Part 3: Sustainability Action Plan

ICSP Appendix: Public & Stakeholder Engagement Summary

Introduction

What is an Integrated Community Sustainability Plan?

The District of Lake Country initiated a process to develop an Integrated Community Sustainability Plan (ICSP) in late 2012. An ICSP is a long-term strategic plan that will help the District of Lake Country and its community partners co-ordinate efforts, articulate a vision for a sustainable future and make progress towards a set of goals for the environmental, cultural, social, and economic dimensions of a sustainable community. ICSPs encompass and weave together most aspects of community planning, including buildings and land development, infrastructure, waste management, economic development, parks and recreation, and social and cultural well-being of residents. A diagram that illustrates how the ICSP fits with the District's other plans and community initiatives is shown on the following page.

ICSPs encourage communities to take a fresh, long-term look at their future to discover ways to become more sustainable. ICSPs tend to differ from other plans in terms of their time frame; ICSPs generally have a time frame of 30 years or more, compared to 5 - 10 years for an Official Community Plan (OCP). ICSPs also focus on implementable actions, and are municipally-led but also community-owned, meaning that community partners play a major role in plan development and implementation.

This ICSP connects previous planning work and takes a long-term perspective that serves to guide future planning work in the community. The plan also focuses on and articulates priority actions that will support the community on its journey towards local sustainability.

The ICSP consists of 3 documents:

- **Part 1. Sustainability Framework**

This document outlines the purpose and context for the ICSP and presents a long-term vision for the community. This document also describes sustainability goals and broad strategies that will help to achieve the vision. Part 1 is intended to be broad and relevant for about 30 years; as such, it should not require frequent updating, although minor modifications may be necessary to address emerging issues.

- **Part 2. State of Sustainability Report**

Part 2 provides a snapshot of the community's performance in 2013 as it relates to the sustainability goals. It also describes challenges and opportunities. Key indicators should be updated every year or when data is available, but at a minimum, the report should be completely revised every 5 years in order to understand the progress that has been made and to help with the prioritization of actions.

- **Part 3. Sustainability Action Plan**

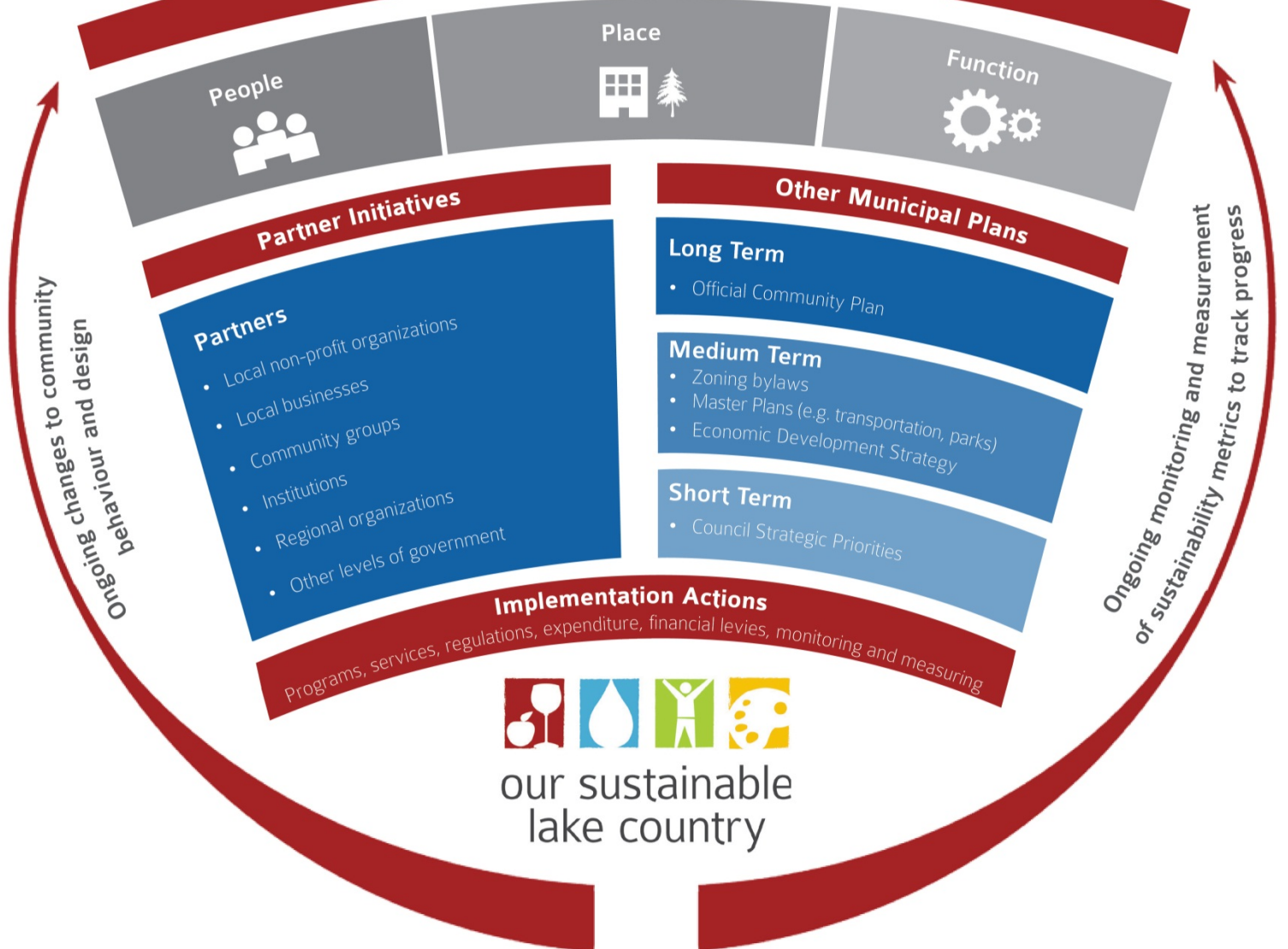
Part 3 lays out detailed actions, timeframes, roles and responsibilities. It is a working document that should be updated frequently, about every 5 years. The State of Sustainability report should be updated before the Sustainability Action Plan is updated.

Vision and Long-term Goals

Lake Country is a healthy, sustainable community that attracts and retains residents, businesses and visitors because of its employment opportunities, outstanding outdoor recreation, thriving arts and culture, special agricultural character, natural beauty, and easy access to urban amenities.



Integrated Strategies

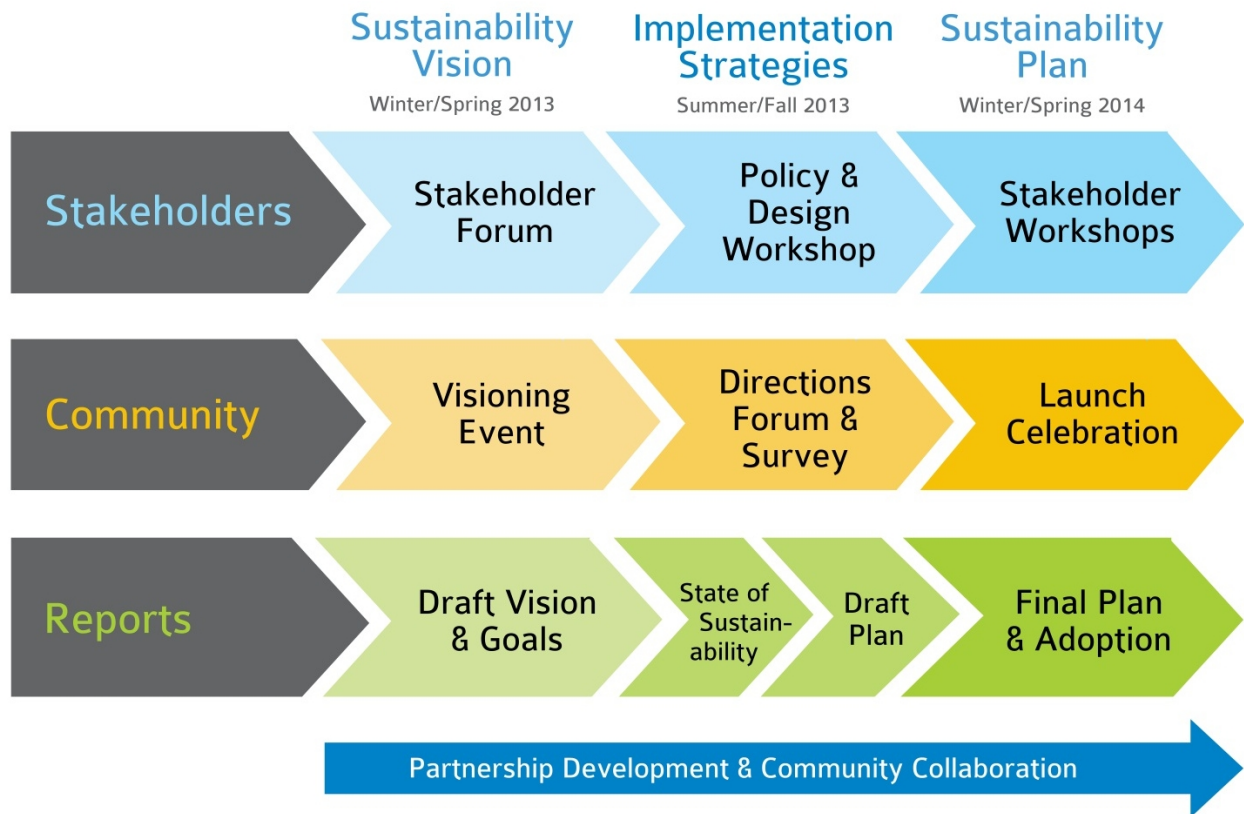


Public Participation and Community Partners

The ICSP was developed in partnership with a core group of community stakeholders. These partners include arts and cultural groups, educational institutions, other government agencies, environmental organizations, the Chamber of Commerce, and individual volunteers.

The development of the ICSP also involved outreach to the general public. Several events were open to the public and advertised through the local newspaper, social media, and through a network of contacts. These events were held throughout the process, allowing the public to provide early guidance and later refinement. In addition, three surveys were conducted, featuring options to complete them online or in person at community events.

The chart below provides an overview of community (general public) and stakeholder engagement throughout the three major phases of the ICSP development process. A detailed summary of public and stakeholder engagement is provided in Appendix A.





our sustainable lake country

District of Lake Country Sustainability Framework

Part 1 of 3 documents that together make up Lake Country's Integrated
Community Sustainability Plan

Contents

- 1 Why Think about Sustainability in Lake Country? 1
 - 1.1 Global Forces of Change with Local Impacts 1
 - 1.2 Local Issues and a Commitment to Fundamentals 3
- 2 Vision & Sustainability Framework 6
 - 2.1 Vision Statement..... 6
 - 2.2 Framework..... 7
- 3 What do the Goals Mean? 11
 - 3.1 Society 11
 - 3.2 Culture..... 12
 - 3.3 Economy..... 13
 - 3.4 Environment..... 15
- 4 How do the Strategies Relate to the Goals? 17

1 Why Think about Sustainability in Lake Country?

1.1 Global Forces of Change with Local Impacts

Global, national and local leaders are now facing some of the most challenging issues modern societies have ever contemplated. Locally, there is an expectation that almost every aspect of Lake Country and its surrounding ecosystems are likely to change over the coming decades.

These fundamental shifts are important to recognize and understand, so that Lake Country may reduce its contributions to any problems and find ways to adapt to the new reality. While many of the changes ahead are unclear, choices that are made today can result in a more resilient and sustainable community that continues to offer a high quality of life.

Some of the biggest forces of change and their potential local impacts are summarized below, along with the potential impacts for Lake Country.

1.1.1 Environmental Forces

- Weather events are becoming more severe, average long-term temperatures are rising, and precipitation patterns are changing. These combined forces may impact local agriculture in terms of the length of the growing season and the types of crops that are suitable for cultivation.
- Wildfires, insects and disease are increasing in Canadian ecosystems and the range and habitat of pests is changing. Pests such as the pine beetle are already affecting Lake Country, and wildfires may increase in frequency and intensity.
- Ecosystem health is declining and biodiversity is shrinking. Lake Country depends on healthy ecosystems for a supply of clean water and air. These services could be diminished in the future, which could require access to other water sources or increased water treatment. Poor air quality is linked to chronic health concerns, such as asthma, which leads to increased health care costs.
- Commodity prices, including fossil fuel prices are rising and/or volatile. Rising energy costs would cause Lake Country residents to spend more on transportation and home energy costs, unless transportation choice and building energy efficiency are improved.

1.1.2 Social and Demographic Forces

- On a national level, the population is aging, resulting in increased health care costs, changing housing needs and leisure preferences, and labour force changes. Lake Country will need to provide more affordable housing for seniors and find ways to provide the required health care services.
- In contrast to global trends, Lake Country is experiencing rapid growth in the proportion of young adults in its population, and also has a high proportion of school-aged children. Lake Country must find ways to accommodate current and future children in the local school system and develop other services, such as parks and recreational facilities, which meet their needs.

- The percentage of people living in urban areas is increasing. Globally, urban areas attract residents because of economic opportunities. Lake Country has experienced a rapid pace of growth in recent years, and was the second fastest growing census area in BC in the last census period. The pace of growth in Lake Country is believed to be driven by people’s desire for a community that offers a balance between urban amenities and small-town convenience. Lake Country is also home to some “ultra-commuters”, who establish family in Lake Country and commute through the nearby airport to work camps in the northern interior parts of the province. This trend is expected to increase as development in the interior continues.
- The urban population of Canada and BC is becoming more ethnically diverse due to immigration. Lake Country may need to provide services in more languages and offer immigration settlement support services.
- The global population is rising, putting more pressure on resource use and the environment. Rising prices for resources will affect how and what people consume, and will affect the amount and types of materials generated as waste.
- Income inequality is rising and the middle class is shrinking. New models of housing are required to ensure that those with lower incomes have safe and affordable shelter.
- For the first time in recent history, life expectancy is declining, in part due to rising rates of obesity. Incidents of other chronic illnesses such as diabetes, heart-related diseases and cancers are on the rise. Initiatives to increase community health, such as building trails to encourage active transportation and supporting farmers’ markets to encourage healthy eating, are increasingly important in Lake Country.

1.1.3 Economic Forces

- The global financial system is increasingly fragile and volatile, with high national debt levels. Federal and provincial governments are asking municipal governments to do more, without additional funding. Lake Country is under pressure to provide high quality infrastructure and services while maintaining or reducing costs to residents and businesses.
- International trade and foreign investment continue to increase. This may provide opportunities for Lake Country to increase its commercial and industrial base.
- Sharing personal goods such as cars and residences is becoming more mainstream, facilitated by online networking. This approach, often referred to as collaborative consumption, can reduce waste generation and increase community connections and cohesion.
- Production-based economic activity is transitioning to knowledge-based economic activity. New commercial and industrial development in Lake Country must be planned with this shift in mind.
- Work structures are changing, with employment becoming more dynamic and less secure. People are becoming more transient, which means that Lake Country needs to find ways to attract and retain residents and workers.
- Disposable incomes are declining and personal debt levels are rising as food, fuel and other commodity prices rise. Quality of life may suffer, unless creative means of reducing costs are implemented, such as community kitchens and increased transportation choice.

1.1.4 Technological Forces

- The information technology (IT) revolution continues (e.g., cloud computing, artificial intelligence, digital media). This will allow residents and businesses of Lake Country to be connected to people around the world, opening up new horizons for business development (e.g., home based businesses, export sales).
- As technologies become more miniaturized and decentralized, options to generate energy locally are expanding. Lake Country has already developed a micro-hydro generating station, and may have other opportunities to develop or encourage the development of other local energy generation infrastructure such as wind and solar.

1.1.5 Political Forces

- Global collaboration is increasing but only in a voluntary way and primarily focused on the economy. Lake Country has the opportunity to collaborate with other governments, institutions and organizations both locally and around the world to find solutions to local issues.
- Governments at all levels face increasing debt loads and increasing costs. As described above, senior governments are requiring local governments to do more work with less money.

1.2 Local Issues and a Commitment to Fundamentals

1.2.1 Smart Growth

The ICSP process has reconfirmed the District's commitment to Smart Growth. Smart Growth is a set of principles and practices that lead to more sustainable forms of community development. The key smart growth principles include¹:

1. **Mix land uses.** Each neighbourhood has a mixture of homes, retail, business, and recreational opportunities.
2. **Build well-designed compact neighbourhoods.** Residents can choose to live, work, shop and play in close proximity. People can easily access daily activities, transit is viable, and local businesses are supported.
3. **Provide a variety of transportation choices.** Neighbourhoods are attractive and have safe infrastructure for walking, cycling and transit, in addition to driving.
4. **Create diverse housing opportunities.** People in different family types, life stages and income levels can afford a home in the neighbourhood of their choice.
5. **Encourage growth in existing communities.** Investments in infrastructure (such as roads and schools) are used efficiently, and developments do not take up new land.
6. **Preserve open spaces, natural beauty, and environmentally sensitive areas.** Development respects natural landscape features and has higher aesthetic, environmental, and financial value.
7. **Protect and enhance agricultural lands.** A secure and productive land base, such as BC's Agricultural Land Reserve, provides food security, employment, and habitat, and also serves to limit the expansion of urban development.

¹ Smart Growth BC: www.smartgrowth.bc.ca

- 8. Utilize smarter and cheaper infrastructure and green buildings.** Green buildings and other systems can save both money and the environment in the long run.
- 9. Foster a unique neighbourhood identity.** Each community is unique, vibrant, diverse, and inclusive.
- 10. Nurture engaged citizens.** Places belong to those who live, work, and play there. Engaged citizens participate in community life and decision-making.

Adhering to these principles is challenging for any community and requires vigilance and leadership. Often, market forces tend to undermine these principles by promoting development in areas that are attractive for new buyers but be counter to the sustainability and livability goals of the community as a whole. However, with good planning based on smart growth principles and a commitment to implementation, municipalities can achieve balanced, successful forms of community development.

Lake Country's relatively dispersed settlement areas pose challenges for adhering to some of these principles. However, the 2010 OCP expresses a desire to make settlements relatively compact and to focus new development within the existing areas served by municipal infrastructure. This means increasing densities within those existing areas that are well served by local shopping, amenities and transit such as the Town Centre area and Woodsdale. It also means maintaining low, rural densities in outlying areas that are not well served by transit and amenities.

Historically Lake Country was comprised of four separate communities which now form wards within the District, so it is no surprise that there are several separate settlements in the community. This is compounded by the large swaths of agricultural land which also serve to create discontinuous urban areas. Therefore, Lake Country's approach to smart growth has been and will continue to be to create a series of geographically distinct settlement areas that are each as "complete" as possible i.e. each contains as many amenities and services for residents as the market will support. In Oyama, this might mean a gas station, church, school and convenience store; in Winfield (Town Centre) it means a full range of shopping and services. By including a variety of amenities and services in each settlement area, Lake Country can encourage residents to use active transportation (walking cycling and other human-powered modes) for many of their daily trips, reducing congestion, improving health and reducing energy and emissions.

1.2.2 Addressing the Infrastructure Gap

Infrastructure is expensive to build, maintain and renew. Municipal infrastructure includes roads, sidewalks, water supply and distribution systems, storm and sanitary sewer systems, and wastewater treatment facilities. Aging infrastructure and infrastructure that does not meet today's needs (such as roads without sidewalks) is costly to maintain, upgrade or replace. This represents a major, ongoing expense for municipalities, and chronic underfunding creates a backlog. This backlog can be experienced as debt, and categorized as infrastructure that is in poor shape. As infrastructure ages and fails, renewal costs increase, service and reliability is reduced, and municipalities may be subject to increased claims and complaints.

Municipalities need to assess their long term funding needs by performing a cash flow analysis that takes into account the depreciation of existing infrastructure, as well as upgrades and replacements. The analysis should also consider long term sources of revenue, such as property taxes, fees, reserves, development cost chargers and grants from senior governments.

The District has identified the need for a number of capital projects to improve infrastructure and municipal services. Long term goals include acquiring all privately operated water systems and providing water and sanitary sewer service to all urban areas. Furthermore, Lake Country has over 200 km of roadways that require continual repair and maintenance, and the draft *Transportation for Tomorrow* long-term plan has prioritized a range of improvements, including installation of sidewalks and cycling lanes. An updated Parks, Recreation, and Culture Master Plan (expected in 2015) will also identify needs for future investment in parks and cultural/recreational facilities.

1.2.3 Commitment to the Town Centre

With the construction of Main Street in 2008, the District signaled a commitment to the development of the Town Centre as the economic heart of Lake Country. This vision was echoed in the 2010 official community plan (OCP), which adopted a core and nodal growth model, with the Town Centre as the core of Lake Country. The goal for the Town Centre is to develop it as the residential, employment and cultural core of the community with a pedestrian-friendly blend of residential and commercial uses. Main Street in particular was anticipated to become the focal point of Lake Country's Town Centre as the commercial and institutional heart of the District. The OCP reflected a desire for Main Street to be developed to the highest standards possible, evocative of a pedestrian-friendly North American high street, complete with dense commercial and office buildings providing a uniform facade along both sides. Mixed use buildings that combined shops and services on the ground floor of buildings and residential units above were identified as one way of achieving this goal.

The anticipated development in the Town Centre, and along Main Street in particular, has not yet occurred but this vision is still well supported amongst participants in the "Our Sustainable Lake Country" process.

1.2.4 The Role of Agriculture

The District of Lake Country has a strong history of agriculture. Lake Country is home to several large fruit producers, including the largest grower of cherries in Canada. Over 40% of the District is within the Agricultural Land Reserve (ALR), although not all of the ALR land is farmed (some is still in a natural state). Recent changes to the ALR are not expected to have a major impact on the reserve land in Lake Country, as the Okanagan has been designated Zone 1, which means no major changes to the administration or rules.

Based on maps of the ALR and a visual evaluation of the area conducted by the Ministry of Agriculture, there are 3658 ha of farmland within the District of Lake Country. Most, but not all, farmland in Lake Country is within the ALR. 86% of the farmland in the District of Lake Country is in active production.

The large proportion of agricultural land within Lake Country presents some challenges, such as high demand for water (54% of water consumed in the District is by agricultural operations) and low contributions to the tax base. There is also the potential for land use conflicts, as newcomers learn about the realities of large-scale farming in terms of noise and chemical spraying. However, agriculture also presents an opportunity to attract tourists and boost the economy and to provide local produce to residents. The Lake Country Farmers' Market (open June to September) supports local farmers and artisans and provides a venue for the community to purchase healthy, locally produced foods and goods. Agriculturally-related tourism includes the Feast of Fields harvest festival, and the 'Taste Lake Country' event which includes wine tastings, multi-cultural food, and tours at Lake Country's wineries.

2 Vision & Sustainability Framework

2.1 Vision Statement

The vision builds on the guiding principles in the District's 2010 Official Community Plan and incorporates input received from the general public, stakeholder organizations, elected officials and District staff.

Our Sustainable Lake Country

Lake Country is a healthy, sustainable community that attracts and retains residents, businesses and visitors because of its employment opportunities, outstanding outdoor recreation, thriving arts and culture, special agricultural character, natural beauty, and easy access to urban amenities.

We aspire to be:

- A united community that welcomes people from all walks of life and actively supports strong relationships with and between community organizations to support the implementation of programs that foster the District's economic vitality, environmental health, social cohesion and unique culture.
- A District that offers complete services and amenities to residents of all ages and abilities, and that has housing options that are attainable for newcomers and affordable for seniors and youth.
- A complete community with a vibrant Town Centre as the economic core, supported by a network of residential neighbourhoods and strong working farms.
- A community where the natural environment is protected and enhanced as a community resource and as a provider of ecosystem services.
- A unique place with vibrant cultural activities, the necessary infrastructure to support development and facilities to allow active transportation.

Together, these qualities will make Lake Country a leader among smaller communities in terms of environmental stewardship, quality of life and fiscal responsibility.

2.2 Framework

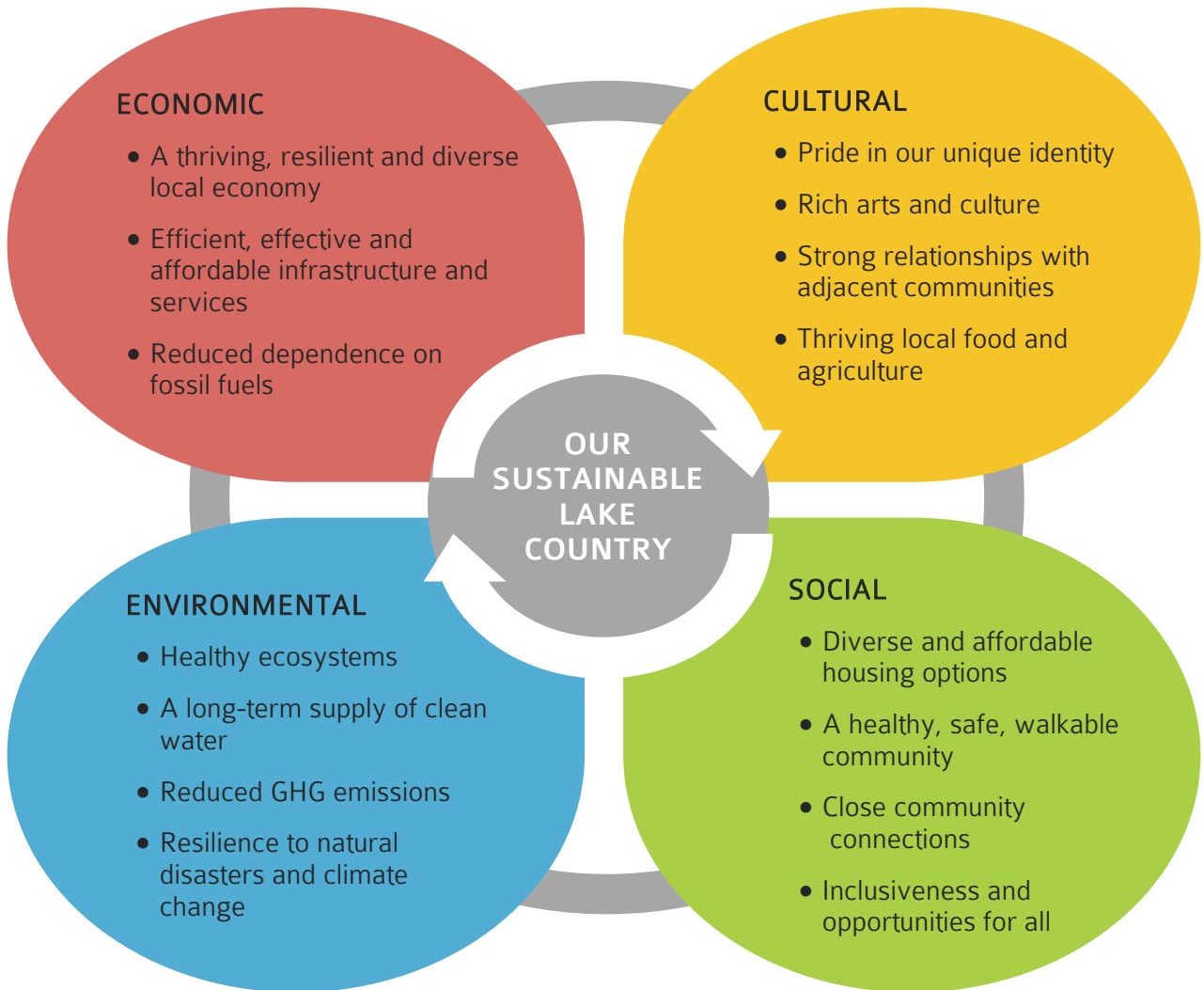
A framework has been developed to organize the breadth of input received to date into a strategic and actionable plan. We start with a vision of the future of Lake Country that describes the community we want to create. Fifteen long-term sustainability goals elaborate on the vision. The goals describe desired states for important social, cultural, economic and environmental parameters. The goals will be achieved through the implementation of integrated strategies. The strategies are “integrated” because each strategy may support the achievement of more than one goal. The strategies will help to focus and coordinate actions by the District and the community. Each strategy will consist of a number of actions, each of which is discrete and practical.

The diagram on the following page illustrates the framework. The success of the implementation will be measured using a combination of performance and process indicators. Performance indicators show how far we have come in reaching the goals; process indicators track the effort that has been expended to achieve the goals.

VISION

Lake Country is a healthy, sustainable community that attracts and retains residents, businesses and visitors because of its employment opportunities, outstanding outdoor recreation, thriving arts and culture, special agricultural character, natural beauty, and easy access to urban amenities.

GOALS



STRATEGIES

PEOPLE

- Foster collaboration and partnerships
- Engage citizens in decision making
- Create opportunities for marginalized groups
- Build a cohesive identity for Lake Country

FUNCTION

- Support local food production
- Develop green buildings and infrastructure
- Create programs and policies to stimulate economic development

PLACE

- Develop a vibrant Town Centre and Main Street
- Develop approaches to improve housing affordability and choice
- Develop Lake Country as a series of compact, connected, complete communities
- Create a network of natural and semi-natural areas for ecosystem health & recreation
- Develop a transportation network that expands travel choices

2.2.1 Sustainability Goals

Our goals for the future can be grouped into five main areas: **society, culture, economy, environment, and population & development.**

We want a Lake Country with:

Society

1. Diverse and affordable housing options
2. A healthy, safe, walkable community
3. Close community connections
4. Inclusiveness and opportunities for all

Culture

5. Pride in our unique identity
6. Rich arts and culture
7. Strong relationships with adjacent communities
8. Thriving local food and agriculture

Economy

9. A thriving, resilient and diverse local economy
10. Efficient, effective and affordable infrastructure and services
11. Reduced dependence on fossil fuels

Environment

12. Healthy ecosystems
13. A long-term supply of clean water
14. Reduced GHG emissions
15. Resilience to natural disasters and climate change

2.2.2 Integrated Strategies

The broad groups of integrated strategies have been identified to help Lake Country work towards achieving its sustainability goals. The strategies focus on the people, places and functions that define Lake Country. Each of the strategies may address one or more goals, and each strategy will be implemented by a variety of actions.

The following integrated strategies are proposed for Lake Country:

People

1. Foster collaboration and partnerships
2. Engage citizens in civic decision making
3. Create opportunities for marginalized groups
4. Build a cohesive identity for Lake Country



Function

1. Support local food production
2. Develop green buildings and infrastructure
3. Create programs and policies to stimulate economic development



Place

1. Develop a vibrant Town Centre and Main Street
2. Develop approaches to improve housing affordability and choice
3. Develop Lake Country as a series of compact, connected, complete communities
4. Create a network of natural and semi-natural areas for ecosystem health and recreation
5. Develop a transportation network that expands travel choices



3 What do the Goals Mean?

This section elaborates on each of the goals, explaining why each one is important to the future of Lake Country. For each goal a number of performance indicators are suggested. These indicators are used in the baseline State of Sustainability Report that describes how Lake Country is measuring up against these goals today. The intention is that the State of Sustainability Report will be fully updated every 3-5 years to track progress; key indicators for which data is available more frequently and that are considered especially relevant may be updated annually or bi-annually. Key indicators are shown in **yellow**.

3.1 Society

3.1.1 Diverse and affordable housing options

The community needs a diversity of housing types and tenures that are accessible to people at all stages of life, income and ability levels including young families, seniors, disabled, and un- or under-employed. Housing costs should not be barrier to attracting employees to local businesses, and a range of housing types are needed so that seniors can stay in the community if maintaining a single-family home becomes a burden. Housing costs should also not impact residents' ability to meet other needs such basic health and nutrition, nor should they lead to homelessness.

3.1.2 A healthy, safe, walkable community

Individual and community health and well-being is the result of meeting our physical, social, mental and spiritual needs. Local governments can play a role in promoting physical and mental health through urban design and provision of parks and recreation facilities. Other government agencies, such as Interior Health need to be active in the community to provide necessary health care services. In the case of Lake Country, this means meeting the needs of a growing and changing population, including young families and seniors.

Performance Indicators

- Mix of housing types
- **Average monthly rental payments**

Performance Indicators

- Accessibility of services (Measures the average distance(km) from dwellings to the nearest school, community centre or other civic institution to assess the “walkability”)
- **# of traffic accidents**
- Transportation mode split for commuters
- **Km of bike lanes/trails**
- Number of person-days with a Boil Water Notice
- Crime statistics (the number of crimes that occur in different categories)

3.1.3 Close community connections

Citizens who form close connections within the community are more likely to stay in the community, helping to bring stability and cohesiveness. Strong community connections provide resiliency in the face of challenges. Lake Country has a substantial number of seasonal residents, and building them into the fabric of the community will benefit all residents. Citizens can connect by getting to know their neighbours, volunteering in community organizations and participating in civic decision-making processes.

3.1.4 Inclusiveness and opportunities for all

Lake Country seeks to be an inclusive community where diversity is celebrated. All citizens, regardless of gender, age, culture, sexual orientation, religion, ethnicity, income, health, and physical or mental ability should have equal opportunities and access to community facilities and programs. Individuals or groups that require more support to realize their potential should receive assistance. Diverse communities help attract and retain talent, contributing to the local economic success.

3.2 Culture

3.2.1 Pride in our unique identity

Each of Lake Country's four distinct areas has physical and social features to celebrate and share with the rest of the community, including some sites from early European settlers that have heritage values and that are identified in the Heritage Report. Many long-time residents value the rural and agricultural identity of Lake Country. Some newcomers are also attracted by this character, but many expect a higher level of amenity. An emerging identity must balance agricultural activities such as spraying and composting with increasing residential development and recreation demands.

Performance Indicators

- Rate of volunteerism
- **# of active community organizations**
- Voter turnout in municipal elections
- % of population who feel connected to the community

Performance Indicators

- % of new units (built within the last 5 years) that are considered 'accessible'
- % of citizens who feel that they are included in community events
- Educational attainment
- Sense of community belonging

Performance Indicators

- % of buildings/sites identified in the Heritage report that are preserved/protected
- **Number of visitors to the Lake Country Museum**

3.2.2 Rich arts and culture

Lake Country has a strong arts and culture scene that reflects the interests and abilities of its citizens and provides a venue for people to come together in celebration. The arts and culture scene includes artistic, musical, literary, culinary, political and social pursuits. Key cultural institutions include the art gallery, theatre and museum.

3.2.3 Strong relationships with adjacent communities

The Okanagan Indian Band (OKIB) is the traditional inhabitant of the area, and has a rich history and culture. The OKIB has an active government and administration, and now offers a variety of services and facilities to band members. Lake Country seeks to develop a strong relationship with the OKIB, through community-to-community forums, protocol agreements, involvement of the OKIB on District committees, meaningful consultation, and shared projects and programming. Lake Country also seeks to collaborate and develop relationships and partnerships with other adjacent communities such as Vernon, Peachland, and Kelowna.

3.3 Economy

3.3.1 Thriving local food and agriculture

A thriving local food and agriculture system can support the local economy as well as provide food security. The food system includes more than just farming; it also includes processing, transportation, distribution, eating (restaurant industries), and recovery of food waste. Each of these components has the potential to generate local jobs and revenue.

The Thompson Okanagan agricultural industry supports thousands of jobs and is worth over \$450 million. The region's warm, dry climate is ideal for a diverse range of farming and ranching including fruit trees, berries, beef cattle, poultry, specialty livestock, dairy producers, vineyards, and more. There is great potential to build off the existing food and agriculture industry and increase the local economic benefits.

Performance Indicators

- # of cultural events held in previous year
- # of active cultural organizations
- **Total annual attendance at cultural events**

Performance Indicators

- **Descriptions of shared projects and initiatives**
- A qualitative list of the outcomes of community to community forums held with the Okanagan Indian Band

Performance Indicators

- Total area of farmland (ha)
- % of farmland in active production
- Total farm receipts
- Farm type diversity
- **# of community garden plots**

3.3.2 A thriving, resilient and diverse local economy

The greater the diversity in type and scale of businesses, the less vulnerability there is to a downturn in a specific sector, or failure of one business. Diversity in business type and scale also leads to increased opportunities to create “value chains” of businesses that support each other and create opportunities for a broad range of employment skills and experience. The District recognizes that the majority of its workforce works outside of Lake Country, and that opportunities for young people may be scarce.

As the local economy continues to shift to include new sectors, opportunities for job creation will arise. New residents may bring their careers with them, telecommuting, working online, or bringing new business ideas. The traditional sector of agriculture will likely remain integral to the city’s economy; however, most of the long-term, larger employers are unlikely to expand significantly in the future. Tourism, particularly outdoor recreation based and agri-tourism, can bring new businesses and investments. The District is actively pursuing strategies to increase the industrial base.

3.3.3 Efficient, effective and affordable infrastructure and services

Local governments have a responsibility to their citizens to effectively manage infrastructure assets to maximize benefits, manage risk and provide a satisfactory level of service to the public, while minimizing impacts to the environment. The low population density of Lake Country can make servicing a challenge. Compounding this challenge is the fact that Lake Country is relatively recently incorporated and much of the existing infrastructure was built to rural standards. For example, the existing road network does not support multi-modal or active transportation. Lake Country’s infrastructure assets include water treatment, supply and distribution systems; wastewater and storm water collection, conveyance and treatment; roads; and a small hydro-electric generation station.

Performance Indicators

- # of business types registered in Lake Country
- **# of active business licenses**
- Amount of land zoned for employment uses (ha)
- Relative value of land/property assessed for commercial, industrial, agricultural uses
- **Value of new building permits**
- Angler activity on Wood Lake

Performance Indicators

- # of parcels serviced by municipal water supply
- # of parcels serviced by municipal or private subdivision sewer system
- \$ value of grant funding for infrastructure
- **Infrastructure funding gap (\$, years to address)**
- Kg of solid waste disposed of per single family household
- Single family household waste diversion rates

3.3.4 Reduced dependence on fossil fuels

Reducing fossil fuel use can help save money on bills, reduce vulnerability to energy price fluctuations and reduce GHG emissions. In addition, most renewable energy sector activities generate more jobs than conventional energy sector activities.

Lake Country is already taking steps to reduce its dependence on fossil fuels such as producing emission-free renewable energy from its Hydroelectric Generating Station.

3.4 Environment

3.4.1 Healthy ecosystems

Healthy ecosystems provide life-sustaining services such as cleaning the air and water, moderating climate, providing us with food, and absorbing our wastes. Functioning ecosystems also provide habitat to a range of flora and fauna, contributing to biodiversity. Responsible public access to natural areas presents opportunities for people to learn more about natural systems and contributes to physical and mental well-being.

3.4.2 A long-term supply of clean water

An adequate supply of clean water is essential to life, and supplying water is an important function of the District. Water use is influenced by the design of the community and buildings, the infrastructure in place, and decisions and actions made by residents and businesses about water use. In Lake Country, maintaining a sufficient water supply for the agricultural sector is critical.

Performance Indicators

- Total annual energy consumption (GJ)
- Per capita average energy use
- % of total energy from nonrenewable sources
- % of total energy from local (or regional) sources

Performance Indicators

- Total area (ha) of protected natural areas and parks
- Total % of land designated as having a very high or high relative biodiversity that is protected
- # of trees/# of trees planted in urban areas
- **Water quality of Wood Lake**

Performance Indicators

- **Non-agriculture potable water consumption**
- **Total annual agricultural water consumption**
- Estimate of the size of the total existing water supply and % utilization

3.4.3 Reduced GHG emissions

As a signatory to the British Columbian Provincial Climate Action Charter, the District committed to eliminating or offsetting 100% of greenhouse gas emissions (GHG) from corporate operations by the end of 2012. Furthermore, Provincial Bill 27 requires local government required to make efforts towards reducing the GHG emissions of the community. The target in the OCP is to reduce emissions 33% below 2007 levels by 2020, matching the Provincial target for 2020.

3.4.4 Resilience to natural disasters and climate change

Resilience is a function of two factors: the degree of impact sustained as a result of a disaster and the speed of recovery after the disaster. Both factors need to be considered when planning for resilience.

Climate change impacts are uncertain, but could include both chronic and catastrophic events, such as the collapse of agricultural production, droughts, global sea level rise, loss of species, and major human migration. Locally, wildfire and flooding frequency and severity may increase, and the traditional agricultural economy may suffer. Lake Country can reduce the likelihood of wildfires by clearing wood affected by pine beetle and carefully planning the interface between natural areas and development.

Performance Indicators

- Total annual community GHG emissions
- Per capita community GHG emissions
- Total annual corporate GHG emissions

Performance Indicators

- # of dwellings in wildfire risk zone

4 How do the Strategies Relate to the Goals?

As described earlier, each of the strategies has the potential to help achieve more than one goal. The following table shows which goals each of the strategies will help to achieve.

	Diverse and affordable housing options	A healthy, safe, walkable community	Close community connections	Inclusiveness and opportunities for all	Pride in our unique identity	Rich arts and culture	Strong relationships with adjacent communities	Thriving local food and agriculture	A thriving, resilient and diverse local economy	Efficient, effective and affordable infrastructure and services	Reduced dependence on fossil fuels	Healthy ecosystems	A long-term supply of clean water	Reduced GHG emissions	Resilience to natural disasters and climate change
People															
Foster collaboration and partnerships	✓	✓	✓	✓	✓	✓	✓	✓	✓			✓			
Engage citizens in civic decision making		✓		✓	✓		✓		✓				✓	✓	
Create opportunities for marginalized groups	✓		✓	✓	✓	✓	✓	✓	✓						
Build a cohesive identity for Lake Country			✓		✓	✓	✓								
Place															
Develop a vibrant Town Centre and Main Street	✓	✓			✓	✓			✓						
Develop approaches to improve housing affordability and choice	✓			✓					✓						
Develop Lake Country as a series of compact, connected complete communities	✓	✓	✓		✓	✓				✓	✓	✓	✓	✓	✓

	Diverse and affordable housing options	A healthy, safe, walkable community	Close community connections	Inclusiveness and opportunities for all	Pride in our unique identity	Rich arts and culture	Strong relationships with adjacent communities	Thriving local food and agriculture	A thriving, resilient and diverse local economy	Efficient, effective and affordable infrastructure and services	Reduced dependence on fossil fuels	Healthy ecosystems	A long-term supply of clean water	Reduced GHG emissions	Resilience to natural disasters and climate change
Create a network of natural and semi-natural areas for ecosystem health and recreation		✓			✓				✓			✓	✓	✓	✓
Develop a transportation network that expands travel choices		✓			✓						✓	✓		✓	✓
Function															
Support local food production		✓	✓		✓			✓	✓			✓		✓	✓
Develop green buildings and infrastructure	✓									✓	✓	✓	✓	✓	✓
Create programs and policies to stimulate economic development							✓	✓	✓						



our sustainable lake country

State of Sustainability Baseline Report

Part 2 of 3 documents that together make up Lake Country's
Integrated Community Sustainability Plan

Table of Contents

Overview	3
Social	
1. Diverse and affordable housing options	5
2. A healthy, safe, walkable community	8
3. Close community connections	13
4. Inclusiveness and opportunity for all	17
Cultural	
5. Pride in our unique identity	20
6. Rich arts and culture	22
7. Strong relationships with adjacent communities	25
8. Thriving local food and agriculture	28
Economic	
9. A thriving, resilient and diverse local economy	32
10. Efficient, effective and affordable infrastructure and services	37
11. Reduced dependence on fossil fuels.....	41
Environmental	
12. Healthy ecosystems	45
13. A long term supply of clean water	49
14. Reduced GHG emissions	52
15. Resilience to natural disasters and climate change	55
Context	
16. Compact development.....	57
Conclusion.....	62

Overview

Purpose of this Report

This *State of Sustainability* report is intended to be the foundation (baseline) report against which the District's progress on sustainability will be measured. Each future report will be based on the same indicators, allowing readers to track progress over time against the key goals of the plan. By measuring and monitoring our progress, we hope to learn from the results and adapt accordingly.

This report is intended to:

- Increase public awareness and understanding of sustainability
- Show where progress against the goals is being made
- Identify issues and challenges
- Inform decisions and influence actions

The report is aimed at a general audience and it is hoped that it will be read by all the citizens and organizations that call Lake Country home as well as others who may be interested in our approach and progress.

The report contains both quantitative and qualitative (including anecdotal) information to build a picture of the state of sustainability in Lake Country. While quantitative measurement is important, it is also important to understand that numbers cannot tell the whole story. Many important aspects of life in Lake Country cannot easily be measured and therefore, we must incorporate qualitative descriptions.

This report also includes sections that highlight Lake Country's "Seeds of Sustainability". These "seeds" are actions and programs that are already in place and contributing towards the achievement of the goals, and it is hoped that they will grow and flourish over time. These sections include work done by volunteers and community organizations, as well as the District.

What Do We Want to Sustain in Lake Country?

Through stakeholder and public events, *Our Sustainable Lake Country* identified a vision statement and a set of goals that describe the sustainable future to which we aspire. The indicators contained in this report are designed to illustrate how the District of Lake Country is performing against each of these goals. A "description of success" for each goal describes how things will be in Lake Country if we fully achieve the goal.

Criteria for Selecting Indicators

The quantitative aspect of this report relies on a set of indicators that illustrate how well Lake Country is performing against its goals. While all indicators have their limitations, the indicators were selected based on the following criteria:

- **Available** – Data are available and easily accessible.
- **Understandable** – Data are easily understood by a diverse range of non-technical audiences.
- **Credible** – Data are supported by valid, reliable information and interpreted in a scientifically defensible manner.
- **Temporal** – Data have the capacity to measure trends over time.
- **Relevant** - Data/indicator reflects community values and interests (especially those generated through the *Our Sustainable Lake Country* planning process).
- **Responsive** – the indicator measures an issue that can be influenced by the local government or the local community and partners (i.e., it is responsive to intervention).

The report also contains indicators related to the built environment including patterns of land use, growth and density. While land use is not a goal in itself, it is a fundamental strategy that cuts across most of the goals and therefore is an important part of understanding the District's progress.

Sources of Data

The data draws on a number of sources including:

- District of Lake Country
- Statistics Canada Population Survey (census)
- Statistics Canada National Household Survey
- BC Stats Community Profiles
- Census of Agriculture
- Interior Health Authority
- BC Assessment
- Ministry of Forest, Lands and Natural Resource
- Ministry of Environment
- Ministry of Education
- Freshwater Fisheries Society of BC

1. Diverse and affordable housing options



Our Description of Future Success:

A mix of housing types including single-family detached homes, semi-detached/duplex homes, townhouses, apartments and accessory dwellings provides a variety of options for residents at different life stages (e.g., students, young families, retirees) in all four Lake Country wards. The mix of housing types throughout the District helps to ensure that all residents have access to their desired amenities. Supportive housing for seniors and people with special needs is available to allow seniors to age in place and remain in the community, and to provide necessary services to those in need. A variety of rental accommodations are available to provide housing options for those who cannot afford or do not want to buy home.

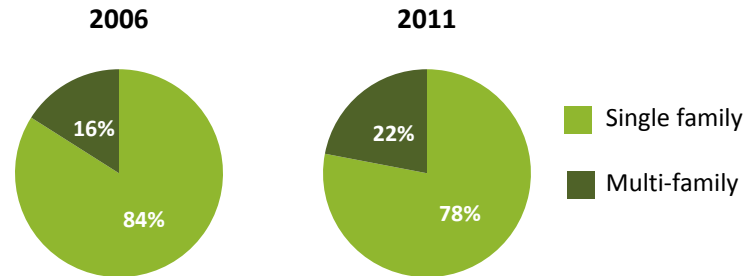
Measuring Our Performance:

Indicator	Performance	Comments
<p>1.1. Average monthly rental payments</p> <p>Measures the average monthly rental payments for one and two-bedroom units within the Kelowna Census Metropolitan Area (CMA).</p> <p><i>(Data Source: Canadian Mortgage and Housing Corporation Housing Market Outlook: Kelowna CMA, Fourth Quarter 2007, Fall 2001, Spring 2013)</i></p>	<p>Average monthly rent (\$2013)</p> <p>◆ Two-bedroom Average Rent ■ One-bedroom Average Rent</p> <p>* Projection</p>	<p>Rental payments in the Kelowna CMA rose steadily from 2004-until a peak in 2008. Prices have been declining since then. The average rent for both 1-and 2-bedroom apartments has increased by about 10% since 2004.</p> <p>Future iterations of this report may use average monthly mortgage payments, as that data is available Lake Country specifically. CMHC data is for the greater Kelowna Area, and Lake Country makes up less than 10% of that population.</p>

1.2. Mix of housing types

Measures the ratio of single family homes to multi-family homes to provide an overview of housing diversity in Lake Country.

(Data Source: Statistics Canada 2006 and 2011 Census)



Housing Type	2006	2011
Single-family detached	3,069	3,520
Multi-Family		
Semi-detached	66	80
Row house	135	155
Apartment - duplex	200	310
Other (i.e., mobile homes)	120	120
Apartment <5 storey	55	350
Apartment > 5 storey	0	0
TOTAL RESIDENTIAL UNITS	3,645	4,535

Lake Country has steadily improved its housing diversity over recent years with new townhouse and apartment dwellings in new subdivisions such as The Lakes and the Woodsdale neighbourhood. In recent years, the number of new single-family dwellings has been matched almost equally by the number of new multi-family dwellings.

Diverse and Affordable Housing Options Seeds of Sustainability:

- In 2012, the **Lake Country Seniors Housing Society**, with support from the province, purchased 4 apartments for housing for seniors and people with disabilities. The Society provides resources, support services, and quality affordable housing throughout the region.
- From 2011 – 2012, the Province invested approximately \$894,000 to fund subsidized housing and rental supplements for over 150 households in Lake Country.
- To increase the availability of rental housing, the District amended its zoning bylaw in 2009 to allow secondary suites in all residential zones and to allow accessory dwelling units on all rural residential properties. The District is the first local government in the region to take this step.



2. A healthy, safe, walkable community



Our Description of Future Success:

Lake Country is a community with low crime rates and a low number of traffic-related accidents. Rates of cardiovascular disease, diabetes and respiratory diseases fall below the BC averages as a result of healthy diets and exercise. Most people live close to amenities to allow walking and cycling, and have easy access to green space and recreational facilities to encourage active pursuits.

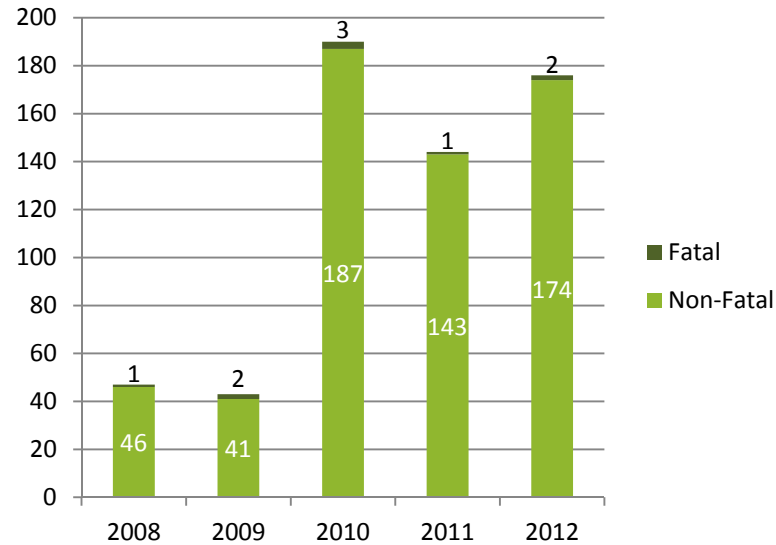
Measuring Our Performance:

Indicator	Performance	Comments
<p>2.1 Accessibility of services</p> <p>Measures the average distance (km) from dwellings to the nearest school, community centre or other civic institution to assess the “walkability”.</p> <p><i>(Data Source: District of Lake Country)</i></p>	<ul style="list-style-type: none"> 33% of current dwellings in Lake Country are within 800m of a government building, recreational & cultural building or a school/educational facility. If new developments include these services or are located close to existing services, this number will increase over time. In future iterations of this report, it may be possible to calculate the actual average distance from each residential parcel to these services. “Walk Score” is a free, web-based service that rates neighbourhoods or municipalities on a scale of 1-100, with 100 meaning that a very wide range of services is available within a very short distance of all dwellings. Lake Country has a score of 52, which is described as “Somewhat Walkable: Some errands can be accomplished on foot”. 	<p>The distance people need to travel to basic services is an indicator of how walkable the community is. A walk of less than 400 m is considered highly accessible, while a walk of 800 m is considered manageable for most. The safety, directness and pleasantness of the walk and the importance of the destination also affect people’s willingness to walk.</p>

2.2 Number of traffic accidents

Measures the number of traffic-related accidents including fatal and non-fatal incidents, to assess the safety of Lake Country's roadways.

(Data Source: RCMP Annual Report and DLC Annual Reports)



The total number of traffic accidents rose dramatically in 2010 and has remained at that elevated level since then. The number of fatal accidents is typically 1-2 per year. These typically occurred on the stretch of Highway 97 along Wood Lake, so the opening of the new highway may result in a reduction in these numbers.

2.3 Transportation mode split for commuters

Measures the percentage of daily commuters who use different forms of transportation.

(Data Source: Statistics Canada 2001, 2006 and 2011 Census)

	2001	2006	2011
Single occupancy vehicle	86%	89%	86%
Shared car	6%	6%	6%
Public transit	3%	1%	2%
Walked or biked	3%	2%	4%
Other methods	3%	2%	2%

Mode split has not varied substantially in the past decade, although there has been investment in improving transit service. The majority of commuters drive single occupancy vehicles while the use of other methods of transportation is limited in Lake Country.

2.4 Km of bike lanes/trails

Measures the amount of trails and bike lanes to assess opportunities for active transportation (i.e., walking and cycling).

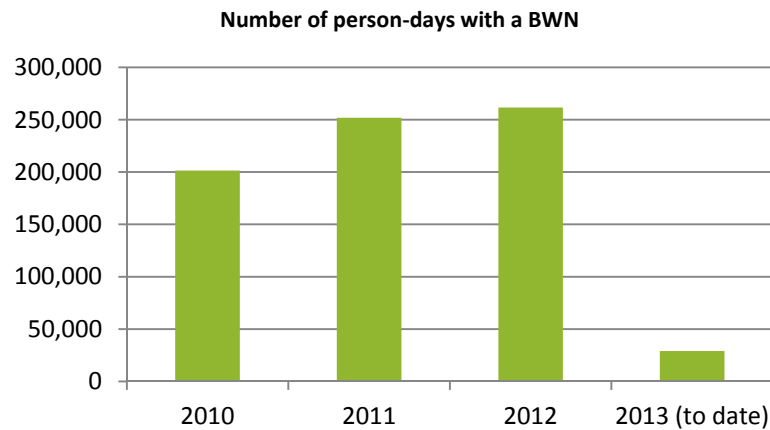
(Data Source: District of Lake Country)

About 25 km of walking trails are included in the District's trail guide. This does not include the trails in Jack Seaton Park or the new Pelmeash Parkway which is currently being designed. Together, these would add about another 6 km. The community group Walk Around Lake Country (WALC) has a vision of adding about 60km of trails to connect all areas of the communities.

2.5 Number of person-days with a Boil Water Notice

Measures the number of people affected by Boil Water Notices (BWN) in Lake Country and the duration of the BWN. This indicator is calculated by multiplying the number of people affected by the number of days they were affected.

(Data Source: DoLC Water Operations Annual Report 2011, 2012, Lake Country Calendar)



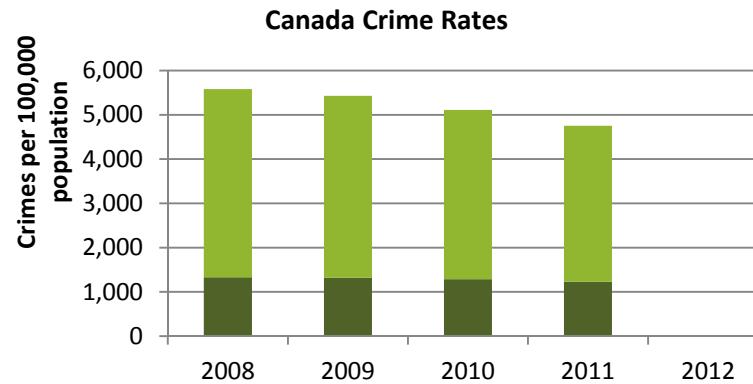
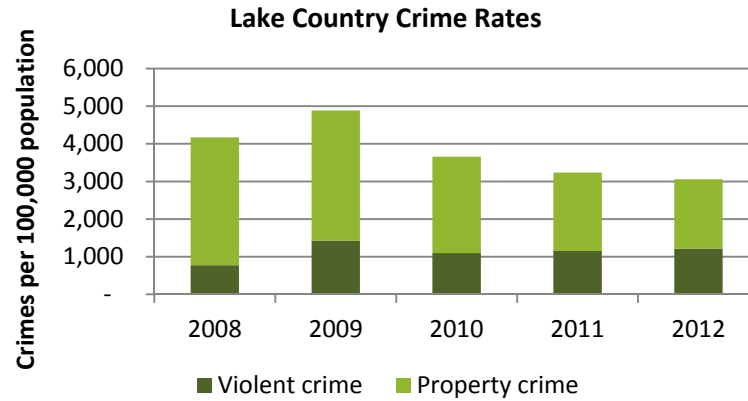
Boil Water Notices (BWN) can be caused by fluctuating turbidity, elevated raw water bacteria counts, adequate chlorine contact time not being met and risk of temporary loss of chlorination due to aging infrastructure or an uncontrolled event such as a line break.

In February of 2013, the Kalamalka Lake Interconnect project was completed to improve water quality and the BWN was downgraded to a water quality advisory. It anticipated that this project should result in a long-term reduction in the number of BWNs.

2.6 Crime statistics

Measures the number of crimes that occur in different categories to assess the overall level of community safety.

(Data Source: RCMP Annual Report, 2012)



* Lake Country 2008 data is for the last 3 quarters only due to a change in record keeping. Canada-wide data for 2012 is not yet available

Lake Country has a relatively low crime rate compared to the national average and the crime rate is dropping more quickly than the national average. From 2009 to 2012, violent crime dropped 35% and property crime dropped 41% in Lake Country. From 2009 to 2011 (2012 data is not available at national scale), Canadian violent crime dropped by 7% and property crime dropped by 14%. The major exception in Lake Country is false or abandoned 911 calls, which doubled between 2011 and 2012, and domestic disputes, which also appear to be rising in frequency.

While RCMP records do not include specific reporting on marijuana grow-ops, anecdotal reports indicate that the District is experiencing an increase in this type of criminal behavior.

A Healthy, Safe, Walkable Community Seeds of Sustainability:

- A wide variety of clubs and organizations such as the Lake Country Outdoors Club and Walking Club provide opportunities for residents to get outside, get some exercise, and socialize with their neighbours.
- The District has identified several core areas for residential infill and intensification in Oyama and Winfield to concentrate housing near existing shops and services in order to create more compact, walkable, and sustainable neighbourhoods.
- The Regional District of Central Okanagan provides support to create neighbourhood Block Watch programs which encourage neighbours to get to know each other and become familiar with normal activity so that they are better able to recognize suspicious activity in their neighbourhood.
- The Lake Country Citizens Patrol Team and Community Policing Office are comprised of citizen volunteers who help support the RCMP to keep the community safe and secure.



3. Close community connections



Our Description of Future Success:

People of Lake Country feel connected to their neighbours and residents in other wards. There is a sense of community—people and businesses care about each other and, in return, feel like others care about them. People and the services they need on a daily basis are also well connected physically, allowing for easy, convenient access. Community and neighbourhood associations have helped to build parks, operate community halls and provide input on a variety of plans.

Measuring Our Performance:

Indicator	Performance	Comments
<p>1.1 Rate of volunteerism</p> <p>Measures the number of citizens who volunteer their time for community organizations, committees, or events.</p> <p><i>(Data Source: Lake Country Citizen Satisfaction Survey)</i></p>	<p>This topic is not currently measured. It can be measured as part of a regularly scheduled citizen satisfaction survey.</p> <ul style="list-style-type: none"> Many organizations and events in Lake Country are strongly supported by volunteers. These include the museum, ArtWalk, the Winfield Community Garden, Great Canadian Shoreline Cleanup, various Neighbourhood Associations, minor sports groups and service clubs, among others. 	

1.2 Number of active community organizations

Measures the number of active organizations and clubs in the community to assess the general level of community capital (i.e., social networks that support individuals and the community as a whole).

(Data Source: District of Lake Country, various community organizations)

A comprehensive list of community organizations is not available at this time. An approximate count based on the Activity Guide indicates there are about 60 community organizations, including sports, arts and culture, outdoor recreation, youth groups, and faith-based organizations. Some of the organizations include:

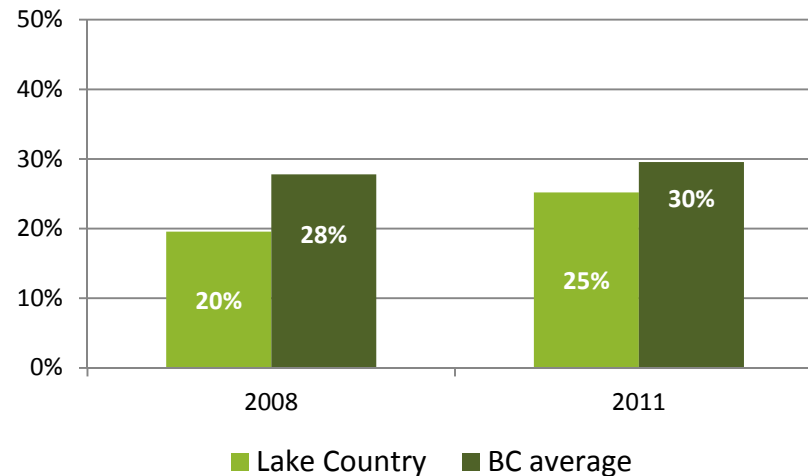
- Lake Country Health Planning
- Boys & Girls Club
- The Lakes Community Association
- Lake Country Dog Owners Association
- Oyama Community Club
- “Life After Laundry” Ladies Club

1.3 Voter turnout in municipal elections

The percentage of citizens who voted in municipal elections is a proxy measure for citizen participation in civic life. Stronger citizen participation contributes to stronger governance and a greater sense of community responsibility, pride, and ownership.

(Data Source: District of Lake Country)

Percentage of Eligible Voters who Voted



In 2008, all seats were acclaimed (i.e. there was no competition) except for Winfield. This likely affected the voter turn-out.

2011 was a full election for all seats.

1.4 % of population who feel connected to the community

Measures the degree to which citizens feel close to their community (i.e., their neighbours and residents of other wards) and the degree to which they can physically access the people and services they need.

(Data Source: Lake Country Citizen Satisfaction Survey)

This topic is not currently measured. It can be measured as part of a regularly scheduled citizen satisfaction survey.

Close Community Connections Seeds of Sustainability:

- A rich volunteer sector and wide variety of active community organizations provide ample opportunities for residents to get together, get to know each other, and give back to the community.
- In addition to the numerous community clubs, sports organizations, and arts and culture organizations, there are 8 active civic committees to help guide economic, environmental, and social sustainability in Lake Country.
- 10 places of worship in the community provide an inclusive network for people of most major faiths.



4. Inclusiveness and opportunity for all



Our Description of Success:

There are opportunities for people of all income brackets, ages and abilities in Lake Country to participate widely in activities and public processes. The community makes a special effort to include marginalized groups and individuals. Public facilities are accessible to everyone.

Measuring Our Performance:

Indicator	Performance	Comments
<p>4.1 % of new units (built within last five years) that are considered “accessible”</p> <p>Measures the percentage of units that meet the building code guidelines for internal accessibility for persons with disabilities.</p>	<ul style="list-style-type: none"> ▪ This indicator is not currently tracked by the District, but will be monitored for future iterations of this report. ▪ Lake Country has an active Access and Age-Friendly Advisory Committee that recently developed guidelines to help create a community that is socially and physically accessible for all ages and mobility ranges 	<p>People with disabilities need to be recognized as valuable members of society. They are students, educators, shoppers, employees, employers, spectators, and residents. They participate in community life and the community must be accessible to ensure equal rights and opportunities for all citizens.</p>

<p>4.2 % of citizens who feel that they are included in community events</p> <p>Measures the degree to which citizens feel there are opportunities for people of all incomes, ages, and abilities in Lake Country to participate in activities and access public facilities, and that the community makes a special effort to include marginalized groups and individuals.</p> <p><i>(Data Source: District of Lake Country)</i></p>	<p>This topic is not currently measured. It can be measured as part of a regularly scheduled citizen satisfaction survey.</p>														
<p>4.3 Educational attainment</p> <p>Measures the percentage of Lake Country residents 15 years and older who have attained an educational diploma, degree, certificate, or trade apprenticeship.</p> <p><i>(Data Source: Statistics Canada 2001, 2006 and 2011 Census)</i></p>	<table border="1"> <thead> <tr> <th>Educational attainment for those 15 and older</th> <th>2001*</th> <th>2006</th> <th>2011</th> </tr> </thead> <tbody> <tr> <td>Has completed high school degree or higher education</td> <td>78%</td> <td>80%</td> <td>82%</td> </tr> <tr> <td>Has some kind of post-secondary certificate, diploma or degree</td> <td>51%</td> <td>50%</td> <td>55%</td> </tr> </tbody> </table> <p><i>* 2001 data is for those 20 – 64 years old</i></p>	Educational attainment for those 15 and older	2001*	2006	2011	Has completed high school degree or higher education	78%	80%	82%	Has some kind of post-secondary certificate, diploma or degree	51%	50%	55%	<p>Educational attainment in Lake Country has risen gradually over the past decade with a higher percentage of people obtaining some kind of post-secondary accreditation.</p>	
Educational attainment for those 15 and older	2001*	2006	2011												
Has completed high school degree or higher education	78%	80%	82%												
Has some kind of post-secondary certificate, diploma or degree	51%	50%	55%												
<p>4.4 Sense of community belonging</p> <p>Measures the percentage of the population aged 12 and over who reported their sense of belonging to their local community as being very strong or somewhat strong.</p> <p><i>(Data Source: Canadian Community Health Survey, Statistics Canada, 2009/2010)</i></p>	<table border="1"> <thead> <tr> <th>Okanagan Health Service Delivery Area*</th> <th>British Columbia</th> <th>Canada</th> </tr> </thead> <tbody> <tr> <td>70.2%</td> <td>69.3%</td> <td>65.4%</td> </tr> </tbody> </table> <p><i>* covers the entire Regional District of Central Okanagan</i></p>	Okanagan Health Service Delivery Area*	British Columbia	Canada	70.2%	69.3%	65.4%	<p>Research shows there is a high correlation between <i>sense of community-belonging</i> and physical and mental health.</p>							
Okanagan Health Service Delivery Area*	British Columbia	Canada													
70.2%	69.3%	65.4%													

Inclusiveness and Opportunity for All Seeds of Sustainability:

- The Lake Country Access and Age-Friendly Committee was established in 2012 to enhance District services for people of all ages and with all types of abilities.
- The Age-Friendly Living Guidelines were developed with input from the public and key stakeholders to help create a vibrant community that promotes social and physical accessibility for all ages and mobility ranges, allows residents to age in place, and is inclusive and allows for meaningful social interactions.
- The Lake Country Food Assistance Society supports individuals and families in need through a community food bank and thrift store.
- The Regional Central Okanagan Social Development Program works with community organizations, health providers, and local governments to raise awareness and implement initiatives to support mental health, address homelessness and addictions, and support living wages/quality of life.



5. Pride in our unique identity



Our Description of Future Success:

Lake Country residents, businesses and organizations visibly take care of the community's appearance. Everyone takes pride in and contributes to celebrating the unique character of the community including early settlements, new development, the natural landscape, and the agricultural character of Lake Country. There is a clear sense of investing in the future and a creative flair that permeates the community.

Measuring Our Performance:

Indicator	Performance	Comments						
<p>5.1 % of buildings/sites identified in Heritage report that are preserved/protected</p> <p>Measures the level of heritage preservation in Lake Country.</p> <p><i>(Data Source: District of Lake Country)</i></p>	<ul style="list-style-type: none"> Nearly 100 natural areas, buildings, vistas are identified in the Heritage Values Workshop Report. None of these locations are protected or preserved for their cultural values as of yet, although some are existing parks. 	<p>The Heritage Values Workshop Report, completed in 2012, identified a preliminary inventory of heritage sites for later evaluation. This process is still ongoing.</p>						
<p>5.2 Number of visitors to the Lake Country Museum</p> <p>Measure the amount of interest in local culture and heritage.</p> <p><i>(Data Lake Country Heritage and Cultural Society Annual Report, 2012)</i></p>	<p># of museum visitors</p> <table border="1"> <caption># of museum visitors</caption> <thead> <tr> <th>Year</th> <th>Number of Visitors</th> </tr> </thead> <tbody> <tr> <td>2011</td> <td>1533</td> </tr> <tr> <td>2012</td> <td>1849</td> </tr> </tbody> </table>	Year	Number of Visitors	2011	1533	2012	1849	<p>Visits to the Lake Country Museum have increased since 2011. In addition, the Museum's website has increased in popularity. In 2010 the average daily number of website hits was 772. By March of 2013, the daily average had risen to over 5300!</p>
Year	Number of Visitors							
2011	1533							
2012	1849							

Pride in Our Unique Identity Seeds of Sustainability:

- As a part of the District's re-branding process, a new municipal website was created (okanaganway.ca) to reflect the region's natural surroundings and community life. The website won the Hermes Creative Award and has received positive feedback from the community.
- Much of Lake Country's identity is based on its rich heritage. A Heritage Values Workshop was held in 2012 to identify key community values and to create a preliminary inventory of heritage sites for preservation.
- The Lake Country Heritage and Cultural Society works closely with the District to preserve and share the community's history. In 2012, volunteers provided over 2200 hours of their time to support the Lake Country Museum which hosts guided tours and programs for retirement home residents, Boys and Girls Clubs, local students, and visitors, and holds public lectures for citizens to learn more about their local heritage.
- Public art throughout the community represents the District's rich arts and culture scene, supports local artists, and incorporates key elements of the community's identity such as its First Nations heritage and agricultural history. The 'Building Communities' sculpture (picture to the right) by Geert Maas is an example that celebrates the diversity of people in the community, their spirit, and their hope for the future which is found in the next generation.
- In 2013, Kalamalka Lake was entered in the Canadian Planner's contest for Best Places in Canada!



6. Rich arts and culture



Our Description of Future Success:

There is a flourishing and growing arts and culture scene in the District, and events attract large audiences from within Lake Country and around the region. Many diverse artists make a living from their work, and some are nationally recognized. Artistic and cultural facilities provide a base for artists of all mediums and appropriate venues for displaying and performing works. Young artists are encouraged and mentored by more established practitioners giving a sense of investment and hope for youth in the District.

Measuring Our Performance:

Indicator	Performance	Comments
<p>6.1 Number of cultural events held annually Measures the total number of cultural events held in the community to assess the wider community effects of the arts and culture sector. <i>(Data Source: District of Lake Country)</i></p>	<ul style="list-style-type: none"> Approximately 155 arts and cultural events were held in 2012. 	<p>The community and its various organizations host an impressive number of arts and cultural events per year. These events include things like community celebrations, movie nights, concerts, art shows, theatre performances, pow wows, and many more.</p>
<p>6.2 Number of active cultural organizations Measures the number of active cultural organizations in the community to assess general level of community participation related to arts and culture. <i>(Data Source: District of Lake Country)</i></p>	<ul style="list-style-type: none"> A comprehensive list of community organizations is not available at this time. 	<p>Lake Country has a wide variety of arts and cultural organizations that are active in the community and provide opportunities for people to get together, learn, and share their unique knowledge and abilities.</p>

<p>6.3 Total annual attendance at cultural events</p> <p>Measures total attendance at cultural events to assess community participation in arts and culture events.</p> <p><i>(Data Source: District of Lake Country, various community organizations)</i></p>	<p>A comprehensive count of attendance at all cultural events is not maintained. The following data was available:</p> <ul style="list-style-type: none"> ▪ Gatzke’s Orchard Concerts: over 575 people attended 5 concerts in 2012 ▪ ArtWalk draws over 7,000 visitors ▪ Lake Country Heritage and Cultural Society annual community picnic: 500 people attended in 2012. ▪ Creekside Theatre: almost 23,000 tickets were sold to 80 events in 2012 	<p>Lake Country events are well attended by the community and visitors. Attendance numbers are not available for all events so a select few have been highlighted to provide an overview of community participation.</p>
---	---	--

Rich Arts and Culture Seeds of Sustainability:

- Lake Country has a vibrant arts and culture sector that entertains residents and draws tourists to the community. The annual Lake Country Art Walk showcases local artists, photographers, sculptors, musicians, and actors. This popular event continues to grow and draws thousands of people from all over the country.
- The District began participating in the 'Communities in Bloom' program in 2011 and has received several commendations from the program for creative use of public art and community participation.
- The Lake Country Art Gallery Society supports the local arts community with classes, exhibits, events, and workshops. Their ARTSCO Artscape program helps local artists exhibit and sell their work in public venues.
- The non-profit Summer Arts Scene for Youth (SASFY) Society offers programs and workshops for youth to explore a wide variety of arts including drawing, painting, dance, animation, photography, theatre, sculpting, woodworking, native crafts, fashion design, and more. Each year they host the 'Okanagan Arts Alive' event to showcase students' talents and artwork.
- The Lake Country Open Air Performance Society hosts community events and performances in public parks during the summer months.
- Creekside Community Theatre has been running for 14 years and hosts up to 100 programs per year with \$100,000 in ticket sales. Certain events such as dance competitions even result in local hotels running out of vacancy!
- The Lake Country Heritage and Cultural Society hosts an annual community picnic called 'Centrepiece' which is staged as a 1920's garden party and features Devonshire tea, children's games, and musical performances.



7. Strong relationships with adjacent communities



Our Description of Success:

Members of the OKIB actively participate in many Lake Country events. There are strong partnerships between the OKIB, the District of Lake Country, other organizations within the community and adjacent communities such as Vernon and Kelowna.

Measuring Our Performance:

Indicator	Performance	Comments
<p>7.1 Community to community forums</p> <p>A qualitative list of the outcomes of community to community forums held with the Okanagan Indian Band.</p> <p><i>(Various data sources)</i></p>	<ul style="list-style-type: none"> ▪ The District is currently involved in organizing a community to community forum with the Okanagan Indian Band. Arising from the Community to Community Forum were a number of commitments and agreements, including the following: <ul style="list-style-type: none"> ▪ Work together on a formal watershed protection protocol; ▪ Work together on economic development activities; and ▪ Work towards a shared Cultural Centre / Discovery Centre. 	<p>The Okanagan Indian Band has held community to community forums with Vernon, Kelowna, and Lumby and developed a joint venture partnership with the Village of Lumby. The Band works regularly with the City of Vernon on development and servicing and works closely with the City's Geographic Information System (GIS) department to collaborate on mapping that will be used to guide service development for both governments.</p> <p>The opportunity exists for Lake Country to form closer partnerships with the Band and other adjacent communities.</p> <p><i>(Source: Aboriginal Affairs and North Development Canada (AANDC) CCP Handbook - Comprehensive Community Planning for First Nations in British Columbia, 2006)</i></p>

<p>7.2 Shared projects and initiatives</p> <p>A qualitative list of projects and initiatives with the Okanagan Indian Band and adjacent communities in the region.</p> <p><i>(Various data sources)</i></p>	<ul style="list-style-type: none"> ▪ In 2013, Lake Country collaborated with the Regional District, industry partners, and government agencies to complete the Silvopasture Pilot Project to manage and protect water quality, agriculture, and sensitive ecosystems in the Vernon Creek watershed. The project was awarded a Regional Premier’s Innovation and Excellence Award in the partnership category. ▪ In 2012, the District of Lake Country entered a formal partnership with Tourism Kelowna to work on collaborative initiatives and marketing. ▪ The District and the Okanagan Indian Band signed a Protocol Agreement in 2005 to establish a cooperative government to government working relationship. In 2011, this Agreement was reaffirmed with a ceremony. ▪ Lake Country is working closely with the City of Kelowna on emergency planning, training, and Emergency Operation Centre operations. ▪ The District of Lake Country supports and promotes regional initiatives related to recycling, waste reduction, and animal control. ▪ The Sustainable Transportation Partnership of Central Okanagan (SPTCO) supports transportation initiatives and connectivity between communities. 	<p>The District’s Agreement with the Okanagan Indian Band sets the stage for collaborative projects and initiatives such as joint land use, servicing, communications, cultural resources, and environmental management.</p> <p><i>(Source: Protocol Agreement between Okanagan Indian Band and The District of Lake Country, 2005).</i></p> <p>Lake Country recently entered into an agreement with Tourism Kelowna that will see Tourism Kelowna perform out-of-valley marketing activities for the District. This will allow Lake Country to take advantage of Tourism Kelowna’s \$2.5 million budget.</p>
--	--	---

Strong Relationships with Adjacent Communities Seeds of Sustainability:

- In 2005, the District signed a Protocol Agreement with the Okanagan Indian Band to establish a long term cooperative working relationship between local governments. The Agreement identifies shared objectives for collaboration such as economic development planning, land use and community servicing planning, policy development regarding cultural resource protection, and the protection and management of fisheries, aquatic resources, and terrestrial environments.
- The Regional District of Central Okanagan provides numerous services and overarching programs for the communities of Lake Country, Peachland, Kelowna, and West Kelowna, and the two unincorporated electoral areas (Central Okanagan East and West).
- BC Transit currently provides bus service from Lake Country to Vernon and Kelowna and has identified a potential frequent service route between Lake Country and Kelowna to increase service to key destinations such as the Kelowna airport and University of BC - Okanagan campus.



8. Thriving local food and agriculture

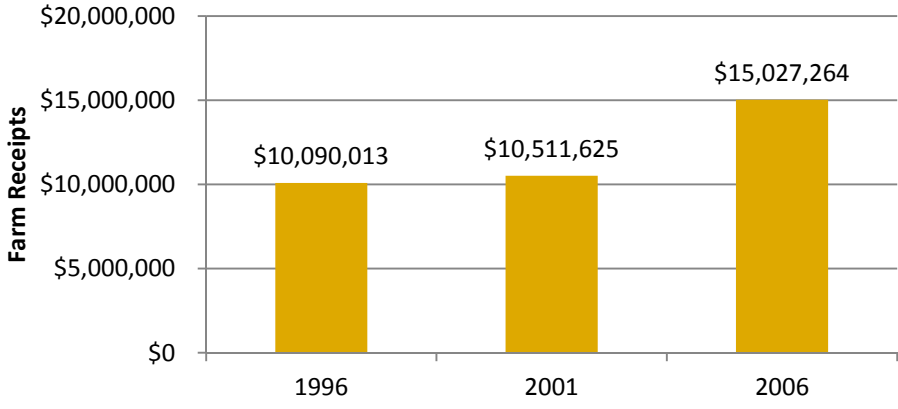


Our Description of Future Success:

Lake Country’s farms are successful and supported by local consumers who go out of their way to purchase from local growers. The Farmer’s Market is thriving and local food can be found in many restaurants and grocery outlets. Food that is exported from the area is processed locally, allowing the benefits of value-added processing to remain in the community. Farmers and gardeners are finding innovative ways to grow high quality, nutritious food with fewer synthetic inputs. Local farms look for opportunities to hire and train local youth. The current Agricultural Advisory Committee remains active and influential.

Measuring Our Performance:

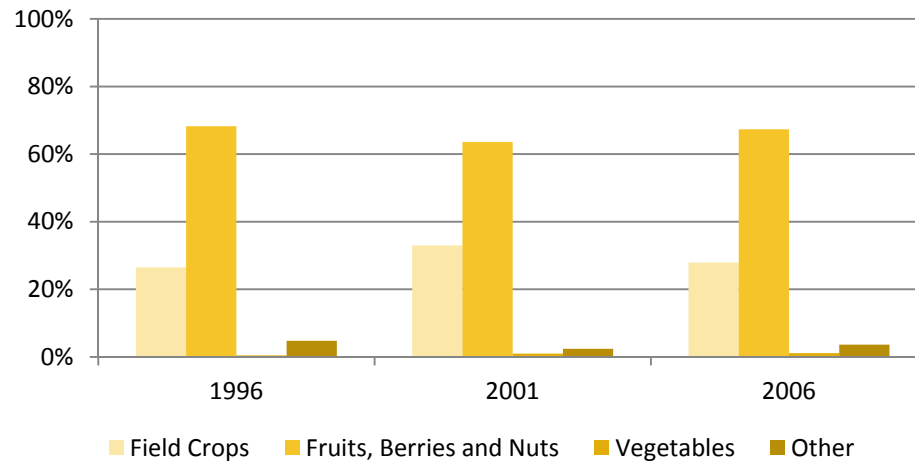
Indicator	Performance	Comments
<p>8.1 Total Area of Farmland (Ha.)</p> <p>Measures the total area of farmland in Lake Country to provide an overview of the agricultural potential for the community.</p> <p><i>(Data Source: District of Lake Country aerial maps)</i></p>	<ul style="list-style-type: none"> There are 3658 ha of farmland within the District of Lake Country. This figure was calculated based on ALR maps and a visual survey of the area conducted by the Ministry of Agriculture which classified land as being used or unused. Most, but not all, farmland in Lake Country is within the ALR. Lake Country is home to several large fruit producers, including the largest grower of cherries in Canada. 	<p>Over 40% of the District is within the Agricultural Land Reserve (ALR), although not all of the ALR land is farmed (some is still in a natural state).</p>

<p>8.2 % of farmland in active production (%)</p> <p>Measures the total percentage of farmland in Lake Country that is in active production to provide an overview of current agricultural production compared to potential agricultural production.</p> <p><i>(Data Source: District of Lake Country aerial maps)</i></p>	<ul style="list-style-type: none"> 86% of the farmland in the District of Lake Country is in active production. 									
<p>8.3 Total farm receipts</p> <p>Measures the total amount of income generated by local farms to provide an overview of the local agricultural economy.</p> <p><i>(Data Source: 2011 Census of Agriculture for Central Okanagan Consolidated Census Subdivision and Ministry of Agriculture Report: Agriculture in Brief, District of Lake Country)</i></p>	 <table border="1"> <thead> <tr> <th>Year</th> <th>Farm Receipts</th> </tr> </thead> <tbody> <tr> <td>1996</td> <td>\$10,090,013</td> </tr> <tr> <td>2001</td> <td>\$10,511,625</td> </tr> <tr> <td>2006</td> <td>\$15,027,264</td> </tr> </tbody> </table> <p>In 2011, farms in the Central Okanagan Consolidated Census Subdivision had total receipts of over \$86 million dollars.</p>	Year	Farm Receipts	1996	\$10,090,013	2001	\$10,511,625	2006	\$15,027,264	<p>Due to census reporting protocols, 2011 data is not available for the District of Lake Country alone. This indicator may be removed from future iterations of the report if data does not become available.</p>
Year	Farm Receipts									
1996	\$10,090,013									
2001	\$10,511,625									
2006	\$15,027,264									

8.4 Farm type diversity

Measures the diversity of local farms to provide an overview of local food production and food security.

(Data Source: Ministry of Agriculture Report: Agriculture in Brief, District of Lake Country)



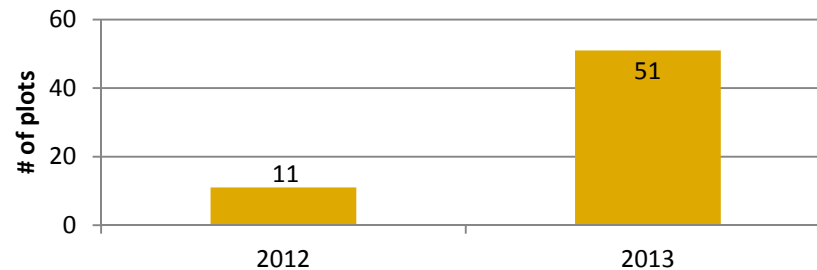
This data illustrates the diversity of crop types grown in Lake Country. The proportion of various crop types has remained fairly stable.

Due to census reporting protocols, 2011 data is not available for the District of Lake Country alone. This indicator may be removed from future iterations of the report if data does not become available.

8.5 Number of community garden plots

Measures the number of garden plots available to community members.

(Data Source: Lake Country Communities in Bloom 2013 Community Profile)



A new community garden is being installed in Oyama at the Oyama Community Club. It is part of the Central Okanagan Community Garden Association. As the garden was not complete at the time of writing, those plots have not been included in the count.

In addition to an increase in the number of community garden plots in the District, the community gardens are also the site of other projects. At the Winfield Community Garden public art by local artist Ed Goodon has been installed, a gazebo has been built, and food for the local food bank is being cultivated by a group of staff volunteers from TD Canada Trust bank.

Thriving Local Food and Agriculture Seeds of Sustainability:

- The Lake Country Farmers' Market (open June to Sept) supports local farmers and artisans and provides a venue for the community to purchase healthy, locally produced foods and goods.
- In 2012 Lake Country hosted the 4th annual Okanagan Feast of Fields harvest festival to celebrate local food and raise money for Farm Folk City Folk (a non-profit society that supports local sustainable food systems).
- In 2012, 6 local wineries hosted the 'Taste Lake Country' event which included wine tastings, multi-cultural food, and tours at Ancient Hill Winery, Arrow Leaf Cellars, Ex Nihilo Winery, Gray Monk Estate, Intrigue Estate Winery, and 50th Parallel Estate.
- The Winfield Community Garden provides over 50 plots for community members to garden and grow food using sustainable methods. Community activities and public art are incorporated to provide opportunities for fun and community building.
- The District's Community Agriculture Plan (2008) provides direction for the protection of farmlands and identifies approaches to help the community and agricultural sector realize the greatest economic benefit from their productive agricultural lands.



9. A thriving, resilient and diverse local economy



Our Description of Future Success:

Lake Country businesses prosper and the local economy diversifies to provide a more stable and secure tax base. Lake Country incubates, supports, retains and expands local businesses and entrepreneurs, and manages to attract some outside companies to locate their Okanagan operations in the District.

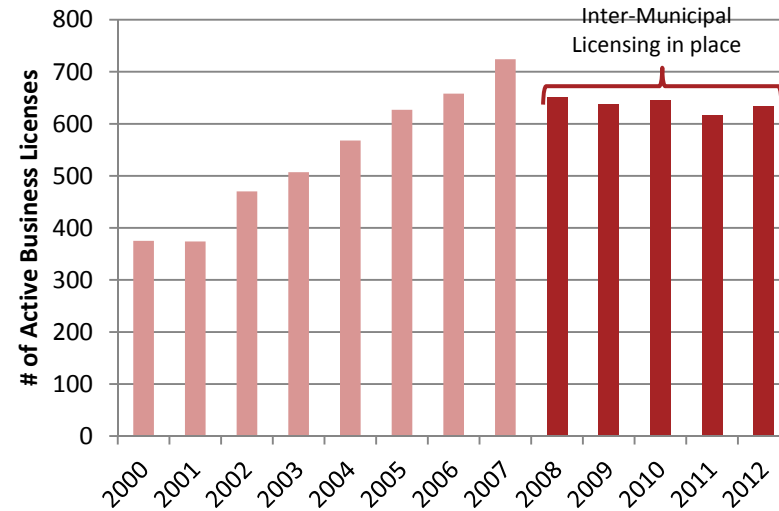
Measuring Our Performance:

Indicator	Performance	Comments																																																			
<p>9.1 Number of business types registered in Lake Country</p> <p>Measures the number of different business types to provide an overview of local economic diversity.</p> <p><i>(Data Source: District of Lake Country Business License Master List)</i></p>	<table border="1"> <caption>Number of Business Types Registered in Lake Country (1998-2013)</caption> <thead> <tr> <th>Year</th> <th>Total</th> <th>Total with similar types grouped</th> </tr> </thead> <tbody> <tr><td>1998</td><td>28</td><td>18</td></tr> <tr><td>1999</td><td>60</td><td>38</td></tr> <tr><td>2000</td><td>62</td><td>42</td></tr> <tr><td>2001</td><td>65</td><td>43</td></tr> <tr><td>2002</td><td>65</td><td>22</td></tr> <tr><td>2003</td><td>72</td><td>48</td></tr> <tr><td>2004</td><td>75</td><td>50</td></tr> <tr><td>2005</td><td>78</td><td>52</td></tr> <tr><td>2006</td><td>82</td><td>55</td></tr> <tr><td>2007</td><td>85</td><td>58</td></tr> <tr><td>2008</td><td>88</td><td>60</td></tr> <tr><td>2009</td><td>90</td><td>62</td></tr> <tr><td>2010</td><td>95</td><td>65</td></tr> <tr><td>2011</td><td>100</td><td>68</td></tr> <tr><td>2012</td><td>110</td><td>75</td></tr> <tr><td>2013</td><td>115</td><td>78</td></tr> </tbody> </table>	Year	Total	Total with similar types grouped	1998	28	18	1999	60	38	2000	62	42	2001	65	43	2002	65	22	2003	72	48	2004	75	50	2005	78	52	2006	82	55	2007	85	58	2008	88	60	2009	90	62	2010	95	65	2011	100	68	2012	110	75	2013	115	78	<p>Communities with a wide range of business types are more self-reliant. They are also better able to withstand fluctuations in the economy than those that are depending on a single sector or resource. In order to provide a more accurate perspective, similar business types (e.g. auto repair and auto service), have been grouped.</p> <p>The number of business types registered has more than quadrupled since 1998.</p>
Year	Total	Total with similar types grouped																																																			
1998	28	18																																																			
1999	60	38																																																			
2000	62	42																																																			
2001	65	43																																																			
2002	65	22																																																			
2003	72	48																																																			
2004	75	50																																																			
2005	78	52																																																			
2006	82	55																																																			
2007	85	58																																																			
2008	88	60																																																			
2009	90	62																																																			
2010	95	65																																																			
2011	100	68																																																			
2012	110	75																																																			
2013	115	78																																																			

9.2 Number of active business licenses

Measures the number of active businesses to provide an overview of local economic activity.

(Data Source: District of Lake Country)



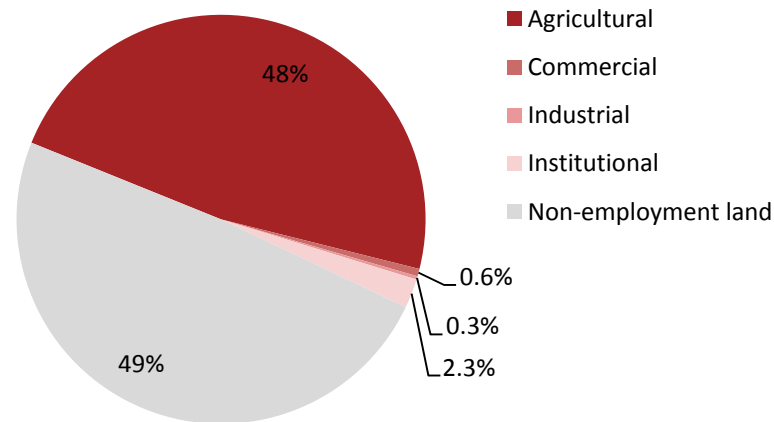
The total number of active businesses is an indicator of economic activity.

The number of business licenses appears to decline starting in 2008, but this marks the start of the inter-municipal license program, which meant that businesses operating in Lake Country and other local municipalities only needed to purchase a license (and inter-municipal upgrade) in their home community.

9.3 Amount of Land Zoned for Employment Uses

Measures the proportion of employment lands zoned for commercial and industrial activities.

(Data Source: District of Lake Country GIS data)

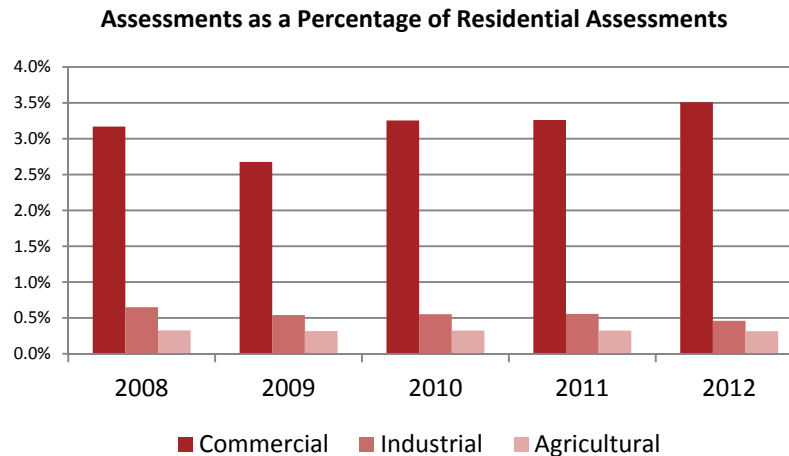


Just over 50% of Lake Country's land base is zoned for employment uses, such as agriculture, commercial, industrial and institutional activities. The industrial land base is particularly small, at 0.3% of the District's land base (and 1% of employment lands).

9.4 Relative Value of land/property assessed for commercial, industrial and agricultural uses

Measure the relative value of non-residential lands compared to residential lands in the community.

(Data Source: District of Lake 2012 Annual Report)



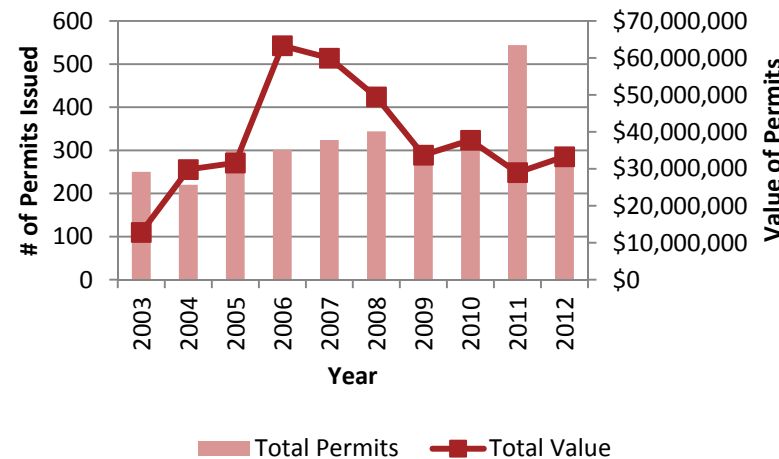
Reporting the commercial, industrial and agricultural assessments as a percentage of residential assessment provides some insight regarding shifting land base values. The data indicates that the relative value of commercial land is increasing, while the relative value of industrial land is declining. The relative value of agricultural land is remaining constant.

While agricultural and industrial lands have fairly even assessment values, agricultural land has a much larger area.

9.5 Value of building permits

Measures the value and number of new building permits issued per year.

(Data Source: District of Lake Country Business License Master List)

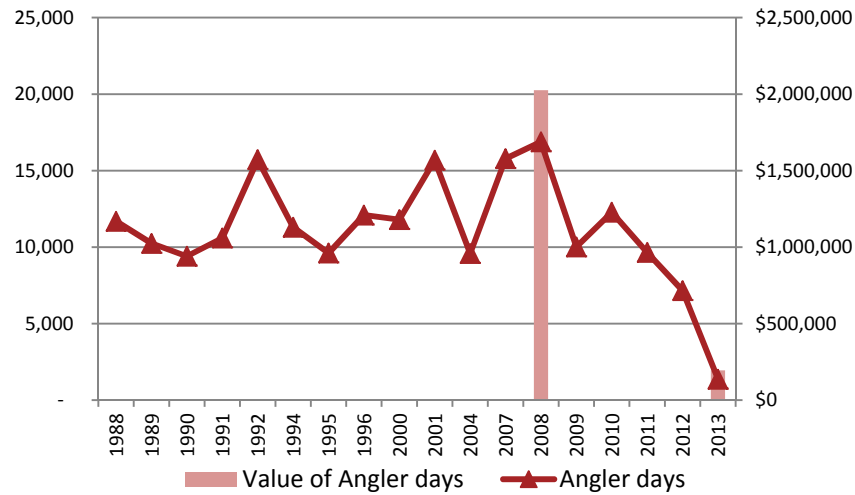


The value of building permits peaked in 2006 and declined sharply until 2010. It has fluctuated since then, hovering around 2005 levels. The number of building permits has remained fairly constant since about 2005, with a large spike in 2011 due to 342 building permits issued for secondary suite legalization.

9.6 Angler Activity on Wood Lake

Considers both the total number of angler days per year and the total dollar value of angler fishing to the Lake Country economy. Wood Lake was selected because it is located entirely within the District of Lake Country.

(Data Source: Freshwater Fisheries Society of BC)



The District's numerous lakes provide many opportunities for outdoor recreation for residents and visitors such as fishing which contribute to the local economy.

The number of angler days per year on Wood Lake has declined sharply in recent years due to declining health of the fish stocks. This has resulted in angling contributions to the local economy being reduced to less than 10% of the recent maximum (2008 compared to 2013).

A Thriving, Resilient and Diverse Local Economy Seeds of Sustainability:

- In 2012, the District formed a partnership with Tourism Kelowna for marketing and funding support. In March of 2013, the District hosted a Community Tourism Forum with local businesses and public stakeholders to start brainstorming ideas to assist in the development of a tourism strategy for Lake Country.
- The Central Okanagan Economic Development Commission provides support and resources for new and existing businesses with a variety of programs, seminars, pilot projects, and mentorship and strategic partnership opportunities.
- The District is currently involved in a variety of initiatives to support local economic development such as undertaking a business land inventory and assessment study, promoting business development along the Main Street corridor and in the Town Centre, supporting the development of agri-tourism and other agriculture focused enterprises, supporting home based businesses, and designating land for commercial and industrial use.
- Future District initiatives and strategies include expanding outdoor recreation areas, supporting value-added industries, increasing tourism/investor exposure, providing affordable rents for small businesses, creating business incubators, creating a visitor centre, and creating a formal partnership with the Okanagan Indian Band.



10. Efficient, effective and affordable infrastructure and services



Our Description of Future Success:

Lake Country provides high quality infrastructure to support a high level of service and community and environmental health. The infrastructure funding gap is closed through a combination of service efficiency improvements, strategic investment decisions, increased revenues (from a more diverse tax base) and increased grant funding from senior governments.

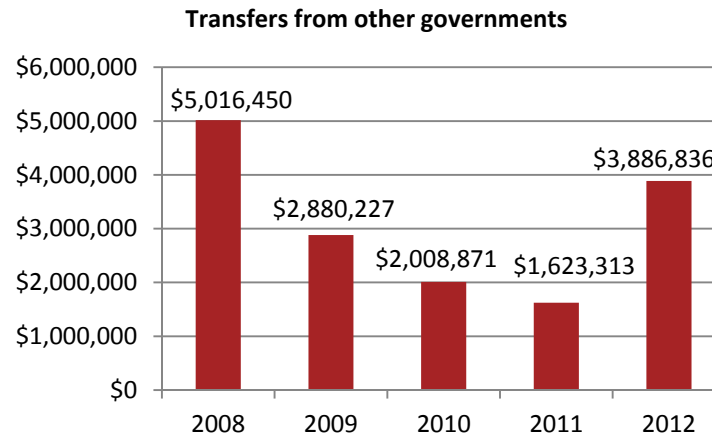
Measuring Our Performance:

Indicator	Performance	Comments
<p>10.1 Number of parcels serviced by municipal water supply</p> <p>Measures the number of residents who are serviced by municipal water supply.</p> <p><i>(Data Source: District of Lake Country Water Master Plan)</i></p>	<ul style="list-style-type: none"> As of 2012, the municipal water supply included 3,236 connections. A single connection may service more than one dwelling, as in the case of multi-family dwellings or single family dwellings with secondary suites. 	<p>The District's long term goal is to provide municipal water service to all urban areas and to acquire all privately operated water systems as they become available.</p>
<p>10.2 Number of parcels serviced by municipal or private subdivision sewer</p> <p>Measures the number of residents who are serviced by municipal or private sanitary sewer systems as opposed to private septic systems.</p> <p><i>(Data Source: District of Lake Country Stage 1 Liquid Waste Management Plan)</i></p>	<ul style="list-style-type: none"> As of 2013, 2,377 homes (single family equivalent) were serviced by sewer connections. This represents 53% of the dwellings in Lake Country. This number has not changed significantly in the past several years. 	<p>The District's long term goal is to provide sanitary sewer service to all urban areas.</p>

10.3 Value of grant funding for infrastructure

Measures the amount of funding from senior governments for infrastructure. This affects the overall capacity of the District to provide infrastructure improvements and maintenance for the community.

(Data Source: District of Lake Country Annual Report, 2012)

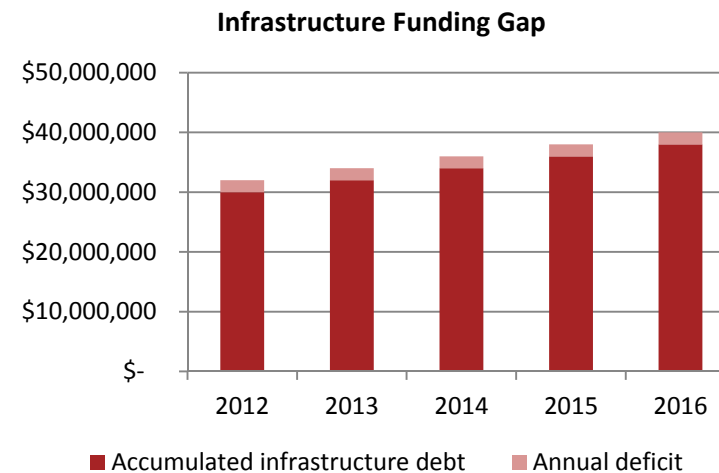


Grants from the provincial and federal governments can be received for a wide range of projects including highway improvements, wastewater treatment plant upgrades, and support for green infrastructure.

10.4 Infrastructure funding gap

Measures the amount of funding that is needed for infrastructure projects in terms of the amount of money and number of years it will take to obtain it.

(Data Source: District of Lake Country)



Aging infrastructure and infrastructure that does not meet today's needs (such as roads without sidewalks) is costly to maintain, upgrade or replace.

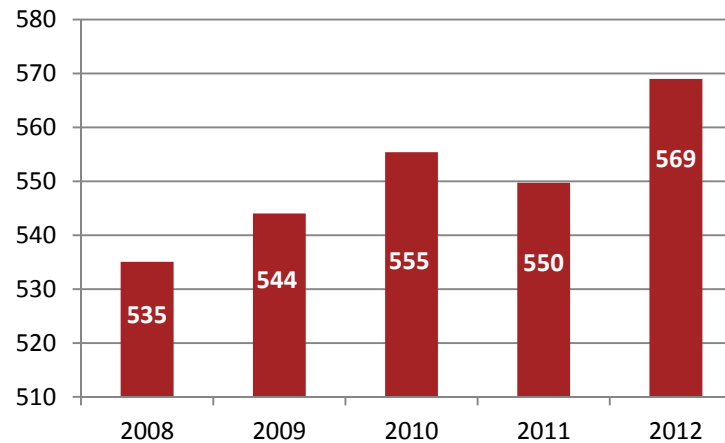
The District has identified an annual funding gap of \$2 million for road renewal, in addition to an existing debt of \$30 million. This does not account for additional improvements that many residents desire, such as sidewalks and bike routes.

10.5 Kilograms of solid waste disposed per single family household

Measures the amount of garbage that single family households Lake Country dispose of each year. Multi-family households are serviced privately and data is not readily available.

(Data Source: Regional District Waste Reduction Office)

Kg of garbage disposed per household



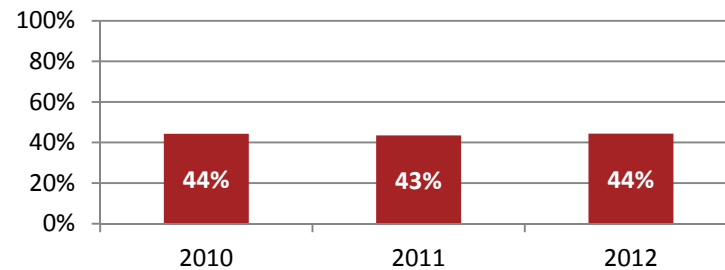
The amount of garbage that Lake Country residents dispose of is trending upwards. This will need to change if the District is to meet the region’s goal of zero waste. The Regional Solid Waste Management Plan has set a target of 39% reduction (below 2004 levels) within 6 – 15 years of the plan’s adoption in 2006.

10.6 Single family household waste diversion rate

Measures the amount of garbage per household that is diverted from the garbage (via recycling or yard waste collection).

(Data Source: Regional District Waste Reduction Office)

Solid Waste Diversion Rate



Waste diversion rates have remained steady over the past few years, since the introduction of the automated, cart-based collection system.

Efficient, Effective and Affordable Infrastructure and Services Seeds of Sustainability:

- The District has outlined a number of capital projects to improve infrastructure and municipal services. Long term goals are to acquire all privately operated water systems as they become available and provide water and sanitary sewer service to all urban areas.
- Lake Country has over 200 km of roadways that require continual repair and maintenance. Pothole patching takes place November through April, street sweeping in spring, snow removal in winter, and ditching, grading, and dust control occurs annually.
- The Regional District's Waste Reduction Office has a number of programs to reduce waste and increase recycling and composting such as its 'paper free home' program, annual composter sale, 'Make Memories – Not Garbage' campaign, furniture deconstruction program, and annual 'trunk sale' events.
- In 2012, there were over 50,000 visits to the Westside Recycling Centre and over 12,000 tonnes of recyclables collected.



11. Reduced dependence on fossil fuels



Our Description of Future Success:

Lake Country reduces the energy intensity of each dollar of local production. Individuals, businesses and other organizations transition to renewable energy sources and improve their energy efficiency.

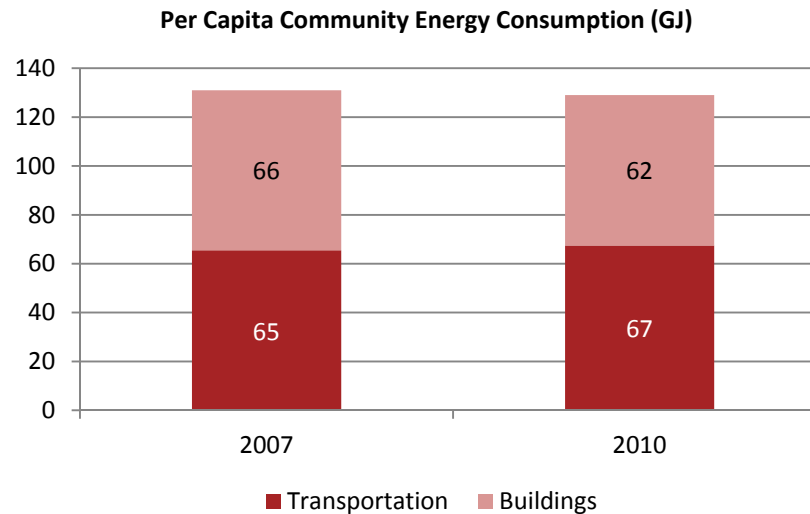
Measuring Our Performance:

Indicator	Performance	Comments									
<p>11.1 Total annual energy consumption (GJ)</p> <p>Measures the total amount of community energy consumption in Lake Country from buildings and transportation.</p> <p><i>(Data Source: 2010 Community Energy and Emissions Inventory, Province of BC)</i></p>	<p style="text-align: center;">Community Energy Consumption (GJ)</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th>Year</th> <th>Transportation (GJ)</th> <th>Buildings (GJ)</th> </tr> </thead> <tbody> <tr> <td>2007</td> <td>669,146</td> <td>669,899</td> </tr> <tr> <td>2010</td> <td>776,897</td> <td>708,505</td> </tr> </tbody> </table>	Year	Transportation (GJ)	Buildings (GJ)	2007	669,146	669,899	2010	776,897	708,505	<p>Community energy consumption has risen in recent years. However, this growth can be attributed in part to growth of the District and its population. The percentage of energy consumption is split fairly evenly between buildings and transportation.</p>
Year	Transportation (GJ)	Buildings (GJ)									
2007	669,146	669,899									
2010	776,897	708,505									

11.2 Per capita average energy consumption

Measures the total amount of energy consumption per person in Lake Country from buildings and transportation.

(Data Source: 2010 Community Energy and Emissions Inventory, Province of BC)

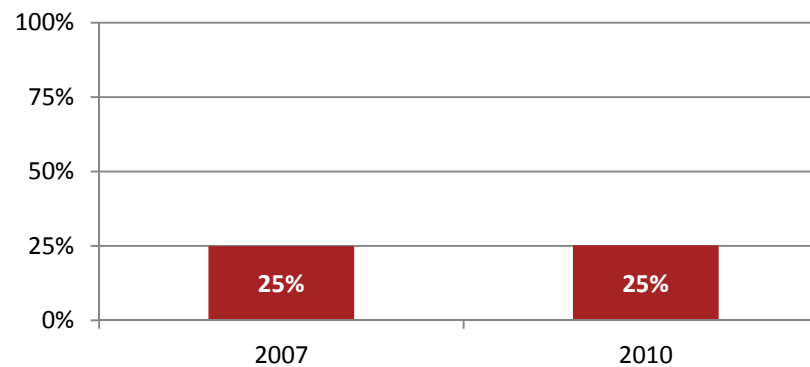


Per capita energy consumption has improved slightly in recent years. This verifies the fact that rising community energy consumption (indicator 11.1) can be attributed to population growth, rather than increased energy usage per person.

11.3 % of total energy from renewable energy sources

Measures the amount of energy that comes from renewable energy sources (e.g., solar, wind, hydro-electric), versus non-renewable (e.g., petroleum, natural gas produced electricity).

(Data Source: 2010 Community Energy and Emissions Inventory).



The proportion of renewable energy has remained steady. This is largely because the energy mix in the region is unchanged. This also includes the locally generated hydro-electric power (see indicator 11.4 for more details).

11.4 % of total energy from local (regional) sources

Measures the total amount of locally produced energy.

(Data Source: District of Lake Country)

- Local renewable energy is produced by the hydroelectric generating station on the Eldorado Reservoir. The facility generates 1.1 MW (4,023 MWh per year). This is equivalent to about 14,500 GJ, which is about 1% of the total energy consumed.

Reduced Dependence on Fossil Fuels Seeds of Sustainability:

- In 2009 the District completed the Hydroelectric Generating Station in the Eldorado Reservoir which takes advantage of existing water infrastructure to generate approximately \$250,000 in revenue for the District and produce enough emission-free renewable energy to power 400 homes per year.
- In 2012, the District installed solar powered bus shelters throughout the community, LED street lights and LED lights in District facilities and the Lake Country Museum.
- When completed, the District's Community Energy and Emissions Plan will help identify community actions to reduce the need for fossil fuel use.
- The District is currently completing its Integrated Transportation Framework to guide the District towards a safer, more effective and efficient transportation system that will include infrastructure for pedestrians, cyclists, public transit, and vehicles.



12. Healthy ecosystems

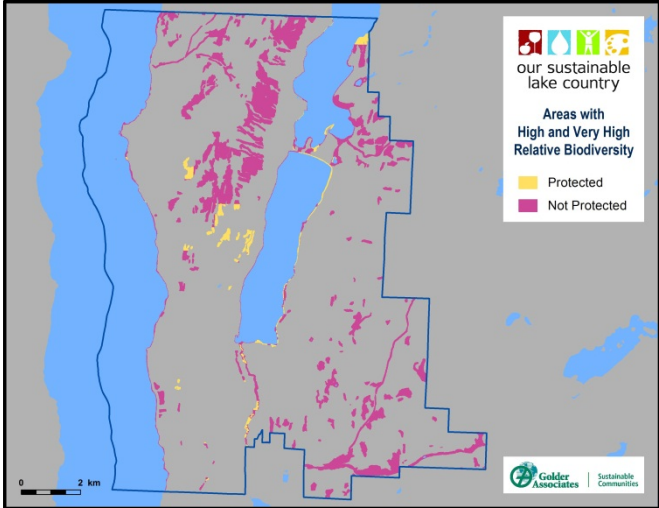


Our Description of Future Success:

Ecosystems in Lake County are healthy, robust and continue to support the full diversity of flora and fauna that historically existed in the area. Degraded habitats are restored and species at risk are brought back from the brink of localized extinction.

Measuring Our Performance:

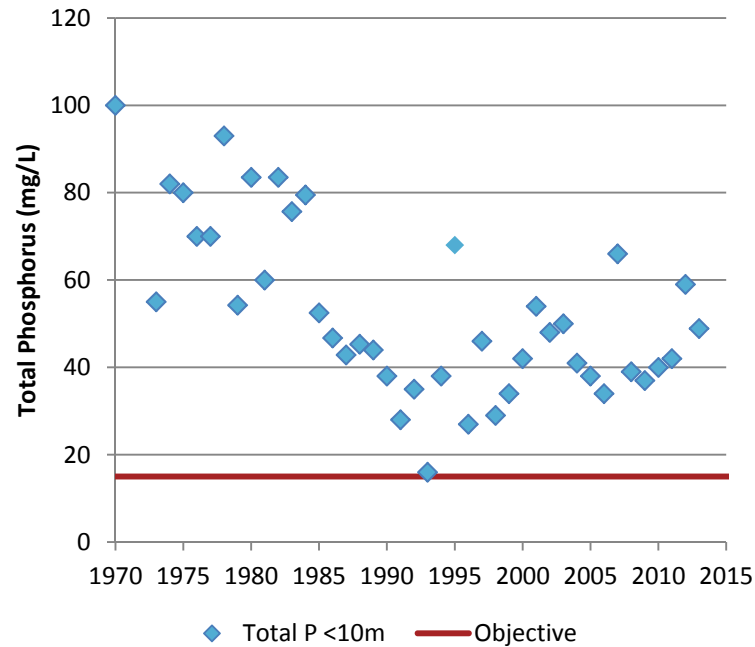
Indicator	Performance	Comments
<p>12.1 Total area of protected natural areas and parks</p> <p>Measures the total amount of green space that is protected from development.</p> <p>(Data Source: District of Lake Country)</p>	<ul style="list-style-type: none"> In 2012 about 560ha of land was zoned as “Natural Areas and Parks”. The official community plan designates 740 ha as “Parkland – Conservation”. About 48.5 ha are protected as DLC parks. About 21 ha of that area was added since 2006 as a result of parkland dedication required by subdivisions (16 ha from The Lakes alone). 	<p>Green space (whether natural areas or public parks) contributes to ecological health by filtering pollution and improving air quality, providing habitat and food sources for local wildlife, and enhancing the mental and physical well-being of Lake Country residents. Protecting green space as parks or by designating it as an ecologically sensitive area helps to ensure that ecological health is maintained.</p>

<p>12.2 Total % of land designated as having a very high or high relative biodiversity that is protected</p> <p>Measures the portion of the land area that is rated as having very high or high relative biodiversity and that is also protected by its land status.</p> <p><i>(Data Source: A Biodiversity Conservation Analysis for the North and Central Okanagan Region, Caslys Consulting Ltd.)</i></p>	<ul style="list-style-type: none"> ▪ A study completed in January 2013 classified land throughout the Central and North Okanagan according to its relative biodiversity. 26 ha in Lake Country is classified as having very high biodiversity and 1,122 ha is classified as having high biodiversity. ▪ 74.59 ha (6.5%) of the high or very high biodiversity land is protected as a park or natural area, as illustrated in the figure below. 	<p>The greater the diversity of an ecosystem, the more productive, sustainable, and resilient it will be, allowing it to perform its many functions such as breaking down and absorbing pollution, recover from unpredictable events, provide habitat and food sources, and improve the quality of air, water, and soil in the community.</p> <p>Land with high or very high biodiversity that is not protected can be considered a biodiversity ‘hot spots’. The hot spots and other significant habitats can be targeted for appropriate biodiversity conservation efforts (e.g., restoration, park acquisition) and will be used to guide the development of a conservation strategy for the region.</p>
<p>12.3 # of trees/ trees planted in urban areas</p> <p>Measures the number of trees planted in urban areas to provide an overview of urban ecosystems.</p> <p><i>(Data Source: District of Lake Country)</i></p>	<ul style="list-style-type: none"> ▪ From 2009 – 2012, the District planted approximately 400 trees per year on public property (roads, parks). ▪ In 2009, approximately 1,500 seedlings were planted by the District on Spion Kop Mountain. 	<p>Privately planted trees were not included in this indicator although future iterations may include privately planted trees that are planted in new developments.</p>

12.4 Water quality of Wood Lake

Measures the quality of water in Wood Lake with a focus on ecosystem health (i.e., aquatic habitat, natural filtering capacity).

(Data Source: Ministry of Environment)



The nutrients (phosphorus and nitrogen), clarity, and chlorophyll-a levels of Wood Lake are measured twice a year by the Ministry of Environment. These parameters provide an indication of the lake's health and ability to sustain aquatic life. Phosphorus was chosen as a representative parameter because it is substantially affected by anthropogenic sources, such as agricultural runoff, leaky/failing septic fields and wastewater treatment plant effluent disposal. It is also affected by natural causes such as heavy spring runoff). In Wood Lake, nitrogen is not as critical a parameter, because there is so much phosphorus. Clarity and chlorophyll-a are both affected by the amount of algae growing, which is a function of the amount of phosphorus. The objective is set by the MoE and is considered an attainable/ realistic objective. When the objective is consistently met, the MoE will consider making the objective lower.

The phosphorus levels have declined since the 1970s, but appear to be leveling off above the objective.

Healthy Ecosystems Seeds of Sustainability:

- April is Community Clean-up Month in Lake Country and volunteers get together to gather garbage and clean up urban areas, forests, creeks, and lake shores. The Regional District's Waste Reduction Office provides gear and supplies to any interested individuals or groups.
- The Oyama Community Club coordinates a community spring clean-up every year in May.
- In 2012, volunteers and the Regional Waste Reduction Office cleaned-up over 40 illegal dump sites.
- In September 2012, a group of volunteers helped to clear debris and clean up garbage from Middle Vernon Creek to allow spawning Kokanee to swim upstream.
- The Ocoela Fish and Game Club promotes environmental stewardship and has supported habitat restoration and conservation projects in Lake Country for almost 40 years.
- In June of 2013, the 1st Lake Country Girl Guides won a grant to help beautify the community and sustain the environment with useful vegetation. 40 people took part and planted 180 milkweed plants in Jack Seaton Park to support critical habitat for monarch butterflies.



13. A long term supply of clean water

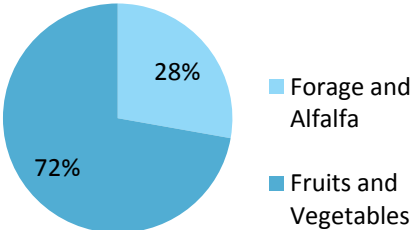


Our Description of Future Success:

Lake Country supplies and uses water within the capacity of the natural environment. Water is treated as a precious resource, conserved and never wasted. Wastewater does not exceed the assimilative capacity of the receiving environment.

Measuring Our Performance:

Indicator	Performance	Comments								
<p>13.1 Non-agricultural potable water consumption</p> <p>Measures the total amount of drinkable water that is consumed in Lake Country for non-agricultural uses (litres per person per day).</p> <p><i>(Data Sources: 2012 Water Master Plan; Statistics Canada 2011 Census; Environmental Reporting BC, Water Use Per Capita indicator)</i></p>	<p style="text-align: center;">Non-agricultural water use (2011)</p> <table border="0" style="width: 100%; margin-top: 10px;"> <tr> <td style="width: 50%;">Total water use in Lake Country</td> <td style="width: 50%;">10,000 million litres</td> </tr> <tr> <td>Total non-agricultural water use</td> <td>4,630 million litres</td> </tr> <tr> <td>Population (2011)</td> <td style="text-align: right;">11,708</td> </tr> <tr> <td>Total non-agricultural water used per person per day</td> <td style="text-align: right;">1,083</td> </tr> </table>	Total water use in Lake Country	10,000 million litres	Total non-agricultural water use	4,630 million litres	Population (2011)	11,708	Total non-agricultural water used per person per day	1,083	<p>Non-agricultural uses make up 46% of total water consumption in Lake Country.</p> <p>The majority of non-agricultural water is used for outdoor residential uses such as watering lawns.</p> <p>When only residential water use is accounted for, the rate is 823 litres per person per day. This is still substantially higher than the provincial and national averages of 426 litres per person in BC and 329 litres, per person in Canada (2004 data). Note that BC has among the highest rates of water consumption in Canada, and Lake Country residents consume nearly twice as much as BC on average.</p>
Total water use in Lake Country	10,000 million litres									
Total non-agricultural water use	4,630 million litres									
Population (2011)	11,708									
Total non-agricultural water used per person per day	1,083									

<p>13.2 Total annual agricultural water consumption (litres)</p> <p>Measures the total amount of water used for agriculture in Lake Country.</p> <p><i>(Data Source: 2012 Water Master Plan)</i></p>	<p style="text-align: center;">Agricultural water use (2011)</p>  <table border="0" style="width: 100%; margin-top: 10px;"> <tr> <td style="width: 50%;">Total water use in Lake Country</td> <td style="width: 50%;">10,000 million litres</td> </tr> <tr> <td>Total agricultural water use</td> <td>5,400 million litres</td> </tr> </table>	Total water use in Lake Country	10,000 million litres	Total agricultural water use	5,400 million litres	<p>Agricultural uses makes up 54% of total water consumption in Lake Country.</p> <p>The majority of agricultural water use is used for growing fruits and vegetables.</p>																		
Total water use in Lake Country	10,000 million litres																							
Total agricultural water use	5,400 million litres																							
<p>13.3 Estimate the size of total existing water supply and % utilization</p> <p>Measures the total water supply that is licensed for withdrawal from the various sources in Lake Country and the ratio of annual water consumption to the total amount licensed for withdrawal.</p> <p><i>(Data Source: 2012 Water Master Plan)</i></p>	<table border="0" style="width: 100%;"> <tr> <td style="width: 50%;">Swalwell (Beaver) Lake</td> <td style="width: 50%;">8,661 million litres</td> </tr> <tr> <td>Okanagan Lake</td> <td>10,997 million litres</td> </tr> <tr> <td>Kalamalka Lake</td> <td>1,718 million litres</td> </tr> <tr> <td>Oyama Lake</td> <td>3,891 million litres</td> </tr> <tr> <td colspan="2"><hr/></td> </tr> <tr> <td>Total water supply licensed for withdrawal</td> <td>25,267 million litres</td> </tr> <tr> <td colspan="2"> </td> </tr> <tr> <td>Total annual water consumption</td> <td>10,000 million litres</td> </tr> <tr> <td>Total licensed withdrawal</td> <td>25,267 million litres</td> </tr> <tr> <td colspan="2"><hr/></td> </tr> <tr> <td>Total % utilization</td> <td>40%</td> </tr> </table>	Swalwell (Beaver) Lake	8,661 million litres	Okanagan Lake	10,997 million litres	Kalamalka Lake	1,718 million litres	Oyama Lake	3,891 million litres	<hr/>		Total water supply licensed for withdrawal	25,267 million litres	 		Total annual water consumption	10,000 million litres	Total licensed withdrawal	25,267 million litres	<hr/>		Total % utilization	40%	<p>Lake Country utilizes 40% of the total licensed withdrawal amount per year. The remainder provides a supply for emergencies and to balance the reservoirs.</p>
Swalwell (Beaver) Lake	8,661 million litres																							
Okanagan Lake	10,997 million litres																							
Kalamalka Lake	1,718 million litres																							
Oyama Lake	3,891 million litres																							
<hr/>																								
Total water supply licensed for withdrawal	25,267 million litres																							
Total annual water consumption	10,000 million litres																							
Total licensed withdrawal	25,267 million litres																							
<hr/>																								
Total % utilization	40%																							

A Long Term Supply of Clean Water Seeds of Sustainability:

- In 2013, volunteers participated in the Great Canadian Shoreline Clean-up to clean the shores of Okanagan Lake. Over 300 students from George Elliot Senior Secondary participated and challenged other students from the school district to do the same. The students collected an impressive 150 bags of garbage during the clean-up.
- The District's Official Community Plan has set targets to reduce water consumption by 15% (below 2009 levels) by 2014.
- In February, the long standing boil water advisory for Oyama Lake was lifted. The advisory, in place since 2010, was downgraded to a water quality advisory after the Kalamalka Lake Interconnect project was completed to improve water quality.
- Numerous other capital projects will be completed in coming years including:
 - Universal water metering (2015)
 - Lower Lakes Quality Improvement Projects (2015)
 - Eldorado Treated Water Reservoir (2017)
 - Beaver Lake/Oyama Lake Water System (2027)
 - Filtration Plant at Eldorado Reservoir Site (2030)



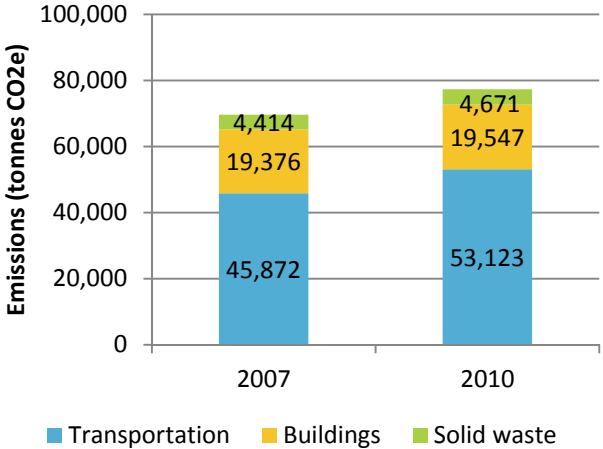
14. Reduced GHG emissions



Our Description of Future Success:

Despite a growing population, Lake Country reduces its corporate and community based GHG emissions year over year through pragmatic energy efficiency, integrated land use/transportation planning and renewable energy projects.

Measuring Our Performance:

Indicator	Performance	Comments															
<p>14.1 Total annual community GHG emissions (CO₂e t)</p> <p>Measures total annual community emissions of greenhouse gases in tonnes of equivalent carbon dioxide. .</p> <p><i>(Data Source: 2010 Community Energy and Emissions Inventory)</i></p>	 <table border="1"> <caption>GHG Emissions (tonnes CO₂e)</caption> <thead> <tr> <th>Year</th> <th>Transportation</th> <th>Buildings</th> <th>Solid waste</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>2007</td> <td>45,872</td> <td>19,376</td> <td>4,414</td> <td>69,662</td> </tr> <tr> <td>2010</td> <td>53,123</td> <td>19,547</td> <td>4,671</td> <td>77,341</td> </tr> </tbody> </table>	Year	Transportation	Buildings	Solid waste	Total	2007	45,872	19,376	4,414	69,662	2010	53,123	19,547	4,671	77,341	<p>Total community GHG emissions rose by 11% from 2007 to 2010. This increase can be attributed to growth of the District and its population.</p>
Year	Transportation	Buildings	Solid waste	Total													
2007	45,872	19,376	4,414	69,662													
2010	53,123	19,547	4,671	77,341													

<p>14.2 Per capita community GHG emissions</p> <p>Measures total annual community emissions per person.</p> <p><i>(Data Source: 2010 Community Energy and Emissions Inventory)</i></p>	<table border="1"> <thead> <tr> <th></th> <th>2007</th> <th>2010</th> </tr> </thead> <tbody> <tr> <td>Community emissions (CO₂e(t))</td> <td>69,662</td> <td>77,341</td> </tr> <tr> <td>Population</td> <td>10,220</td> <td>11,512</td> </tr> <tr> <td>TOTAL per capita community emissions</td> <td>6.8 CO₂e(t)</td> <td>6.7 CO₂e(t)</td> </tr> </tbody> </table>		2007	2010	Community emissions (CO ₂ e(t))	69,662	77,341	Population	10,220	11,512	TOTAL per capita community emissions	6.8 CO₂e(t)	6.7 CO₂e(t)	<p>Per capita emissions have declined slightly in recent years. This verifies the fact that rising community emissions (indicator 14.1) can be attributed to population growth, rather than increased emissions per person.</p>
	2007	2010												
Community emissions (CO ₂ e(t))	69,662	77,341												
Population	10,220	11,512												
TOTAL per capita community emissions	6.8 CO₂e(t)	6.7 CO₂e(t)												
<p>14.3 Total annual corporate GHG emissions (CO₂e t)</p> <p>Measures total annual corporate emissions generated by municipal buildings and operations.</p> <p><i>(Data Source: Climate Action Revenue Incentive Public Report for 2012, District of Lake Country, Bylaw 734)</i></p>	<table border="1"> <caption>Total Annual Corporate GHG Emissions (Tonnes CO₂e)</caption> <thead> <tr> <th>Year</th> <th>Emissions (Tonnes CO₂e)</th> </tr> </thead> <tbody> <tr> <td>2008</td> <td>680</td> </tr> <tr> <td>2009</td> <td>800</td> </tr> <tr> <td>2010</td> <td>780</td> </tr> <tr> <td>2011</td> <td>790</td> </tr> <tr> <td>2012</td> <td>810</td> </tr> </tbody> </table>	Year	Emissions (Tonnes CO ₂ e)	2008	680	2009	800	2010	780	2011	790	2012	810	<p>As a part of the provincial Climate Action Charter, the District committed to making their municipal operations carbon neutral by the end of 2012. Carbon neutrality can be achieved through a combination of actual emission reductions and the purchase of carbon credits (i.e., for emission reduction projects elsewhere) to offset remaining emissions. Instead of purchasing offset credits elsewhere, the District established a Climate Action Reserve Fund to set aside money for future emission reduction projects in Lake Country.</p>
Year	Emissions (Tonnes CO ₂ e)													
2008	680													
2009	800													
2010	780													
2011	790													
2012	810													

Reduced GHG Emissions Seeds of Sustainability:

- The District's municipal operations have been carbon neutral since 2012. Other positive actions include, investigating green building standards for new District buildings, offering Green Building Rebates to residents/developers to incentivize energy efficient development in the private sector, and promoting the regional 'Living Greener' initiative to encourage residents to live more sustainably.
- In 2007, Lake Country signed the provincial Climate Action Charter which commits local governments to measure, reduce, and report on their climate action progress. To honour this commitment, the District is completed its Community Energy and Emissions Plan to inventory/measure community GHG emissions and identify ways to reach its goals of reducing emissions by 33% (below 2007 levels) by 2020 and by 80% by 2050.
- The District is currently completing an air quality assessment and inventory to participate in the Regional Air Quality Management Program.
- The District is currently upgrading its Wastewater Treatment Plant which will double the plant's capacity, reduce its energy requirements by 50% (equating to 550,000 kWh annually), and significantly reduce the amount of hydrogen sulfide and methane that is released into the environment.



15. Resilience to natural disasters and climate change



Our Description of Future Success:

Lake Country carefully assesses the risks associated with climate change and natural disasters such as wild fires and drought, and takes the appropriate steps to manage, mitigate and adapt to such risks.

Measuring Our Performance:

Indicator	Performance	Comments
<p>15.1 Number of dwellings in wildfire risk zone</p> <p>Measures the number of dwellings that lie within wildfire risk zones to assess the community’s resilience to wildfires.</p> <p><i>(Data Source: District of Lake Country)</i></p>	<ul style="list-style-type: none"> 387 dwellings lie within the wildfire risk zone, as outlined in the official community plan. This is 8.6% of all dwellings. 	<p>The District can manage risk in wildfire zones with communication and education, emergency response planning and training/equipment, structure protection, and vegetation (fuel) management.</p> <p>The District also completed forestry prescription/mitigation work on about 40 Ha on Spion Kop to reduce the risk of wildfire.</p>

Resilience to Natural Disasters and Climate Change Seeds of Sustainability:

- The District's 2010 Community Wildfire Protection Plan identifies areas at risk and makes recommendations for communication and education, structure protection, emergency response, training/equipment, and vegetation (fuel) management.
- The Regional Emergency Program and Emergency Operation Centre plans for emergency events such as earthquakes, forest fires, flooding, airplane crashes, and other major disasters in the region.
- In 2012, the program coordinated the largest full-scale disaster exercise in the region that involved over 40 organizations and 300 participants, responded to the needs of over 1,500 residents evacuated during the Trepanier wildfire, acquired Provincial Disaster Assistance funding to assist property owners in Kelowna and West Kelowna affected by flooding, and launched its new information website (www.cordemergency.ca).
- In October 2013, the Regional Emergency Program and Emergency Operation Centre will launch the 'ShakeOUT BC' Earthquake Preparedness Program and continue their efforts to raise awareness and educate the public about emergency preparedness.



16. Compact development



Our Description of Future Success:

Shops, services, entertainment, and multi-family housing are located in a compact and walkable area. The Town Centre and Main Street represent the ‘heart’ of the community and provide a safe, vibrant area for residents and visitors to enjoy. Development is concentrated in identified growth areas and farmlands are preserved to protect the long-term sustainability and rural character of Lake Country.

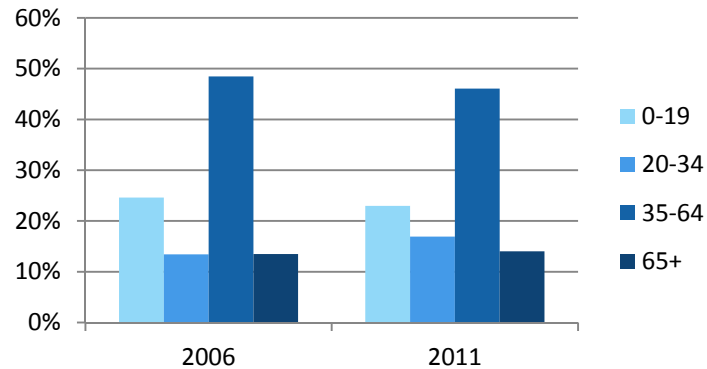
Measuring Our Performance:

Indicator	Performance	Comments															
<p>16.1 Population increase/growth rate</p> <p>Measures the increase in the number of people living in Lake Country and the percentage of growth the community has experienced.</p> <p><i>(Data Source: Statistics Canada, 1996, 2001, 2006, 2011 Census)</i></p>	<p style="text-align: center;">Population</p> <table border="1" style="margin-top: 10px;"> <thead> <tr> <th></th> <th>1996</th> <th>2001</th> <th>2006</th> <th>2011</th> </tr> </thead> <tbody> <tr> <td>Population</td> <td>9,007</td> <td>9,267</td> <td>9,606</td> <td>11,708</td> </tr> <tr> <td>5 year Growth rate</td> <td></td> <td>3%</td> <td>4%</td> <td>22%</td> </tr> </tbody> </table>		1996	2001	2006	2011	Population	9,007	9,267	9,606	11,708	5 year Growth rate		3%	4%	22%	<p>Lake Country has experienced significant growth since 2006. This can be attributed to a variety of factors such as new housing developments and regional growth.</p> <p>Lake Country has become a popular location due to its relative affordability, accessibility of services and transportation, abundant recreational amenities, and proximity to key destinations such as the Kelowna airport and University of BC Okanagan campus.</p>
	1996	2001	2006	2011													
Population	9,007	9,267	9,606	11,708													
5 year Growth rate		3%	4%	22%													

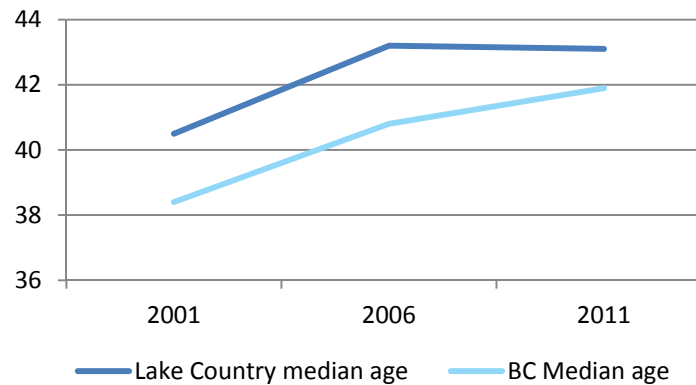
16.2 Demographic changes

Measure changes in population composition by the number and percentage of people in different age categories.

(Data Source: Statistics Canada, 1996, 2001, 2006, 2011 Census)



Age Category	2006	2011
0-19	25%	23%
20-34	13%	17%
35-64	48%	46%
65+	13%	14%



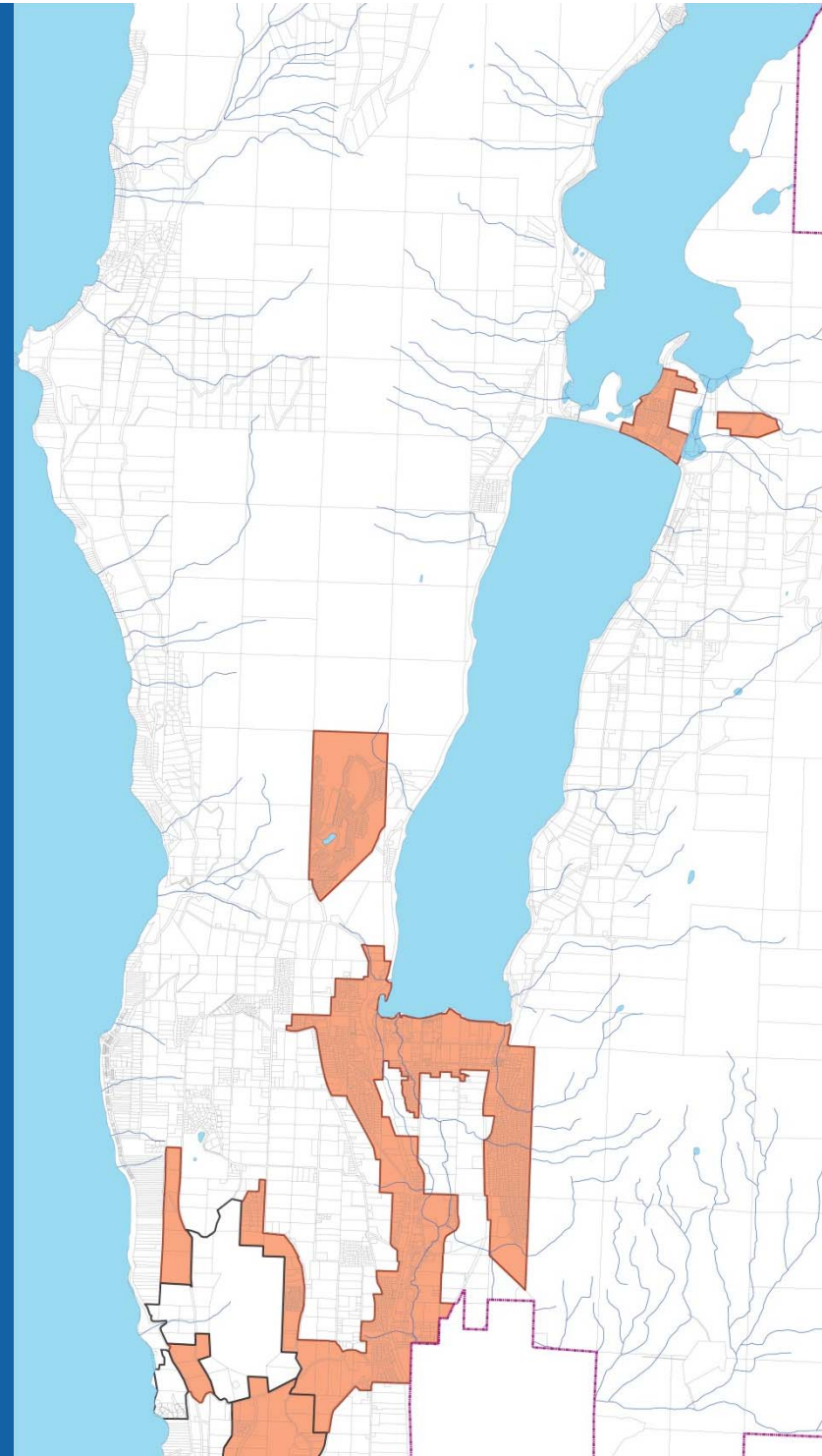
The proportion of children in the population has remained fairly steady at about 25% over the past 10 years, while the number of young adults (age 20-34) has increased by over 50% (from 1290 in 2001 to 1970 in 2011). Lake Country's median age dropped very slightly from 2006 to 2011, while the median age in the province has been rising. This indicates that Lake Country is experiencing growth that is different from the province as a whole.

<p>16.3 Premature mortality</p> <p>Measures premature deaths that could potentially have been prevented through primary prevention efforts (such as immunization, education, road safety, etc.).</p> <p><i>(Data Source: Statistics Canada CANSIM tables, 2000 – 2009)</i></p>	<table border="1"> <thead> <tr> <th>Premature mortality*</th> <th>2006/2008</th> <th>2007/2009</th> </tr> </thead> <tbody> <tr> <td>Total premature deaths</td> <td>3,273</td> <td>3,325</td> </tr> <tr> <td>Potentially avoidable premature deaths</td> <td>1,498</td> <td>1,608</td> </tr> <tr> <td>% of total premature deaths that were preventable</td> <td>46%</td> <td>48%</td> </tr> </tbody> </table> <p><i>* all data for the Okanagan Health Service Delivery Area (Central Okanagan Regional District).</i></p>	Premature mortality*	2006/2008	2007/2009	Total premature deaths	3,273	3,325	Potentially avoidable premature deaths	1,498	1,608	% of total premature deaths that were preventable	46%	48%	<p>Nearly half of all premature deaths were preventable by primary prevention efforts, which prevent a condition before it develops by addressing its risk or protective factors. Local governments can play a role in primary prevention by creating built environments that promote increased physical activity and access to healthy foods and discourage or limit opportunities for behaviours that negatively impact health, such as smoking and engine idling.</p>
Premature mortality*	2006/2008	2007/2009												
Total premature deaths	3,273	3,325												
Potentially avoidable premature deaths	1,498	1,608												
% of total premature deaths that were preventable	46%	48%												
<p>16.4 Number of taxable properties</p> <p>Over time, this indicator measures the amount of development to provide an overview of growth.</p> <p><i>(Data Source: District of Lake Country Annual reports)</i></p>	<table border="1"> <caption># of taxable properties</caption> <thead> <tr> <th>Year</th> <th># of taxable properties</th> </tr> </thead> <tbody> <tr> <td>2008</td> <td>5000</td> </tr> <tr> <td>2009</td> <td>5250</td> </tr> <tr> <td>2010</td> <td>5450</td> </tr> <tr> <td>2011</td> <td>5500</td> </tr> <tr> <td>2012</td> <td>5550</td> </tr> </tbody> </table>	Year	# of taxable properties	2008	5000	2009	5250	2010	5450	2011	5500	2012	5550	<p>The number of taxable properties in Lake Country has been increasing rapidly. The number of properties includes lots, strata lots, condo units and townhomes.</p>
Year	# of taxable properties													
2008	5000													
2009	5250													
2010	5450													
2011	5500													
2012	5550													
<p>16.5 Amount of undeveloped land remaining (Ha)</p> <p>Measures the amount of land that is undeveloped to provide an overview of growth and development potential.</p> <p><i>(Data Source: District of Lake Country)</i></p>	<p>As of 2012, about 1,200 hectares are undeveloped. These are parcels with the following actual use descriptions:</p> <ul style="list-style-type: none"> ▪ 'Commercial - Vacant', ▪ 'Vacant Residential < 2 ac', ▪ 'Multi-Family - Vacant', or ▪ '2 ac Or More - Vacant' 	<p>Understanding which areas can be developed within the community provides oversight for land use planning and development and allows the District to plan for and manage growth in a sustainable way. As part of this project the District conducted a land supply analysis that compared the supply of zoned and designated land to the historic rate of growth to determine if the supply is adequate.</p>												

<p>16.6 Amount of land redeveloped (Ha) or # of infill units</p> <p>Measures the amount of land that is re-developed or intensified through infill development to provide an overview of compact growth.</p> <p><i>(Data Source: District of Lake Country)</i></p>	<ul style="list-style-type: none"> ▪ The area of infill is not currently tracked by the Planning Department, but will be going forward in order to provide data for this indicator. ▪ Infill projects to date includes duplexes, townhouses, and accessory dwellings units. 	<p>Redevelopment of existing areas and infill development contributes to a more compact and walkable area, reduces urban sprawl, and revitalizes the community. Current development in Lake Country is occurring primarily on greenfield sites, rather than redevelopment or infill.</p>
<p>16.7 Ratio of greenfield units developed to infill/redevelopment units</p> <p>Measures the amount of new lands that are developed compared to redevelopment/infill.</p> <p><i>(Data Source: District of Lake Country)</i></p>	<ul style="list-style-type: none"> ▪ The number of infill units built each year is not currently tracked by the Planning Department, but will be going forward in order to provide data for this indicator. ▪ Infill projects to date includes duplexes, townhouses, and accessory dwellings units 	<p>Redeveloping or intensifying land uses in existing areas through infill development is more sustainable than developing greenfields (areas that were previously undeveloped).</p>
<p>16.8 Average lot size created</p> <p>Measure the average density of developments by units per hectare.</p> <p><i>(Data Source: District of Lake Country)</i></p>	<ul style="list-style-type: none"> ▪ Based on parcels with 1 or more units, divided by the total area of those parcels, the average density of development in Lake Country is 1.85 units per hectare. 	<p>If greenfields are to be developed, it is important that they are well utilized and developed with high enough density to avoid the issues associated with urban sprawl. Over time, it is desirable for the value of this indicator to increase.</p>

Compact Development Seeds of Sustainability:

- The District's Official Community Plan identifies specific areas for growth (map opposite) and establishes an urban containment boundary to guide growth and development in a way that will protect natural open spaces, sensitive ecosystems, and farmlands.
- The District has identified the Town Centre and Main Street as the 'heart' of the community and is currently looking for opportunities to create a vibrant and safe urban core with a variety of shops, services, housing options, and entertainment for residents and visitors to enjoy.



Conclusion

This report paints a partial picture of the current State of Sustainability in Lake Country.

Lake Country is a growing community that is retaining its agricultural roots while gradually expanding the diversity of its economic base. Lake Country is urbanizing in selected locations to offer more diversity and choice in housing types. Crime rates are low, and overall community health has the potential to improve with the completion of new walking trails and increased support for active modes of transportation.

The community has a history of strong volunteerism and many arts and culture events, which creates social cohesion and draws visitors to the area. Lake Country is working to strengthen its identity as a single community, and to further welcome residents and visitors of all abilities and ages.

Lake Country has taken steps to inventory its ecosystems, and it is now time to follow up by implementing restoration plans and enforcing protection of sensitive areas. Ongoing efforts to encourage alternatives to single-occupancy vehicles and to increase the energy efficiency of buildings will allow Lake Country to continue to reduce per capita emissions of greenhouse gases and meet its obligations under the Climate Action Charter. While food and agriculture have shaped Lake Country's history, care must be taken to keep value-added processing local. Finally, Lake Country must continue to diversify and strengthen its economy and tax base, which will assist with closing the existing infrastructure financing gap.



our sustainable lake country

District of Lake Country Sustainability Action Plan

Part 3 of 3 documents that together make up Lake Country's
Integrated Community Sustainability Plan

Contents

Executive Summary..... i

1 Introduction 1

 1.1 What is an Integrated Community Sustainability Plan? 1

 1.2 Why Think about Sustainability in Lake Country? 3

 1.3 Plan Structure 4

2 ICSP Implementation and Governance 5

 2.1 Timeline 5

 2.2 Plan Implementation and Governance 5

3 Strategies and Actions 7

 3.1 Strategies and “Big Wins” 7

 3.2 Actions 8

4 Recommendations and Next Steps 46

 4.1 Setting up the CST and Action Teams 46

 4.2 Staffing and Other Resources 46

 4.3 Sources of Funding..... 46

 4.4 Alignment of Other Plans with the ICSP 47

Appendix A: Engagement Summary 50

Appendix B: Partnership Agreement 61

Appendix C: Additional Actions..... 67

Executive Summary

Plan Background and Document Structure

The District of Lake Country Integrated Community Sustainability Plan (ICSP) was initiated in late 2012. The purpose of the planning process was to develop a long-term strategic plan that will help the District and its community partners co-ordinate their efforts and make progress towards a set of goals that address the environmental, cultural, social, and economic dimensions of a sustainable community. ICSPs encompass and weave together most aspects of community planning, including buildings and land development, infrastructure, waste management, economic development, parks and recreation, and social and cultural well-being of residents.

The ICSP consists of 3 documents:

- **Part 1. Sustainability Framework**

This document outlines the purpose and context for the ICSP and presents a long-term vision for the community. This document also describes sustainability goals and broad strategies that will help to achieve the vision. Part 1 is intended to be broad and relevant for about 30 years; as such, it should not require frequent updating, although minor modifications may be necessary to address emerging issues.

- **Part 2. State of Sustainability Report**

Part 2 provides a snapshot of the community's performance in 2013 as it relates to the sustainability goals. It also describes challenges and opportunities. Key indicators should be updated every year or when data is available, but at a minimum, the report should be completely revised every 5 years in order to understand the progress that has been made and to help with the prioritization of actions.

- **Part 3. Sustainability Action Plan**

Part 3 (this document) lays out detailed actions, timeframes, roles and responsibilities. It is a working document that should be updated frequently, about every 5 years. The State of Sustainability report should be updated before the Sustainability Action Plan is updated.

Public Participation and Community Partners

The ICSP was developed in partnership with a core group of community stakeholders, referred to throughout the process and this document as *community partners*. These partners include arts and cultural groups, educational institutions, other government agencies, environmental organizations, the Chamber of Commerce, and individual volunteers.

The development of the ICSP also involved outreach to the general public. Several events were open to the public and advertised through the local newspaper, social media, and through a network of contacts. These events were held throughout the process, allowing the public to provide early guidance and later refinement. In addition, two surveys were conducted, featuring options to complete them online or in person at community events. A detailed summary of public and stakeholder engagement is provided in Appendix A.

Goals and Strategies

The ICSP includes 15 goals in the categories of environment, economy, society and culture (see diagram, page 2). The goals are supported by 12 integrated strategies that are grouped into three categories: people, place and function. Each of the 12 strategies has associated “fundamentals” that describe the District’s policies and principles that will guide implementation of the strategies. Strategies will be implemented by undertaking actions. The strategies and their fundamentals are described in this section, and the priority actions are described in the following section.

Category	Strategies
People 	1. Foster collaboration and partnerships
	2. Engage citizens in civic decision making
	3. Create opportunities for marginalized groups
	4. Build a cohesive identity for Lake Country
Place 	5. Develop Lake Country as a series of compact, connected, complete communities
	6. Develop a vibrant Town Centre and Main Street
	7. Develop approaches to improve housing affordability and choice
	8. Create a network of natural and semi-natural areas for ecosystem health and recreation
	9. Develop a transportation network that expands travel choices
Function 	10. Support local food production
	11. Develop green buildings and infrastructure
	12. Create programs and policies to stimulate economic development

Fundamentals

There are certain basic actions and policies that local governments should take before embarking on more ambitious undertakings or trying to make small improvements. These “fundamentals” precede many of the actions listed in this plan, and include:

- An Official Community Plan (OCP) that encourages compact, sustainable development
- An asset management plan
- Sector-specific plans with detailed financial forecasts and implementation plans (e.g. water, transportation, parks and recreation)

In addition, Lake Country has a committed network of volunteers who help drive change at the community level.

Priority Actions

The following actions can be implemented by the District and its partners in the short term (within the next five years). These actions are considered priorities because they will have a noticeable impact requiring comparatively few resources.



People

Establish a local arts and food festival

Lake Country is home to a very active arts scene that is widely dispersed throughout the region, and has an extensive agricultural base. There is no single location or event at which these elements of Lake Country's identity are celebrated. Furthermore, there is a lack of family-friendly activities at certain times of the year. A local arts and food festival is considered to be an important community building attraction. Other festival ideas that could tie in with the festival include an active living celebration (linked with the Pelme wash Parkway). Hosting a yoga festival was also a popular suggestion.

Community partners including the Fresh Outlook Foundation and the Lake Country Art Gallery expressed interest in helping to develop a festival. Suggestions were put forward that the two interested partners or the District reach out to a variety of organizations related to local food and agriculture (including wineries) to explore partnership opportunities and to begin planning for the event.

Host a District booth at community events

At large community events, the District could set up a booth or display table where people can learn how the District makes decisions and how they can be involved. The booth would be run by District staff and Councillors. The District may wish to use this format to complement other outreach efforts (e.g. community consultation during the next OCP update or liquid waste management plan update).

Have a place to receive community input on the District website

The District could investigate adding some functionality to its website to allow residents to send in ideas or ask questions of council. Ideas and questions/answers would be displayed publicly on the website. The District's communications officer would be responsible for monitoring the input received through this channel and directing ideas and questions to the appropriate staff member or Councillor, as well as for following up with posting the response.

Assign one seat per advisory committee to youth

The District has a comprehensive set of community advisory committees that are tasked with a range of topics from access & age friendly planning to agriculture. Dedicating one seat on each committee to a youth representative would allow the perspectives of young people to be heard on a variety of topics on an ongoing manner.



Hold a contest to develop temporary uses in the Town Centre

To build recognition of Main Street as the centre of Lake Country and to encourage further activity and development along Main Street, the District will hold a contest to encourage groups to submit ideas for temporary uses of the street right of way. The District may also work in partnership with private land owners along Main Street to include their lands in the contest; the terms and conditions of use of any private land would need to be negotiated. While proposals for temporary events on Main Street could be received without a contest, it is anticipated that this proactive approach may result in the generation of more ideas and public interest.

Conduct Housing Needs Assessment

Some residents believe that there is a lack of housing diversity in Lake Country, which could lead to a lack of affordable family housing or a lack of supportive housing for seniors. An assessment of housing needs would help to clarify the need for various housing types, identify opportunities for developers, and in the long-term, make Lake Country accessible to a broader range of residents. This assessment would be carried out by the District.

Eliminate residential pesticide use

Excessive pesticide use can negatively impact the health of communities and the environment, amplify lawn and garden problems and pose a risk to people, pets, wildlife and beneficial insects. Rainfall and overwatering can cause excess pesticides and fertilizers to run off via storm drains into creeks, impacting the health and habitat of fish and aquatic organisms.

Forty BC communities, covering 65% of the BC population, have passed bylaws that limit or ban cosmetic pesticide use on residential and municipal property. Neighbouring Kelowna passed a bylaw in 2008 that regulates cosmetic, nonessential pesticide usage on residential properties. A similar regulation for pesticide use on residential and municipal lands should be considered in Lake Country. This is a fairly simple step that the District can take to demonstrate its commitment to the health of its people and the environment.

Keep working with BC Transit

The District is working closely with BC Transit to increase the availability of feeder routes for transit that will bring them from predominantly residential communities to the Town Centre do basic errands and shopping or transfer to a route into Kelowna. The 2014 budget includes funding for an hourly service using a small community shuttle bus from The Lakes to the Town Centre. The service is expected to start in September 2014.

Establish a walking school bus program

A walking school bus program involves a group of children walking to school with one or more adults supervising; some programs are as simple and informal as two families taking turns walking their children to school, while others are more structured and follow a prescribed route with meeting points, a timetable and a regularly rotated schedule of trained volunteer parents. Walking school bus programs increase children's physical activity, instill active transportation habits, reduce the burden on individual parents to drive their children to school, and help to alleviate fears about safety.

Interested stakeholders included students from George Elliot Secondary School (GESS) and Interior Health. Other potential partners include the Lake Country Outdoors Club, WALC, and Parents' Advisory Committees at GESS and the three elementary schools (Davidson Road Elementary, Oyama Traditional School, and Peter Greer Elementary). The District would likely not be directly involved in implementation of this action.



Function

Develop a signed network of u-pick, farm gate, and retail sales locations

In order to guide tourists to the agricultural heart of Lake Country, the District will develop a signed network of agricultural operations that are accessible to the public. Standardized signs will be used to direct traffic from main roads to the operations. Staff will update the listings and sign network every 2-3 years. This action will be undertaken in consultation with the existing Agricultural Advisory Committee.

Complete water metering

The 2012 Water Master Plan commits the District to water metering for all buildings; funding has been allocated in the 2014 budget to begin implementation of this action.

Develop institutional procurement policies that favour local purchases

District staff can examine the District's Corporate Purchasing Policy to determine if there are opportunities to better support local suppliers without compromising the intergovernmental agreement on internal trade requirements. For example, municipal governments have an opportunity to lead by example supporting local agricultural businesses for food (catering) and nursery stock (park planting) purchases. As over 40% of Lake Country's land base is agricultural, this is a direct step the District can take to support the local economy.

Reconsider short term rental policies

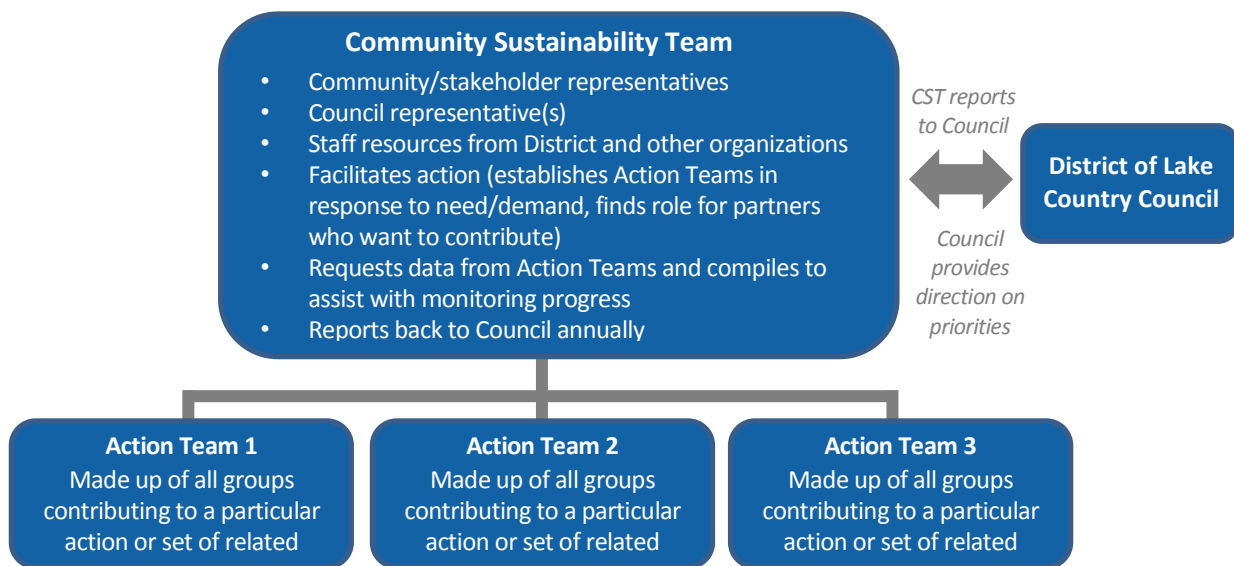
Short term rentals (periods less than 1 month), other than full service bed and breakfasts, are currently not permitted in Lake Country. Given the lack of accommodation options in the community and the proliferation of peer-to-peer networks like AirBnB, it may make sense for the District to reevaluate the ban on short term rentals. Should the District choose to allow short term rentals, conditions of operation could be implemented and a system for monitoring could be set up. For example, short term rentals

could be required to register with the District and pay an increased tax rate, in accordance with their commercial income.

Plan Implementation and Governance

Since its inception, the ICSP for the District of Lake Country has been referred to as a “community-owned” plan. This description emphasizes the District’s desire and preference for a plan that is developed and shares implementation responsibility with community partners.

However, when plan ownership is shared among many parties, there is the potential for responsibility to be muddled and momentum to be lost. Therefore, broader responsibility requires that the roles and responsibilities held by each partner (including the District) and a plan ownership/governance model be clearly defined. The proposed plan governance model is illustrated below.



The Community Sustainability Team (CST) is the facilitator of plan implementation; it plays an oversight and coordination role. Actions will be implemented by Action Teams, which will be formed on an ad hoc basis to take responsibility for specific actions. Action Team members will be the staff and volunteers of community partners, individuals, and District staff who champion particular issues and related actions.



ICSP Action Plan

1 Introduction

1.1 What is an Integrated Community Sustainability Plan?

An Integrated Community Sustainability Plan (ICSP) is a long-term strategic plan that will help the District of Lake Country and its community partners co-ordinate efforts, articulate a vision for a sustainable future and make progress towards a set of goals for the environmental, cultural, social, and economic dimensions of a sustainable community. ICSPs encompass and weave together most aspects of community planning, including buildings and land development, infrastructure, waste management, economic development, parks and recreation, and social and cultural well-being of residents. A diagram that illustrates how the ICSP fits with the District's other plans and community initiatives is shown on the following page.

ICSPs encourage communities to take a fresh, long-term look at their future to discover ways to become more sustainable. ICSPs tend to differ from other plans in terms of their time frame; ICSPs generally have a time frame of 30 years or more, compared to 5 - 10 years for an Official Community Plan (OCP). ICSPs also focus on implementable actions, and are municipally-led but also community-owned, meaning that community partners play a major role in plan development and implementation. A summary of the community engagement that occurred to support the development of this plan is provided in Appendix A.

This ICSP includes a strategic framework which acts as a high level map and structure for the ICSP. The ICSP framework includes a vision, goals, and strategies, which were informed by the District's OCP, input from staff and political leaders, community members, existing commitments (e.g., GHG emission reduction targets) and technical realities.

This ICSP connects previous planning work and takes a long-term perspective that serves to guide future planning work in the community. The ICSP also focuses on and articulates priority actions that will support the community on its journey towards local sustainability.

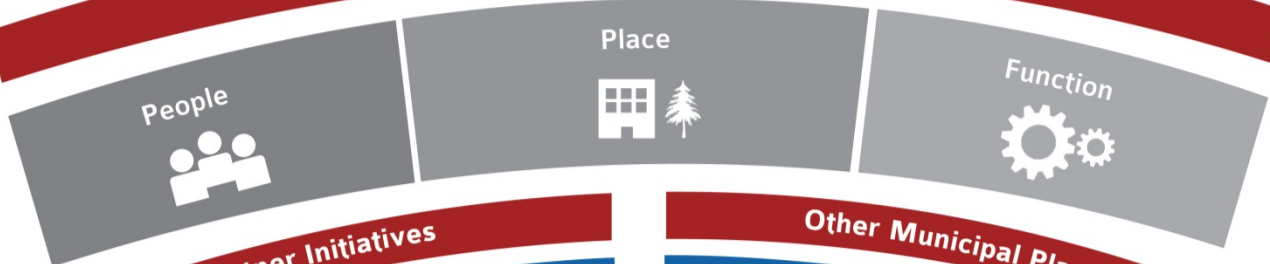
The complete ICSP will help the District demonstrate its need for funding and obtain grants for projects related to public transit, community energy, solid waste, water, wastewater, and social and cultural development.

Vision and Long-term Goals

Lake Country is a healthy, sustainable community that attracts and retains residents, businesses and visitors because of its employment opportunities, outstanding outdoor recreation, thriving arts and culture, special agricultural character, natural beauty, and easy access to urban amenities.



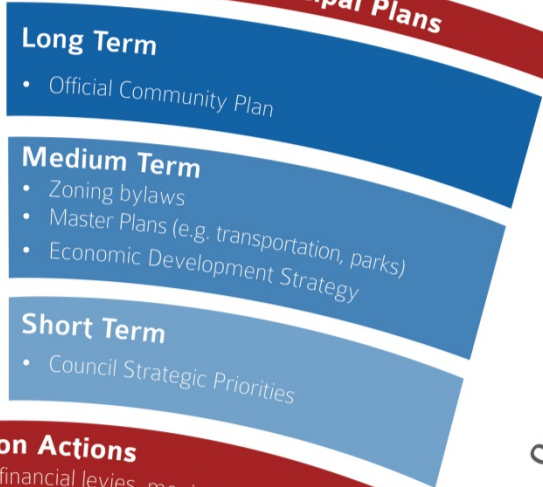
Integrated Strategies



Partner Initiatives



Other Municipal Plans



Implementation Actions

Programs, services, regulations, expenditure, financial levies, monitoring and measuring



our sustainable lake country

Ongoing changes to community behaviour and design

Ongoing monitoring and measurement of sustainability metrics to track progress

1.2 Why Think about Sustainability in Lake Country?

Global, national and local leaders are now facing some of the most challenging issues modern societies have ever contemplated. Locally, there is an expectation that almost every aspect of Lake Country and its surrounding ecosystems are likely to change over the coming decades.

These fundamental shifts are important to recognize and understand, so that Lake Country may reduce its contributions to any problems and find ways to adapt to the new reality. While many of the changes ahead are unclear, choices that are made today can result in a more resilient and sustainable community that continues to offer a high quality of life.

Some of the biggest forces of change and their potential local impacts, along with the potential impacts for Lake Country, are described in Part 1 of the ICSP (Sustainability Framework).

In addition to global forces of change that generate local impacts, Lake Country is also grappling with some very specific local issues. These include:

- **Growing and developing in a more compact and sustainable manner.** By keeping development relatively compact and focusing new growth in existing areas that are well served by local shopping, amenities, and transit, the District can utilize existing infrastructure and reduce vehicle use and related greenhouse gas (GHG) emissions.
- **Addressing the infrastructure gap.** Municipal infrastructure (i.e., roads, sidewalks, and water, storm, and waste systems) is expensive to build, maintain and renew. The District has identified the need for a number of capital projects to improve local infrastructure and services; however, there is an annual funding gap of approximately \$1.35 million.
- **Developing Main Street as the focal point of the Town Centre.** The District's Official Community Plan (OCP) reflects a desire to develop Main Street as the commercial and institutional heart of the District. To date, the rate of development has been slow.
- **Balancing agriculture and community needs.** Lake Country has a strong history of agriculture with over 40% of its land base within the Agricultural Land Reserve (ALR). The large proportion of agricultural land within the community presents some challenges, such as high demand for water, lower property tax rates, and potential for land conflicts. However, agriculture also presents an opportunity to attract tourists and boost the economy as well as provide local produce to residents.

1.3 Plan Structure

Through the “Our Sustainable Lake Country” project, the District of Lake Country and its community partners have engaged in a thoughtful process to create a shared vision and goals, document the current baseline conditions, and develop a set of actions that will contribute to achieving the goals and realizing the vision. Those actions are described in this document, along with requirements for ongoing monitoring and action planning.

The ICSP has been divided into three documents:

- **Part 1. Sustainability Framework**
This document outlines the purpose and context for the ICSP and presents a long-term vision for the community. This document also describes sustainability goals and broad strategies that will help to achieve the vision. Part 1 is intended to be broad and relevant over the long-term and as such, should not require frequent updating, although minor modifications may be necessary to address emerging issues.
- **Part 2. State of Sustainability Report**
Part 2 provides a snapshot of the community’s performance as it relates to the sustainability goals. It also describes challenges and opportunities. Key indicators should ideally be updated every year, but at a minimum should be completely revised every 3 – 5 years, in order to understand the progress that has been made and to help with the prioritization of actions.
- **Part 3. Sustainability Action Plan**
Part 3 is the most detailed of the three components of the ICSP. It lays out detailed actions, timeframes, roles and responsibilities. It is a working document that should be updated frequently, about every 5 years. The State of Sustainability report should be updated before the Sustainability Action Plan is updated.

2 ICSP Implementation and Governance

2.1 Timeline

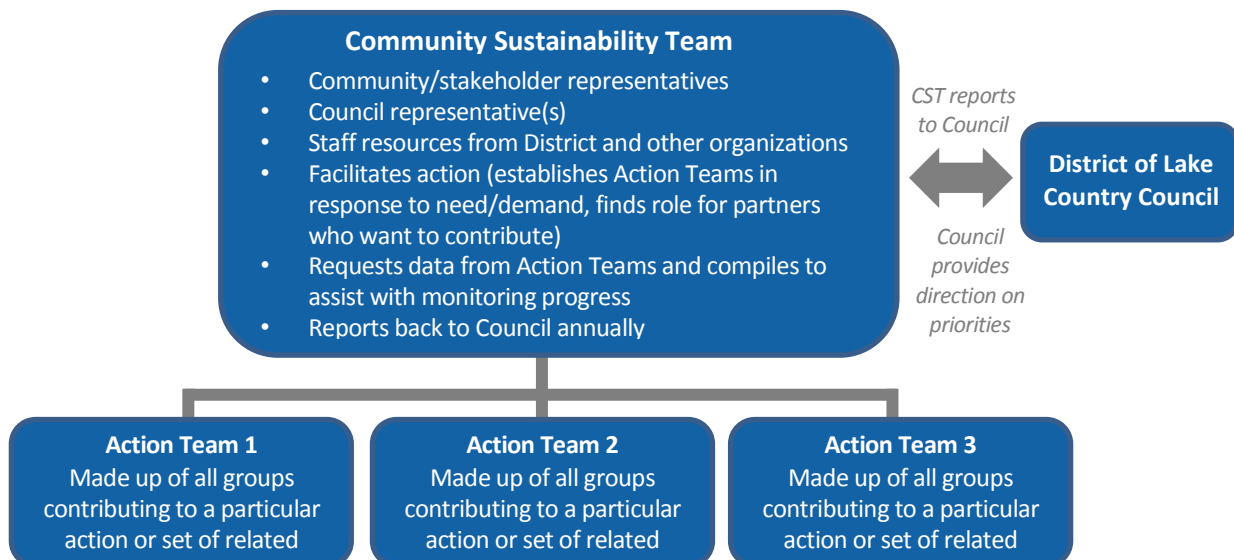
The intention is for Part 1 of the ICSP (the vision, goals and strategies) to be relevant and applicable for the next 30 years. New master plans and community plans that are developed during the life of the ICSP should reflect the vision and goals and identify ways of implementing the strategies.

The State of Sustainability is designed to be updated every 3 to 5 years. A complete update is a fairly major undertaking; it may be useful to update key indicators that are most directly affected by the first wave of actions in order to monitor progress in the shorter term.

The intention is for the action plan to provide guidance for the next 10 years. The Action Plan describes Partnership Actions, which have existing momentum and should be targeted for implementation in the near term. Quick Start District Actions are also intended for implementation in the near term. Long Term District Actions are intended for the latter portion of the Action Plan’s term. As conditions evolve in Lake Country, the need for other actions may arise, and should be acted upon even if they are not included in this version of the Action Plan. Implementation of each action is contingent on the resources of the District and its community partners.

2.2 Plan Implementation and Governance

Since its inception, the ICSP for the District of Lake Country has been referred to as a “community-owned” plan. This description emphasizes the District’s desire and preference for a plan that is developed and shares implementation responsibility with community partners, such as arts and cultural groups, educational institutions, other government agencies, environmental organizations, the Chamber of Commerce, and individual volunteers. Spreading responsibility around in this way builds shared commitment and ownership, helps to ensure that no single organization is overly burdened by plan implementation, and also taps into the incredible sense of community already existing in Lake Country. However, when plan ownership is shared among many parties, there is the potential for responsibility to be muddled and momentum to be lost. Therefore, broader responsibility requires that the roles and responsibilities held by each partner (including the District) and a plan ownership/governance model be clearly defined. The proposed plan governance model is illustrated below.



In this model, the Community Sustainability Team (CST) becomes the facilitator of plan implementation; it plays an oversight and coordination role, and responds to priorities set by Council. The District of Lake Country is the “sponsor” of the CST, and plays a secretariat function. The CST will meet quarterly to share information, review progress being made by the Action Teams, evaluate the demand for additional Action Teams, and find Action Team “homes” for new volunteers and community organizations. The intention is for CST meetings to be inspirational and to catalyze new community partnerships and actions, rather than be an additional administrative burden for Lake Country’s volunteers. The CST will also meet annually to identify gaps in the Actions Teams and to identify appropriate groups and resources to address these gaps. It should also work with staff to monitor progress. On an annual basis, the CST will invite any Action Teams that have been active over the past year to report back on their efforts and will compile a progress report that can be shared with council and other partner organizations. District staff on the CST will have special responsibility for coordinating the update to the State of Sustainability Report (every 3-5 years), and for delivering reports to Council.

Actions will be implemented by Action Teams, which will be formed on an ad hoc basis to take responsibility for specific actions. Action Team members will be the staff and volunteers of community partners, individuals, and District staff who champion particular issues and related actions. When an action or set of tasks is complete, the Action Team should document its results and provide details to the CST. The Action Team may choose to continue working together on a new action or disband.

Community partners wishing to form or participate on an Action Team that will require funding or land from the District will be asked to sign a *Partnership Agreement* that acknowledges and supports the vision and goals of the ICSP, as well as some fundamental principles in community partnerships (e.g., transparency, accountability, collaboration). The agreement will also provide a space for the community partners to describe their intended actions and desired outcomes. A sample *Partnership Agreement* is provided as Appendix B.

As described above, annual action planning will be the responsibility of the CST, with facilitation support from District staff. Prior to the annual planning meeting, District staff will compile reports from the Action Teams and update any indicators that are likely to have changed significantly in the past year. This information will be distributed to other CST members before the meeting. At the action planning meeting, the CST will:

- Review the goals to assess ongoing relevancy and agreement;
- Review the results of the past year;
- Review progress against the key indicators in the State of Sustainability Report;
- Review actions identified in the ICSP that have not yet been implemented;
- Identify any new or emerging issues and corresponding actions;
- Prioritize gaps based on potential impact to the vision and goals; and
- Identify possible community partners/champions that may be interested in working on existing actions or newly identified issues, and assign a CST member to approach each one about the possibility of forming/joining an Action Team.

3 Strategies and Actions

This section lists the strategies introduced in Part 1 (Framework) of the ICSP and describes the specific and concrete actions that will be taken by the District and community partners to implement these strategies.

3.1 Strategies and “Big Wins”

Twelve strategies were developed to achieve the goals of *Our Sustainable Lake Country*. These strategies have been grouped into 3 categories: people, place, and function.

The State of Sustainability report outlines “descriptions of success” for each strategy. These descriptions apply to the long term (30 year) implementation of the ICSP. In order to provide more tangible targets, a “big win” has been identified for each strategy to provide a goal for next three to five years.

People

1. Foster collaboration and partnerships
Big Win: Hold one or more successful joint events with OKIB and others
2. Engage and inform citizens
Big Win: 75% of Lake Country residents say they feel well informed and engaged in local civic life
3. Create opportunities for marginalized groups
Big Win: Embrace a ride-sharing system that is well used
4. Build a strong culture and cohesive identity for Lake Country
Big Win: 80% of Lake Country residents say they primarily identify with Lake Country as their home, rather than their ward

Place




5. Develop Lake Country as a series of compact, connected, complete communities
Big Win: 98% of new development occurs within existing Lake Country communities or master planned areas
6. Develop a vibrant Town Centre and Main Street
Big Win: One new development is approved for Main Street that is in line with the vision
7. Develop approaches to improve housing affordability and choice
Big Win: A purpose built rental housing complex is developed
8. Create a network of natural and semi-natural areas for ecosystem health and recreation
Big Win: New park space is added that connects to existing local or regional parks
9. Develop a transportation network that expands travel choices
Big Win: All schools are accessed by a network of green spaces and

Function

10. Support local food production
Big Win: Attendance at the Farmers’ Market increases by 20%
11. Develop green buildings and infrastructure
Big Win: A foreshore plan is developed
12. Create programs and policies to stimulate economic development
Big Win: Commercial assessments as a percentage of residential assessments rise from 3.5% to 4%

3.2 Actions

Actions are listed under each of the twelve strategies although some actions may support more than one strategy. Actions have been further categorized according to their timeframe and implementation responsibility, as follows:

Category	Description
 <p>Quick-start District Action</p>	<p>These are actions that the District of Lake Country can take independently and fairly quickly. Some of these actions were discussed at the Implementation Workshop and Directions Forum, while others were identified through a scan of the District’s policies, plans and bylaws and a comparison of those documents to “best practices” in municipal sustainability. These actions include tasks that the District could take in the next 5 years.</p>
 <p>Long-term District Action</p>	<p>These are actions that are recommended for the longer term (more than 5 years from now) and will require more investigation and consultation. Some of these actions were discussed at the Implementation Workshop and Directions Forum, while others were identified through a scan of the District’s policies, plans and bylaws and a comparison of those documents to “best practices” in municipal sustainability. Some long-term District actions may develop into Partnership Actions.</p>
 <p>Partnership Action</p>	<p>These actions have existing momentum and/or community champions who will take the lead to help implement initiatives in the community. These actions were identified throughout the process and formalized at the stakeholder Implementation Workshop. All Partnership Actions have also been vetted through follow-up discussions with community organizations and stakeholders.</p>

3.2.1 Additional Actions

In addition to the focused actions for community partners and the short and long-term actions for the District, participants in the *Our Sustainable Lake Country* process have proposed a wide range of actions that could be taken to help achieve the community’s vision and goals. These ideas were developed at the Directions Forum, through a public survey after the Forum, and at the Implementation Workshop. The long list of actions is provided in Appendix C.



People



Strategy 1: Foster collaboration and partnerships

Lake Country has a dedicated volunteer and non-profit sector with many individuals and groups working hard to provide a wide range of social, physical/recreational, spiritual, cultural, and artistic opportunities for residents of all ages and abilities. Many of these organizations collaborate to host events (such as the annual ArtWalk event and Communities in Bloom competition) that entertain residents and tourists and contribute to the local economy.

The creation of the Integrated Community Sustainability Plan has involved significant contributions from numerous organizations and individuals who dedicated their time and effort to help develop goals and actions to make our community more sustainable. Several of these organizations and individuals have volunteered to act as community champions to help implement the key 'partnership actions' listed in this report. By encouraging collaboration and cooperation among the many active organizations in the community, Lake Country can form mutually beneficial partnerships and generate new ideas.



“There are many amazing organizations and individuals doing fantastic things in and for Lake Country. Bringing them all together to help shape the future will unleash an incredible force that can make great things happen!”

- Stakeholder comment,
Visioning Charrette

Actions



Institute regular scans for community partnership opportunities

The District can institute a policy of routinely identifying potential community partnership opportunities for new plans and projects. This will build on the momentum of the ICSP and may allow the District to implement projects that would not otherwise be feasible with only District resources. The District can develop a standardized list of potential community partners that plans and projects can be screened against. Having a standardized list will reduce the additional effort required to complete the search for potential partners. The scans can take place on an annual basis, or when new strategic plans are being development (such as the Water Master Plan, Liquid Waste Management Plan, Parks & Recreation Master Plan, etc.). The goal will be for the District to identify projects that can be undertaken in collaboration with non-traditional partners and to develop joint implementation plans.

The list of partners could include:

- Provincial Ministries
- Interior Health
- City of Kelowna
- City of Vernon
- Okanagan Indian Band
- BC Transit
- Regional District of Central Okanagan
- School District 23
- University of British Columbia – Okanagan
- Kelowna Airport
- Community organizations
- Central Okanagan Economic Development Commission
- Accelerate Okanagan
- Tourism Kelowna
- Thompson Okanagan Tourism Association
- Lake Country Chamber of Commerce
- Southern Interior Development Initiative Trust

While the District collaborates with many of these organizations already, doing a routine scan of partnership opportunities will increase opportunities for working together.



Encourage health-related organizations to collaborate and coordinate

The District could create a new Advisory Committee to formalize connections with and between health-related organizations. This would facilitate all relevant organizations to work together and coordinate activities to combine resources, raise awareness, and benefit from each other's knowledge and experience. This could include health services, recreational/active living organizations, food and nutrition groups, and other organizations related to health and well-being. As an alternative to another formal committee, the District could add health-related initiatives to the portfolio of an existing department or staff member, who would then be responsible for regular communication with health-related organizations.

Strategy 2: Engage citizens in civic decision making

Participation in civic and community life is an important aspect of sustainability as well as individual well-being. When citizens are highly engaged and aware of civic plans and community events, they are better informed and able to participate in decisions that affect them, have more opportunities for social interaction, and have a stronger sense of community belonging and ownership. It has also been proven that social stability, strong social policies, and safe and cohesive communities can reduce risks to individual health and well-being; for example, a study out of the United States found that individuals who belonged to a group and had high levels of trust had lower mortality rates¹.

Lake Country currently has information about community and civic events posted on its municipal website, and also has a regular feature on the Lake Country Calendar (print and website). However, it would be beneficial to have additional ways of reaching out to and engaging with residents.



“It would be great to have community bulletin boards beside postal boxes, like in Carr’s Landing”

- Public comment, Open House

Actions



Quick-start District Action

Host a District booth at community events

At large community events, the District will set up a booth or display table where people can learn how the District makes decisions and how they can be involved. The booth would be run by District staff and Councillors. The District may wish to use this format to complement other outreach efforts (e.g. community consultation during the next OCP update or liquid waste management plan update).



Quick-start District Action

Have a place to receive community input on the District website

Some residents are not able to attend outreach events in person or prefer to interact with their local government online. The District will investigate adding some functionality to their website to allow residents to send in ideas or ask questions of council. Ideas and questions/answers would be displayed publicly on the website. The District’s communications officer would be responsible for monitoring the input received through this channel and directing ideas and questions to the appropriate staff member or Councillor, as well as for following up with posting the response.

¹ Public Health Agency of Canada. 2013. What Makes Canadians Healthy or Unhealthy? Available at: <http://www.phac-aspc.gc.ca/ph-sp/determinants/determinants-eng.php#unhealthy>. Accessed February 2014.

Strategy 3: Create opportunities for marginalized groups

A sustainable and complete community is one that is open and accessible to everyone, regardless of age, ability, or financial status. It is important that communities create opportunities for groups who may face greater challenges to civic participation such

as youth, seniors, non-English speakers, low-income households, individuals suffering from addictions and mental illness, and people with disabilities. It is also important to recognize the benefits that these groups bring to a community and celebrate the skills and experience they have to share. By planning communities for our most marginalized residents, we can promote a safe and accessible community for everyone.



The District makes an effort to provide affordable programs and services at public facilities, supports activities for specific age groups (children and families, youth, and seniors), promotes youth engagement in community decision making, and provides a built environment that supports a wide range of ages, abilities, and incomes through a variety of transportation, housing, and recreation opportunities. In 2010, the District completed its Age Friendly Living Guidelines that promote social and physical accessibility for all ages through community, neighbourhood, and home design. The community's Access and Mobility Committee seeks to identify areas for enhancing accessibility, and numerous regional services support physical and mental health, homelessness, community capacity-building, harm reduction, and programs that address the root causes of social and health issues.

Actions



Quick-start District Action

Assign one seat per advisory committee to youth

The District has a comprehensive set of community advisory committees that are tasked with a range of topics from access & age friendly planning to agriculture. Dedicating one seat on each committee to a youth representative would help to ensure that the perspective of young people is heard on a variety of topics on an ongoing manner.



Quick-start District Action

Support the Lake Country Bus Society to expand its service

Lake Country is a challenging community for those without a car or unable to drive. The Bus Society provides an essential service for many community members and needs ongoing support to expand and improve its service. Support from the District can include financial support and administrative support, as well as facilitating coordination with BC Transit when new transit routes are being planned.

Strategy 4: Build a cohesive identity for Lake Country

A strong community identity and culture can help to create a sense of belonging, establish community pride, and attract residents and businesses. While Lake Country has a rich cultural history and strong sense of community, the District faces some key challenges in creating a cohesive identity.

Lake Country is made up of four unique wards or neighbourhoods – Winfield, Okanagan Centre, Oyama, and Carr’s Landing. While each neighbourhood has its own unique character and history, the District is currently undergoing a transition to become a more complete community with one cohesive identity. The community is also quite culturally diverse and is closely connected to local First Nations through shared heritage, adjacent lands, and active working relationships.



The District is closely connected to the neighbouring municipalities of Kelowna and Vernon and many residents commute to these urban centres for work or school. While these close connections allow Lake Country residents to access the advantages of more urban areas (such as hospitals, post-secondary schools, commercial centres, and an international airport), they also detract from local jobs and businesses. Another challenge to local culture and identity is the large influx of tourists and seasonal homeowners who visit the community during the summer months. Over one third (34%) of the homes in Lake Country are owned by non-local residents as investment properties or vacation homes. These seasonal changes can impact the sense of community for full-time residents as neighbours may come and go throughout the year. Despite these challenges, the District has a strong dedication to recognizing and celebrating its diversity and developing a solid brand/identity for the community as a place where people can live, work, invest, and enjoy the abundant beauty and outdoor amenities.

Actions



**Long-term
District
Action**

Improve the visual appeal of entrances to Lake Country

The current highway entrance to Lake Country is non-descript and does not enhance the District’s brand or encourage visitors to stop. Suggestions for improving and marking the entrances to Lake Country include new or updated entrance signs with Lake Country’s icon and slogan, eye-catching gardens, and large scale maps (with room to pull over and associated tourist information). This action may be undertaken with community partners such as the Okanagan Indian Band, Lake Country Museum, Ministry of Transportation and Infrastructure, and Tourism Kelowna.



Figure 1. Northbound on Highway 97, approaching Lake Country (Image: Google)



Partnership Action

Establish a local arts and food festival

There is recognition among stakeholders that with a lack of overnight accommodation options, one way of increasing tourism in Lake Country is to increase the number of attractions that are suitable for day-trippers. As more tourists are drawn to the area, the potential for the successful development of a higher-end hotel may increase.

One suggestion for a new festival that garnered wide-spread support and enthusiasm at the Implementation Workshop was a local arts and food festival. Lake Country is home to a very active arts scene that is widely dispersed throughout the region. Similarly, there is no single location or event at which Lake Country's extensive agricultural base is celebrated.

A lack of family-friendly activities at certain times of the year was also identified as an issue, with some participants suggesting that Lake Country's festival could target families and be held on the same weekend as Kelowna's Gravity Festival (which is targeted to young adults). The existing Scenic Sip Tour to Lake Country's six wineries incorporates some elements of local food celebration, as well as promotion of the wineries, and it may be possible to tie in with this event and its marketing. Other festival ideas that may be able to tie in with the festival (or which may prove to have more traction) include:

- An active living celebration (linked with the Pelmeash Parkway)
- A yoga festival

Support for the idea of an arts and agricultural festival came from the Fresh Outlook Foundation and the Lake Country Art Gallery. Since there were no stakeholders from the agricultural sector at the workshop, it is suggested that the two interested stakeholders or the District reach out to a variety of organizations related to local food and agriculture, and to winery operators, to explore partnership opportunities and to begin planning for the event.

Starting a new, day-long festival to celebrate Lake Country art, food and wine would help to achieve the vision of thriving arts and culture and special agricultural character.



Photo courtesy Flickr user SpokaneFocus



Place



Strategy 5: Develop Lake Country as a series of compact, connected, complete communities

The ICSP process has reconfirmed the District's commitment to Smart Growth. Smart Growth is a set of principles and practices that lead to more sustainable forms of community development. The key smart growth principles include²:



- 1. Mix land uses.** Each neighbourhood has a mixture of homes, retail, business, and recreational opportunities.
- 2. Build well-designed compact neighbourhoods.** Residents can choose to live, work, shop and play in close proximity. People can easily access daily activities, transit is viable, and local businesses are supported.
- 3. Provide a variety of transportation choices.** Neighbourhoods are attractive and have safe infrastructure for walking, cycling and transit, in addition to driving.
- 4. Create diverse housing opportunities.** People in different family types, life stages and income levels can afford a home in the neighbourhood of their choice.
- 5. Encourage growth in existing communities.** Investments in infrastructure (such as roads and schools) are used efficiently, and developments do not take up new land.
- 6. Preserve open spaces, natural beauty, and environmentally sensitive areas.** Development respects natural landscape features and has higher aesthetic, environmental, and financial value.
- 7. Protect and enhance agricultural lands.** A secure and productive land base, such as BC's Agricultural Land Reserve, provides food security, employment, and habitat, and also serves to limit the expansion of urban development.
- 8. Utilize smarter and cheaper infrastructure and green buildings.** Green buildings and other systems can save both money and the environment in the long run.
- 9. Foster a unique neighbourhood identity.** Each community is unique, vibrant, diverse, and inclusive.
- 10. Nurture engaged citizens.** Places belong to those who live, work, and play there. Engaged citizens participate in community life and decision-making.

Adhering to these principles is challenging for any community and requires vigilance and leadership. Often, market forces tend to undermine these principles by promoting development in areas that are attractive for new buyers but be counter to the sustainability and livability goals of the community as a whole. However, with good planning based on smart growth principles and a commitment to implementation, municipalities can achieve balanced, successful forms of community development.

Lake Country's relatively dispersed settlement areas pose challenges for adhering to some of these principles. However, the 2010 OCP expresses a desire to make settlements relatively compact and to focus new development within the existing areas served by municipal infrastructure. This means increasing densities within those existing areas that are well served by local shopping, amenities and

² Smart Growth BC: www.smartgrowth.bc.ca

transit such as the Town Centre area and Woodsdale. It also means maintaining low, rural densities in outlying areas that are not well served by transit and amenities.

Historically Lake Country was comprised of four separate communities which now form wards within the District, so it is no surprise that there are several separate settlements in the community. This is compounded by the large swaths of agricultural land which also serve to create discontinuous urban areas. Therefore, Lake Country's approach to smart growth has been and will continue to be to create a series of geographically distinct settlement areas that are each as "complete" as possible i.e. each contains as many amenities and services for residents as the market will support. In Oyama, this might mean a gas station, church, school and convenience store; in Winfield (Town Centre) it means a full range of shopping and services. By including a variety of amenities and services in each settlement area, Lake Country can encourage residents to use active transportation (walking cycling and other human-powered modes) for many of their daily trips, reducing congestion, improving health and reducing energy and emissions.

Actions



Long-term District Action

Concentrate growth in urban areas with existing infrastructure

The District should concentrate growth (new development) in urban areas with existing infrastructure and protect sensitive areas. This would mean continuing to avoid additional new development in environmentally sensitive areas, Agricultural Land Reserve (ALR) areas, steep slopes, rural areas, and areas of high visibility (such as high up on the eastern slopes). This has a host of benefits including reduced infrastructure costs, reduced impact on natural environment and farmland, lower GHG emissions, and more viable transit, walking and cycling.

Strategy 6: Develop a vibrant Town Centre and Main Street

With the construction of Main Street in 2008, the District signaled a commitment to the development of the Town Centre as the economic heart of Lake Country. This vision was echoed in the 2010 official community plan (OCP), which adopted a core and nodal growth model, with the Town Centre as the core of Lake Country. The goal for the Town Centre is to develop it as the residential, employment and cultural core of the community with a pedestrian-friendly blend of residential and commercial uses. Main Street in particular was anticipated to become the focal point of Lake Country's Town Centre as the commercial and institutional heart of the District. The OCP reflected a desire for Main Street to be developed to the highest standards possible, evocative of a pedestrian-friendly North American high street, complete with dense commercial and office buildings providing a uniform facade along both sides. Mixed use buildings that combined shops and services on the ground floor of buildings and residential units above were identified as one way of achieving this goal.



“We need more than a museum downtown, create a cultural hub!”

- Stakeholder comment, Visioning Charrette

The anticipated development in the Town Centre, and along Main Street in particular, has not yet occurred but this vision is still well supported amongst participants in the “Our Sustainable Lake Country” process.

Actions



Hold a contest to develop temporary uses in the Town Centre

To build recognition of Main Street as the centre of Lake Country and to encourage further activity and development along Main Street, the District will hold a contest to encourage groups to submit ideas for temporary uses of the street right of way. The District may also work in partnership with private land owners along Main Street to include their lands in the contest; the terms and conditions of use of any private land would need to be negotiated. The successful proposal(s) will function under a Temporary Use Permit (TUP). TUPs are permitted throughout the District under the District's Official Community Plan. A TUP allows for a land use not permitted by the applicable Zoning Bylaw to occur on a specified property, and the District may impose conditions on the permit.

While proposals for temporary events on Main Street could be received without a contest, it is anticipated that this proactive approach may result in the generation of more ideas and higher levels of creativity.

The contest promotion may list the following types of uses as examples of desired uses:

- Satellite farmers' market (at a different time than the main market in Swalwell Park)
- Festivals and events, including sporting events
- Pop-up restaurant(s)/food trucks
- Temporary arts and cultural installations and performances
- Community gardens

It is recommended that the contest be held in the spring, with the goal of holding at least two events over the summer. Additional events may be held at other times during the year, if submissions are suitable for cooler weather.

The District may wish to test out a transparent, community-based decision-making tool when selecting the winning proposal(s). A current example is "Loomio", a tool that is based on the principles of the General Assembly, where respondents can agree with a proposal, disagree, remain neutral, or block a proposal.



**Long-term
District
Action**

Develop a vibrant Main Street and Town Centre

The vision for Main Street and the Town Centre is for the area to be a commercial hub with a pedestrian orientation. Achieving this vision will require ongoing patience and potentially some flexibility on the part of Council and developers. While the development permit guidelines for Main Street call for mixed use buildings, it may be necessary to consider approving mixed use on a block-scale rather than at the building scale (i.e. each building on a block may be dedicated to residential or commercial uses, rather than uses being mixed within a building, but within a block there will be multiple uses).



**Long-term
District
Action**

Consider developing a public plaza on Main Street

To support the development of the Town Centre and Main Street, the District may develop a public plaza on Main Street. This could be adjacent to the joint use cultural hub described on the following page. The Plaza would provide access to public spaces and provide a central venue for community events. As the population in the Town Centre and on Main Street grows, it will be important to provide sufficient space for recreation.

One possible configuration is shown in the following diagrams. These illustrations make use of the irregular shape and steep slope of one of the vacant parcels on Main Street; however, it is recognized that the existing theatre at George Elliot Senior Secondary is unlikely to relocate, and the facilities labeled as “smaller theatre playhouse” and “performing arts centre” would more likely be suitable as the joint use cultural hub.

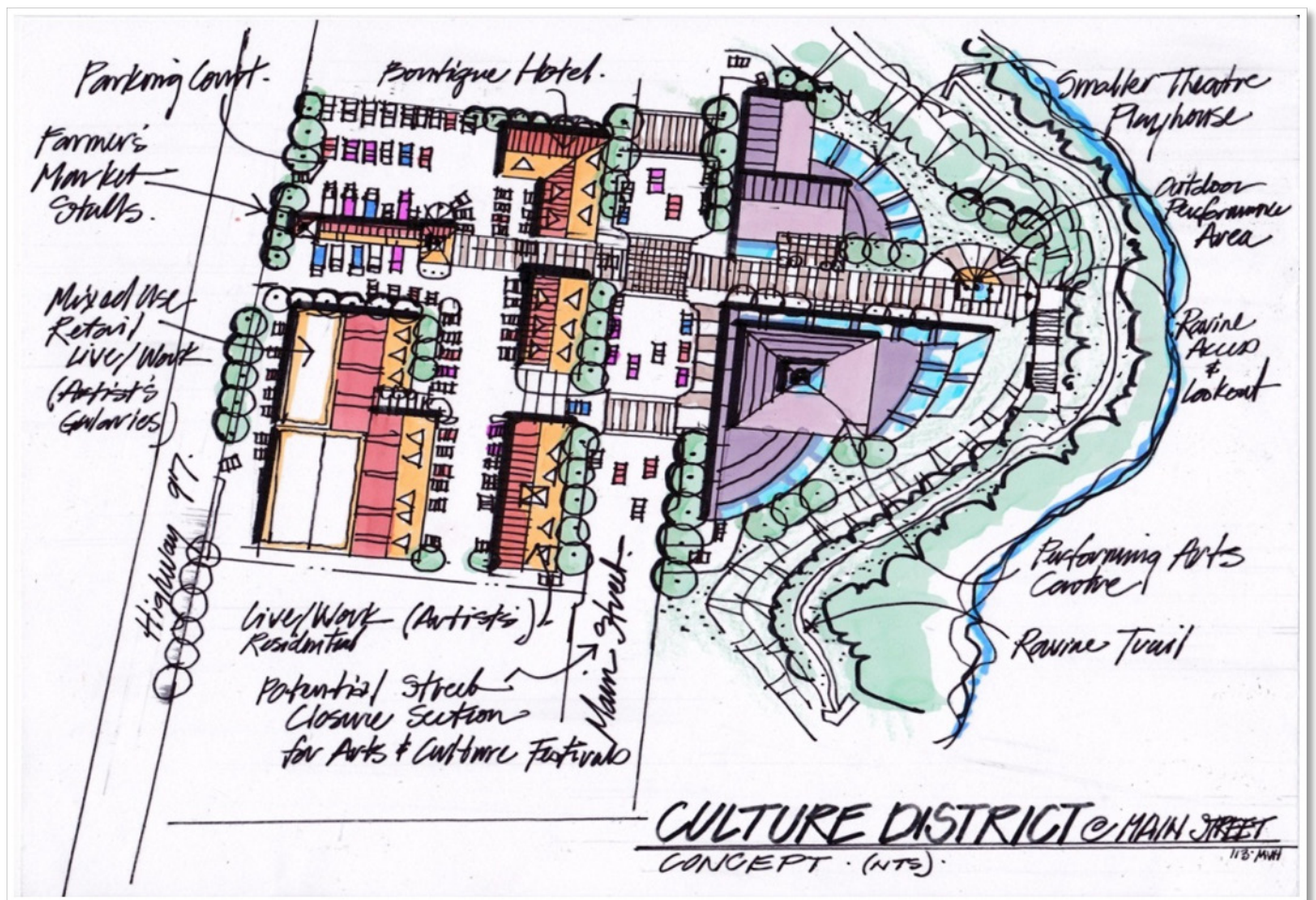


Figure 2 . Concept Plan view of cultural area on Main Street



Partnership Action

Develop a joint use cultural building on Main Street

The Lake Country Art Gallery and the Lake Country Museum are already working together to define what kinds of uses and corresponding spaces would be suitable for a shared cultural hub building located in the Town Centre. Ideas that have been put forward include the museum and gallery, as well as a First Nations interpretive centre, a tourist information centre, artists' studios and workshop spaces, a coffee shop, meeting/conference rooms, and shared office spaces for non-government organizations. In order to improve the financial viability of the development, some consideration was given to the idea of market housing being located on the upper floors. Another possible partner is a comprehensive Family Care Treatment Facility that would be partially funded by a fee-for-service model and partially funded through the provincial health care program. A third stakeholder group is in the process of developing a proposal for this type of health care facility.

Developing a joint use building/cultural hub would help to achieve the vision of a vibrant Town Centre, and early development of this building could catalyze additional development in the area.



Figure 3. Section view of Main Street cultural area

Strategy 7: Develop approaches to improve housing affordability and choice

Individuals and families at different stages of their lives need different types of housing. Young singles are often looking for small, affordable, easy to maintain rental units while families tend to prefer larger multi-bedroom homes with yards, and empty nesters and retirees sometimes want to return to a more urban environment with reduced property maintenance demands, where they can walk to shopping and services, especially if they can no longer drive. Of course there are lots of exceptions to these generalities but the point is that “one size doesn’t fit all” when it comes to housing.

Lake Country has managed to increase the diversity of its housing stock in recent years by adding new multi-unit residential developments in Woodsdale, Winfield, and The Lakes. Other master planned communities including Lakestone and McCoubrey Plateau include substantial amounts of multi-unit housing. However, a greater variety of housing is still needed including more ground oriented multi-unit housing as well as specialized housing for seniors and affordable rental accommodation.



“We have some diverse housing options but we need more affordable housing for older adults and people with disabilities”

- Public comment, Open House

Actions



Quick-start District Action

Conduct a Housing Needs Assessment

Some residents believe that there is a lack of housing diversity in Lake Country, which could lead to a lack of affordable family housing or a lack of supportive housing for seniors. An assessment of housing needs would help to clarify the need for various housing types, identify opportunities for developers, and in the long-term, make Lake Country accessible to a broader range of residents.



Long-term District Action

Encourage a range of lot sizes, housing types, tenures, and affordabilities throughout the community

Through land use planning and development control, the District should encourage a range of housing options throughout the community. This will improve the socioeconomic mix in each neighbourhood and offer choice to residents of different incomes, ages, and lifestyle needs.

Strategy 8: Create a network of natural and semi-natural areas for ecosystem health and recreation

Healthy ecosystems that support high levels of biodiversity rarely exist in isolation – they require strong connectivity to allow migration, genetic mixing and ranging to adapt to changing weather, food availability and climate conditions. Similarly, walkers and cyclists like connected trails and places that allow safe, fairly uninterrupted recreational experiences.

When urban development and linear infrastructure (roads, fences) are introduced, ecosystems are often fragmented resulting in impaired ecological functions. Therefore, an important sustainability strategy is to intentionally create connected landscapes by protecting larger ecological hubs and sites, introducing multifunctional trails/ecological corridors to connect them, curtailing new road building in important natural landscapes and maintaining compact communities that limit sprawl into rural and natural areas.



“Pelmewash Parkway is an amazing opportunity!”

- Public comment, Open House

“Trails promote individual health, a stronger sense of community and tourism”

- Public comment, Open House

Actions



Quick-start District Action

Create landscaping requirements or guidelines related to edible, native, and native-compatible plants

The District’s development permits include specifications related to site coverage and landscaping. These specifications could be updated to include reference to edible, native, and native-compatible plants, as well as plants that require very little irrigation (xeriscaping). Widespread use of edible and native plants will support wildlife habitat, reduce irrigation requirements (in keeping with the 2012 Water Master Plan) and if accompanied by interpretative signage, provide valuable lessons in local ecology for residents.



Quick-start District Action

Provide a regional native plant list for landscape architects, designers, planners, and residents

In order to support landscape architects, designers, planners and residents with identifying optimal plants, the District will provide and publicize a regional native plant list. There is readily available information at Naturescape BC (www.naturescapebc.ca) that provide Naturescape Kits for the Southern Interior. The District may wish to work with locally nurseries on this list to ensure availability and supply of the listed plants.

To promote the list, the District could hold a campaign in the spring to allow residents to purchase a voucher for one or two select types of native plants. The voucher would cost less than the retail value of the plants, with the District offering a subsidy for the remainder of the price. The District would partner with local nurseries to provide the plants (nurseries would receive full price for the plants) and notify residents when the plants were available for pick up from the nurseries.



**Quick-start
District
Action**

Eliminate residential pesticide use

Excessive pesticide use can negatively impact the health of our community and environment, amplify lawn and garden problems and pose a risk to people, pets, wildlife and beneficial insects. Rainfall and overwatering can cause excess pesticides and fertilizers to run off via storm drains into creeks, impacting the health and habitat of fish and aquatic organisms.

Forty BC communities, covering 65% of the BC population, have passed bylaws that limit or ban cosmetic pesticide use on residential and municipal property. Neighbouring Kelowna passed a bylaw in 2008 that regulates cosmetic, nonessential pesticide usage on residential properties. Pesticides include such products as herbicides, insecticides, fungicides, rodenticides and weed-and-feed type products. The bylaw also includes a list of less toxic alternatives, and the City offers workshops to residents to share knowledge and tools to make healthier, more environmentally-friendly yard maintenance choices (online videos are also available). In Kelowna, pesticide use is still permitted on municipal properties, as well as land used for agriculture. Since 40% of Lake Country's land base is in the Agricultural Land Reserve, much of the District would be exempt from a pesticide bylaw. However, a bylaw to regulate pesticide application on residential and municipal land is a fairly simple step that the District can take to demonstrate its commitment to the health of its people and the environment.



**Quick-start
District
Action**

Encourage tree lined streets

Through the process of reviewing and approving area structure plans the District can require new streets and boulevards to be lined with trees and native vegetation to provide wildlife habitat and increase ecosystem services.



**Long-term
District
Action**

Create stream crossing guidelines

Stream crossings are subject to provincial and federal regulations (Fisheries Act), which are in place to protect fish and fish habitat. Stream crossings should be designed to minimize impact on aquatic habitat. Impact can be reduced by reducing the frequency of crossings, the type of crossings, and the location of crossings relative to sensitive habitat and origins/destinations of trips. The District can include stream crossing guidelines and reference to relevant regulations as part of its development permit guidelines and also use the guidelines when evaluating area structure plans.



**Long-term
District
Action**

Develop a comprehensive Fish and Wildlife Management Plan

The District has completed an inventory of sensitive ecosystems; however, the inventory does not include management directions, other than the development permit guidelines associated with development in designated areas. As large portions of Lake Country are

being developed for residential uses, it would be prudent to develop a fish and wildlife management plan that looks at the jurisdiction holistically. In addition, the OCP calls for the completion of a watershed assessment and for the District to develop protection measures and guidelines; this assessment has not been completed. This action may evolve into a partnership action, with the District working closely with organizations such as the Ocoela Fish and Game Club.



**Long-term
District
Action**

Create a Lake Country Foreshore Plan

In the 2010 OCP, the District committed to developing a Lake Country Foreshore Plan to “ensure aquatic and wetland areas are protected”. This plan has not yet been developed, although specific actions have been taken to improve habitat quality in the foreshore (such as removal of private docks and clearing of milfoil and other weeds). A comprehensive foreshore plan may also address issues of public access and recreation. The development of the foreshore plan should involve extensive stakeholder and community consultation, and may be most effective when undertaken in partnership with community groups such as the Ocoela Fish and Game Club.



**Long-term
District
Action**

Prioritize greenways that create regional linkages

This action will in part be implemented through the Transportation for Tomorrow program, which has identified paths and trails that connect residential areas to schools and parks as a priority. Greenways can also connect with a regional ecological network to provide safe passage for wildlife between habitat areas and play a part in stormwater management to convey and infiltrate rainwater. As these networks grow within Lake Country, the District will continue to seek ways to connect to greenways in Kelowna, Vernon and the Regional District. This will occur through District staff’s participation in regional planning exercises. There may also be opportunities to work with community partners, particularly on opportunities such as the rail line along the east side of Wood Lake and the Pelme wash Parkway.



**Partnership
Action**

Improve recreational facilities at the south end of Wood Lake

The District of Lake Country’s recreational facilities include an ice rink and community centre, but do not currently include a swimming pool. While some residents are pushing for the development of a pool, others have pointed out that Lake Country is blessed with natural swimming facilities (i.e., the lakes) and that it would be more financially and environmentally prudent to improve facilities to encourage more people to use the lakes. For example, provision of basic outdoor cold-water showers at local swimming beaches would help to reduce the incidence of “swimmers itch” and make lake swimming appealing to more residents.

One way of providing these facilities could be to work with UBC-Okanagan (UBC-O). UBC-O could be encouraged to expand its successful rowing program to its Okanagan campus, with facilities located in or near Beasley Park. Walk Around Lake Country (WALC) has indicated a willingness to work with UBC-O to investigate this possibility. The establishment of improved public facilities in swimming locations could improve the health of residents and increase social cohesion, as well as improving the amenities offered.



Partnership Action

Develop the south end of Pelmeash Parkway

One of the most exciting initiatives in Lake Country is the redevelopment of the former stretch of Highway 97 between Winfield and Oyama into the Pelmeash Parkway. A new highway has been constructed further from the shore of Wood Lake, allowing improved access to the lake and offering the potential for enhanced walking and cycling facilities.

Many stakeholders at the workshop grouped around the idea of collaborating on the development of the south end of the Pelmeash Parkway. While a formal design process will be run by the District, the Ocoila Fish and Game Club, Public Art Commission, Walk Around Lake Country (WALC) and Interior Health have all expressed interest in working together to shape the south end of Pelmeash Parkway. Initiatives being considered by these groups include:

- Water celebration and education (public art installations in the pull outs)
- Signage
- Planning and building the bike and pedestrian component
- Habitat restoration

Collaborative development of this area could help to achieve the vision of outstanding outdoor recreation and natural beauty, as well as making Lake Country a place where the natural environment is protected and enhanced as a community resource and as a provider of ecosystem services.

A broader action related to this, which also has widespread support among community partners, is to create a network of biking/hiking trails around Lake Country. One possible series of trails could connect Winfield and Oyama, using the Pelmeash Parkway and existing rail right-of-way; another series of trails could connect Winfield and the Town Centre. These actions are considered follow-on actions that should receive focus when the Pelmeash Parkway is complete, unless urgent decisions are needed earlier for strategic reasons (e.g. acquisition of the rail right-of-way).



Figure 4: Sketch from the Pelmeash Parkway Design Workshop

Strategy 9: Develop a transportation network that expands travel choices

Lake Country's agricultural areas, topography and separated settlement areas pose a challenge for providing transportation alternatives to the car. This is important because not everyone is able or wants to drive (for example some seniors, youth, disabled, low income people do not have access to a car).



One of the key strategies to address this issue is to create a transportation network that expands the set of realistic travel choice that residents have on a daily basis. Choices should include transit, cycling, walking, use of elder scooters and ride sharing. Each of these has its own challenges but most are directly improved by building compact, complete settlements (as described elsewhere in this document). Other approaches can include lobbying for better, more frequent transit, expanding specialized services (e.g. senior's shuttles) and making ride sharing easier and safer by using newly available internet applications.

Actions



**Quick-start
District
Action**

Provide dedicated parking spaces for low emission vehicles

Existing zoning regulations and development permit guidelines specify the amount of parking that must be provided with various types of development. An amendment to the guidelines could help to ensure that people who bike, carpool, or drive low-emission vehicles are rewarded with access to parking that is located near the destination and that is safe and secure (safety and security are particularly relevant for bicycle parking).



**Quick-start
District
Action**

Keep working with BC Transit

Many residents have expressed a desire for feeder routes for transit that will bring them from predominantly residential communities to the Town Centre. Once in the Town Centre, residents can do some basic errands and shopping (e.g. groceries or banking) or transfer to a route into Kelowna. The District is working closely with BC Transit to implement this plan, contingent on funding and ridership. The 2014 budget includes funding for an hourly service using a small community shuttle bus from The Lakes to the Town Centre. The service is expected to start in September 2014.



Partnership Action

Set up a system of ride sharing

The lack of widely distributed public transit in Lake Country means that people who are not able to drive a vehicle have limited transportation options. One mechanism to increase transportation choice is to promote ride sharing. Ride sharing can take many forms, including informal carpooling, formal ride sharing through initiatives such as the Jack Bell Ride Share program, car stops, and the emerging form of “citizen taxis” such as Uber and Lyft, that are made possible through the use of smart phones. Community partners can help determine the optimum forms of ride sharing for various segments of the population, and promote their use.

In addition to providing a transportation alternative, ride sharing provides a chance for people to get to know others in their community. Similar systems have been adopted in a number of large American cities as well as smaller local communities such as Pender Island and Qualicum Beach. In Qualicum Beach, both drivers and passengers pre-register and carry identification cards.

Some ride sharing programs are entirely voluntary: people provide and take rides according to their own comfort level and no money changes hands. Other systems are more commercial in nature and may involve payment for services.



Partnership Action

Establish a walking school bus program

Anecdotally, many children and teens in Lake Country are driven to school by their parents. In some areas, the District has installed sidewalks, but parents continue to provide rides because of perceived safety risks due to a lack of ‘eyes on the street’ (particularly when walking past large agricultural lots). A walking school bus program is one initiative that would reduce the burden on individual parents and help to alleviate fears about safety. With this type of program, a group of children walk to school with one or more adults supervising; some programs are as simple and informal as two families taking turns walking their children to school, while others are more structured and follow a prescribed route with meeting points, a timetable and a regularly rotated schedule of trained volunteer parents.

Interested stakeholders included students from George Elliot Secondary School (GESS) and Interior Health. Other potential partners include the Lake Country Outdoors Club, WALC, and Parents’ Advisory Committees at GESS and the three elementary schools (Davidson Road Elementary, Oyama Traditional School, and Peter Greer Elementary). The District would likely not be directly involved in implementation of this action.

The establishment of one or more walking school bus programs in Lake Country could improve the health of residents and increase social cohesion.



Function



Strategy 10: Support local food production

The District of Lake Country has a strong history of agriculture. Lake Country is home to several large fruit producers, including the largest grower of cherries in Canada. Over 40% of the District is within the Agricultural Land Reserve (ALR), although not all of the ALR land is farmed (some is still in a natural state). Recent changes to the ALR are not expected to have a major impact on the reserve land in Lake Country, as the Okanagan has been designated Zone 1, which means no major changes to the administration or rules.

Based on maps of the ALR and a visual evaluation of the area conducted by the Ministry of Agriculture, there are 3658 ha of farmland within the District of Lake Country. Most, but not all, farmland in Lake Country is within the ALR. 86% of the farmland in the District of Lake Country is in active production.

The large proportion of agricultural land within Lake Country presents some challenges, such as high demand for water (54% of water consumed in the District is by agricultural operations) and low contributions to the tax base. There is also the potential for land use conflicts, as newcomers learn about the realities of large-scale farming in terms of noise and chemical spraying. However, agriculture also presents an opportunity to attract tourists and boost the economy and to provide local produce to residents. The Lake Country Farmers' Market (open June to September) supports local farmers and artisans and provides a venue for the community to purchase healthy, locally produced foods and goods. Agriculturally-related tourism includes the Feast of Fields harvest festival, and the 'Taste Lake Country' event which includes wine tastings, multi-cultural food, and tours at Lake Country's wineries.



“Our community tends to view agriculture as a pretty green backdrop, but we need to think of it in terms of economic development and support it by buying locally”

- Stakeholder comment,
Visioning Charrette

Actions



**Quick-start
District
Action**

Develop a signed network of u-pick, farm gate, and retail sales locations

In order to guide tourists to the agricultural heart of Lake Country, the District will develop a signed network of agricultural operations that are accessible to the public. Standardized signs will be used to direct traffic from main roads to the operations. Staff will update the listings and sign network every 2-3 years. This action will be undertaken in consultation with the existing Agricultural Advisory Committee.

Strategy 11: Develop green buildings and infrastructure

Infrastructure is expensive to build, maintain and renew. Municipal infrastructure includes roads, sidewalks, water supply and distribution systems, storm and sanitary sewer systems, and wastewater treatment facilities. Aging infrastructure and infrastructure that does not meet today's needs (such as roads without sidewalks) is costly to maintain, upgrade or replace. This represents a major, ongoing expense for municipalities, and chronic underfunding creates a backlog. This backlog can be experienced as debt, and categorized as infrastructure that is in poor shape. As infrastructure ages and fails, renewal costs increase, service and reliability is reduced, and municipalities may be subject to increased claims and complaints.



Municipalities need to assess their long term funding needs by performing a cash flow analysis that takes into account the depreciation of existing infrastructure, as well as upgrades and replacements. The analysis should also consider long term sources of revenue, such as property taxes, fees, reserves, development cost chargers and grants from senior governments.

The District has identified the need for a number of capital projects to improve infrastructure and municipal services. Long term goals include acquiring all privately operated water systems and providing water and sanitary sewer service to all urban areas. Furthermore, Lake Country has over 200 km of roadways that require continual repair and maintenance, and the draft *Transportation for Tomorrow* long-term plan has prioritized a range of improvements, including installation of sidewalks and cycling lanes. An updated Parks, Recreation, and Culture Master Plan (expected in 2015) will also identify needs for future investment in parks and cultural/recreational facilities.

Actions



Quick-start District Action

Make a final decision on Oyama wastewater treatment

The community of Oyama is currently serviced by a satellite wastewater treatment plant (WWTP). While the plant itself has some spare capacity, the effluent disposal field cannot receive any additional load. Therefore, any additional development in Oyama will trigger changes to the way in which wastewater is treated. With a small amount of additional development, an expanded effluent disposal field may be an option. A larger amount of development will also result in the WWTP exceeding capacity, indicating a need for a new/expanded WWTP or for Oyama to connect to the centralized WWTP in Woodsdale.

When the District completes its liquid waste management plan, it will include a final decision about the preferred approach to handling wastewater from Oyama.



Long-term District Action

Evaluate parking standards

Parking standards can be set to encourage reduced car ownership where appropriate. The District has already reduced parking standards in the Town Centre to 2 spots per 100m² gross floor area (compared to 4 spots per 100m² in all other commercial zones). District staff will conduct an evaluation of the parking standards in various zones in Lake Country to determine if the right amount of parking is being required. While many areas in Lake Country may be reliant on driving, reducing parking standards and providing alternatives to driving in core locations can make development more attractive in these areas, as the cost of developing parking (particularly underground parking) can be high.



Long-term District Action

Establish standards for waste management infrastructure in multi-family and commercial buildings

Although the Regional District of Central Okanagan plays the primary role in solid waste management planning, there are some aspects that are better suited to municipal control. One such example is the design and location of waste management facilities in multi-family and commercial buildings. One of the largest barriers to increased recycling in these sectors is the lack of sufficient space for central storage of recyclables, and poor access to central storage areas for both occupants and collection service vehicles.

Minimum requirements for new and renovated multi-family and commercial buildings can be enforced through development permits. Parameters covered by the requirements could include:

- Minimum size, location, and design of building recycling storage space
- Collection vehicle access route
- Collection day storage area
- Loading area
- Occupant access
- Suggested minimum standards for in-suite recycling storage space.

Sample specifications are readily available from Metro Vancouver, which has complete extensive consultation with member municipalities, waste haulers and developers.



Long-term District Action

Develop a solar energy incentive program

There are many forms that a solar energy incentive program could take. The District has taken some initial steps by creating a Greenhouse Gas Reduction Development Permit Area (GHG Reduction DPA), which covers the entire district. The GHG Reduction DPA calls for the orientation of all subdivision and developments to maximize solar exposure, for buildings to include large windows to encourage passive heating, and incorporate screening and overhangs to help reduce summer heat gain. Furthermore, buildings should have a south facing roof to allow for future use of solar panels. However, the District has not yet taken significant steps to support installation of infrastructure to capture solar energy.

One example of a successful program that has been implemented by other smaller municipality is Solar Colwood. Solar Colwood is an initiative of the City of Colwood that

arose out of the City's OCP, and its implementation includes community partners much like the District of Lake Country's ICSP. Partners in Solar Colwood include Natural Resources Canada, Royal Roads University, T'Sou-ke Nation, LiveSmart BC, BC Hydro, FortisBC, WestShore Chamber of Commerce, Horizon Technologies, League Assets, SolarBC, Vancity Savings and Credit Union, and Camosun College. Similarly, this action may develop into a Partnership Action in Lake Country.

The initiative is funded by a \$3.9 million grant from Natural Resources Canada; the money is used to provide:

- Financial incentives to support homes and businesses to upgrade to solar hot water heating, ductless split heat pumps, and photovoltaics for electric vehicle charging stations
- The long-awaited re-development of Colwood Corners as an opportunity for clean energy technology demonstration and learning
- Introduction and integration of clean energy saving solutions
- Collaboration as well as financial and technical contributions from our many partners.
- Solar hot water and solar electric installations on the Colwood Fire Hall.



Strategy 12: Create programs and policies to stimulate economic development

A sustainable economy provides meaningful livelihoods and financial security for residents in a manner that enhances the social fabric of the community and maintains a high quality natural environment. One of the challenges that Lake Country faces in creating a sustainable economy is that most residents in the work force travel outside the District to the larger adjacent job centres in Kelowna or Vernon. Another challenge is that Lake Country has a limited supply of commercial and industrial land.



To create a sustainable economy, Lake Country will need to diversify its employment base and build on the three economic sectors where Lake Country is already achieving success; agriculture and wine production, sustainable tourism, and arts and culture. By attracting businesses to its underutilized, fully serviced town centre and Main Street, Lake Country can create new and more diverse commercial and retail employment. Encouraging more entrepreneurial endeavors and home based businesses will further diversify the local economy. Collectively, these initiatives will allow a greater percentage of residents to stay within the District for their employment and encourage young people to stay in the District when they are ready to join the work force.

Actions



Work with existing community-development organizations to increase activity in Lake Country

The Southern Interior Development Initiative Trust is a provincial agency which acts as a not-for-profit community development corporation for the area around and including the District. Community Futures and Accelerate Okanagan are other agencies promoting economic development in the area. With federal, provincial and regional activity providing programs and services to promote and support community development, the main role for the District is to work with those organizations to increase their activity and effectiveness in the District.

These organizations could help coordinate a range of community financing initiatives, as well as affordable housing, youth development, early childhood education, health support for seniors, and community advocacy. They could also help encourage the community to establish a community financing program that would attract local sources of financial capital. Examples of initiatives that could be pursued under this program include:

- A local investment opportunities network where local investors can learn about and consider investing in local enterprise ventures;
- A local lending program, perhaps in partnership with a local financial institution, whereby a special loan fund is established to make loans exclusive to Lake Country organizations, supporting by mentoring;

- A local crowd-funding program that raises money for Lake Country initiatives (as an example, many American municipalities use www.citizeninvestor.com); and
- A list of granting agencies and support with grant applications to such organizations as Community Futures, Canadian Community Loan Funds, the Rural Economic Diversification Initiative of BC, Tourism BC, UBC - Okanagan (for research programs), Energy utilities (for energy conservation initiatives), Business Development Bank of Canada, the Loan Fund for Canadian cooperatives, and the FCM Green Municipal Fund.



**Quick-start
District
Action**

Develop institutional procurement policies that favour local purchases

District staff can examine the District’s Corporate Purchasing Policy to determine if there are opportunities to better support local suppliers without compromising the intergovernmental agreement on internal trade requirements. For example, municipal governments have an opportunity to lead by example supporting local agricultural businesses for food (catering) and nursery stock (park planting) purchases. As over 40% of Lake Country’s land base is agricultural, this is a direct step the District can take to support the local economy.

Goals of a corporate food procurement policy that supports local producers could include:

- Raising production and process standards;
- Increasing tenders from small and local producers;
- Increasing consumption of healthy and nutritious food;
- Reducing adverse environmental impacts of production and supply; and
- Increasing capacity of small and local suppliers to meet demand.



**Quick-start
District
Action**

Reconsider short term rental policies

Short term rentals (periods less than 1 month), other than full service bed and breakfasts, are currently not permitted in Lake Country. Given the lack of accommodation options in the community and the proliferation of peer-to-peer networks like AirBnB, it may make sense for the District to reevaluate the ban on short term rentals. Should the District choose to allow short term rentals, conditions of operation could be implemented and a system for monitoring could be set up. For example, short term rentals could be required to register with the District and pay an increased tax rate, in accordance with their commercial income.



**Long-term
District
Action**

Maintain the industrial land base

The District of Lake Country has a fairly limited industrial land base, and recognizes that it is likely that industrial lands in Kelowna and the neighbouring Okanagan Indian Band Reserve will be built out first, before industry comes to Lake Country. However, there is a desire to broaden and expand the tax base, and it is therefore important that existing industrial land be preserved for future development. Much of the industrial land in the District consists of active gravel pits. Many of these are located within the Agricultural Land Reserve (ALR), and will therefore be returned to agricultural uses

once they have completed their current operations. As there are no provincial policy directives concerning industrial redevelopment in the ALR, it is likely that this land will effectively be removed from the future supply of industrial land.

Through conversations with District staff, it was established that five parcels in the Glenmore Road area, along with one parcel along Bottom Wood Lake Road may be added to the current industrial supply. These parcels are currently being rezoned. Nine parcels currently zoned industrial and/or with current industrial uses will be removed from the industrial land base when gravel operations cease. The net impact of this is that the area of industrial land will decrease from 126 hectares now to 59 hectares. Of this 59 hectares, 21 hectares is available for future industrial development, the rest is undevelopable due to land constraints such as steep slopes.

The District's commitment with this action is to maintain the supply of industrially zoned land and facilitate development of this land when the proposed development is in line with community priorities.



Investigate the feasibility of an eco-industrial park

Eco-industrial parks integrate ecological considerations into the design of traditional industrial parks. They typically include light industry and highway-oriented businesses, and differ from traditional industrial parks by including consideration of environmental and social impacts of their operations. Eco-industrial parks often include green infrastructure features, such as stormwater runoff minimization and treatment, buildings with exceptional energy efficiency, and waste reduction measures. Eco-industrial parks can even go beyond basic green infrastructure to benefit from synergies between businesses. In an ideal case, the waste energy or resources from one business can be used as an input by another business, creating economic and environmental benefits for both businesses.

Lake Country is currently competing for industrial development with both Kelowna and the Okanagan Indian Band. Both entities have industrial land available that is serviced and relatively low cost, especially when compared to the improvements that have been required of developers looking to site industrial facilities in Lake Country.

Lake Country may choose to wait until demand for industrial land saturates the available land in Kelowna and on the Okanagan Indian Band land, or it may choose to differentiate its supply of land from the other sites by developing a framework for an eco-industrial park. This decision should be based on a careful analysis of the economic, environmental and social benefits and drawbacks of each option.



**Long-term
District
Action**

Integrate food production, processing and distribution into economic development strategy

The Comox Valley Economic Development Society released its Economic Development Plan Strategic Update in early 2013. The program includes 15 core programs and five support programs. Included among the core programs are Food Security Enhancement, Agrifood Investment and Land Utilization, and Sustainability-Related Business Opportunities. All of these could be of particular relevance to Lake Country, in addition to more standard topics such as labour force readiness and visitor services opportunities (tourism). The economic development plan makes specific reference to the Comox Valley Regional Growth Strategy and Sustainability Strategy. The society has outlined concrete actions and performance measures that will be taken to implement the programs.

The District of Lake Country's economic development priorities do not currently include food, winery or any other agriculture-specific topics, although the OCP does recognize the benefits of supporting existing agricultural operations (e.g. buy local campaigns). As agricultural land represents a major part of the land base, developing specific, concrete actions to support these sectors would be advisable.



Table 1 summarizes the actions for each strategy, and identifies the District department(s) that will take the lead on resourcing each Quick-start or Long-term District Action. A lead department has also been identified for each Partnership Action, although leadership and the majority of the resources for those actions are expected to come from community partners.

District Departments:

- Community & Customer Services (community and customer services, safety, parks & facilities)
- Engineering & Operations (engineering, operations, utilities)
- Administration (financial services, communications, economic development)
- Protective Services (RCMP, fire and emergency services, bylaw services/enforcement)
- Planning & Development (planning, development)

Table 1: Summary of Strategies and Actions

Strategy	Action	Quick-start	Long-Term	Partnership
<i>People</i>				
Strategy 1: Foster collaboration and partnerships	Institute regular scans for community partnership opportunities	✓ All Departments		
	Encourage health-related organizations to collaborate and coordinate	✓ Administration & Corporate Services		
Strategy 2: Engage citizens in civic decision making	Host a District booth at community events	✓ Administration & Corporate Services		
	Have a place to receive community input on the District website	✓ Administration & Corporate Services		
Strategy 3: Create opportunities for marginalized groups	Assign one seat per advisory committee to youth	✓ Administration & Corporate Services		

Strategy	Action	Quick-start	Long-Term	Partnership
	Support the Lake Country Bus Society to expand its service	✓ Administration & Corporate Services		
Strategy 4: Build a cohesive identity for Lake Country	Improve the visual appeal of entrances to Lake Country		✓ Community Services	
	Establish a local arts and food festival		✓ Administration & Corporate Services	✓ Administration & Corporate Services
<i>Place</i>				
Strategy 5: Develop Lake Country as a series of compact, connected, complete communities	Concentrate growth in urban areas with existing infrastructure		✓ Community Services with Engineering & Environmental Services	
Strategy 6: Develop a vibrant Town Centre and Main Street	Hold a contest to develop temporary uses in the Town Centre	✓ Administration & Corporate Services		
	Develop a vibrant Main Street and Town Centre		✓ Administration and Corporate Services	
	Consider developing a public plaza on Main Street		✓ Community Services	

Strategy	Action	Quick-start	Long-Term	Partnership
	Develop a joint use cultural building on Main Street			✓ Community Services with Administration & Corporate Services
Strategy 7: Develop approaches to improve housing affordability and choice	Conduct a Housing Needs Assessment	✓ Community Services		
	Encourage a range of lot sizes, housing types, tenures, and affordabilities throughout the community		✓ Community Services	
Strategy 8: Create a network of natural and semi-natural areas for ecosystem health and recreation	Create landscaping requirements or guidelines related to edible, native, and native-compatible plants	✓ Community Services		
	Provide a regional native plant list for landscape architects, designers, planners, and residents	✓ Community Services		
	Eliminate residential pesticide use	✓ Protective Services		
	Encourage tree lined streets	✓ Community Services		
	Create stream crossing guidelines		✓ Community Services	
	Develop a comprehensive Fish and Wildlife Management Plan		✓ Community Services	
	Create a Lake Country Foreshore Plan		✓ Community Services	

Strategy	Action	Quick-start	Long-Term	Partnership
	Prioritize greenways that create regional linkages		✓ Community Services	
	Improve recreational facilities at the south end of Wood Lake			✓ Community Services
	Develop the south end of Pelmewash Parkway			✓ Community Services
Strategy 9: Develop a transportation network that expands travel choices	Provide and encourage developers to provide dedicated spaces for low emission vehicles	✓ Engineering, & Environmental Services & Community Services		
	Keep working with BC Transit to improve service	✓ Administration & Corporate Services		
	Set up a system of ride sharing			✓ Administration & Corporate Services
	Establish a walking school bus program			✓ Administration & Corporate Services
Function				
Strategy 10: Support Local Food Production	Develop a signed network of u-pick, farm gate, and retail sales locations	✓ Administration & Corporate Services		

Strategy	Action	Quick-start	Long-Term	Partnership
Strategy 11: Develop green buildings and infrastructure	Make a final decision on Oyama wastewater treatment	✓ Infrastructure Services		
	Evaluate parking standards		✓ Community Services	
	Establish standards for waste management infrastructure in multi-family and commercial buildings		✓ Infrastructure Services	
	Develop a solar energy incentive program		✓ Infrastructure Services	
Strategy 12: Create programs and policies to stimulate economic development	Work with existing community-development organizations to increase activity in Lake Country	✓ Administration & Corporate Services		
	Develop institutional procurement policies that favour local purchases	✓ Administration & Corporate Services		
	Reconsider short term rental policies	✓ Administration & Corporate Services		
	Maintain the industrial land base		✓ Community Services	
	Investigate the feasibility of an eco-industrial park		✓ Community Services	

Strategy	Action	Quick-start	Long-Term	Partnership
	Integrate food production, processing and distribution into economic development strategy		✓ Administration & Corporate Services	

4 Recommendations and Next Steps

4.1 Setting up the CST and Action Teams

In order to proceed with implementation, the next step will be to set up the CST and Action Teams. Some Action Teams have begun to form organically, and it will be important not to stifle or burden them with additional administrative duties.

Establishment of the CST will require the creation of the Terms of Reference, an open call for applications, and recruitment of individuals who have been active participants in the ICSP development process.

4.2 Staffing and Other Resources

The District needs to be prepared to allocate staff resources to support the CST on an ongoing basis and to conduct the comprehensive update to the State of Sustainability Report every 3-5 years. ICSP implementation support should be added to the job description of a Planner with the District, with an allocation of approximately 15% of the planner's time. The workload will vary over the year and from year to year, depending on the level of District involvement in active Action Teams. Other staff that will need to remain involved in the implementation of the ICSP include:

- Director Planning and Development
- Director Community & Customer Services
- Economic Development Manager
- Operations Manager
- Communications Officer

Again, the level of involvement from each of these individuals will vary depending on which Action Teams are actively implementing projects.

4.3 Sources of Funding

Completion of an ICSP is a pre-requisite for the District to be eligible to apply for all types of funding from the Green Municipal Fund (GMF), administered by the Federation of Canadian Municipalities. The GMF funds a wide range of projects, including plans (neighbourhood action plans, community brownfield action plans and greenhouse gas reduction plans), studies (feasibility studies and field tests) and capital projects. The GMF may be a substantial source for funds for District-led initiatives; the GMF also welcomes applications from municipalities working together with community partners. GMF grant funding can cover up to 50% of eligible costs, and below-market loans are also available (usually in combination with grants), to cover up to 80% of eligible costs for capital projects.

Other traditional sources of funds include property taxes; however, the District is currently working hard to limit property tax increases while maintaining existing services. Adding more services to be funded by property taxes will require the District to make trade-offs between the new services and existing services.

Alternative sources of funding are increasingly being sought after by both public and private entities. Crowdfunding is one such example, and is generally conducted online. One platform that specializes in helping local governments raise funds is www.citizeninvestor.com; projects are posted by local

governments, citizens can pledge funds to the project, and once the target funding amount is reached the local government uses the funds to implement the project. Current projects posted on the site include installation of a new playground, installation of new litter bins, public art, youth development, and habitat restoration. Successfully funded projects have ranged in size from \$1500 to \$77,000, and projects currently seeking funding range up to \$200,000. Other crowdsourcing websites that are not limited to local governments include Kickstarter and Indiegogo. More information on this approach to obtaining funding is available from the National Crowdfunding Association of Canada.

4.4 Alignment of Other Plans with the ICSP

The ultimate goal is for the ICSP to become the guiding document for all of the District's plans and policies. All decisions made by the District should align with the ICSP, including other strategic plans (e.g., Liquid Waste Management Plan, Parks and Recreation Master Plan), as well as day to day decisions. A preliminary assessment of the District's plans and policies was completed to identify actions that the District could take. A reassessment should be conducted each time a new strategic planning process is underway to identify areas of connection between the ICSP and the new plan.

4.4.1 Liquid Waste Management Plan

The Liquid Waste Management Plan (LWMP) has been underway for several years, and is anticipated to be brought to public consultation in 2014. One of the biggest questions that will be answered in the LWMP is the servicing of Oyama. As described in the District's Quick Start Actions, any growth in Oyama will trigger changes to the way that wastewater is handled. Minimal (infill) growth will require enlargement of the effluent disposal field, which poses logistical challenges. Middle-scale growth is likely to be uneconomical because of the high capital costs of a new satellite plant or a connection to the central treatment plant, which will be borne by a relatively small number of units. Large-scale growth (including a resort or other higher-density multi-family development) may be more economical on a per unit basis, as the capital cost is likely to be similar to the capital cost to support middle-scale growth.

4.4.2 Stormwater Management Plan

The District is currently developing a Comprehensive Stormwater Management Plan to integrate existing area-specific plans and to address any areas that do not currently have a plan in place. This will help staff to help prioritize areas across the District, develop District-wide guidelines, and increase the efficiency of implementation.

4.4.3 Transportation for Tomorrow Plan

The District is currently updating its' *Transportation for Tomorrow* plan to guide roadway improvements, repair and maintenance over the long term. Lake Country has over 200 km of roadways that require continual repair and maintenance, and the draft *Transportation for Tomorrow* has prioritized a range of improvements, including installation of sidewalks and cycling lanes. The *Transportation for Tomorrow* process identified an annual funding gap for transportation infrastructure renewal and improvement of approximately \$1.35 million.

4.4.4 Parks and Recreation Master Plan

An update to the Parks and Recreation Master Plan is expected to be completed in 2015. The update will likely involve a review and summary of the achievements accomplished under the 1998 plan and the identification of outstanding (but still relevant) actions; a review of the Official Community Plan (either the 2010 plan or the new plan, whichever is available); an update of the inventory of open space and recreation facilities; and a public engagement/consultation component to determine park and recreation priorities and the community's willingness to pay. The ICSP goals and strategies will also guide the Parks and Recreation Master Plan.

4.4.5 Water Master Plan

The Water Master Plan was completed in 2012. Many of the initiatives in the plan align with goals from the ICSP, such as efficient, effective and affordable infrastructure and services, healthy ecosystems, and a long-term supply of clean water. The overall vision of the plan is for the District of Lake Country to provide water that is sustainable and affordable for the community and environment. Furthermore, the initiatives in the plan were developed in alignment with seven guiding principles:

1. Take an active role in providing stewardship of the water resources within the basin;
2. Retain all four existing sources;
3. Plan based on achieving filtration deferral for both Okanagan Lake and Kalamalka Lake;
4. Provide the same level of service to all customers
5. Strive to improve the level of service over time in a cost effective manner;
6. Provide a plan that considers risks and plans accordingly
7. Provide a plan based on a stable financial approach that balances capital improvement needs with infrastructure renewal requirements

Specific initiatives that support the ICSP's goals include:

- Universal metering
- Improved filtration and disinfection
- Additional storage capacity (for peak flows and firefighting)

The programs will be funded by increasing the user rates as follows:

- Non-Agricultural – from \$486 per connection (single family equivalent) in 2011 to \$730 in 2016 (5 year phase in); and
- Agricultural – from \$77/acre in 2011 to \$120 in 2021 (10 year phase in).

4.4.6 OCP

The OCP is scheduled to be reviewed in 2015 and will need to reflect the vision and goals of the ICSP. The current OCP is already based on the principles of sustainability and reflects a desire for a core and nodal model of growth, with the majority of growth and development occurring in the Town Centre.

The next OCP can align with ICSP by including the following:

- Formalize the Serviced Core Designation, which is a smaller area than the existing Identified Growth Areas
- Set development cost charges in the Town Centre to be lower than elsewhere to encourage development in the downtown (now they are the same or higher because more categories are applied, but in reality the cost of servicing developments in the Town Centre is less than the cost of servicing developments in the nodes)
- Address affordable housing needs (once determined by study) by requiring developers to put in affordable housing or make financial contributions. The Town Centre would be made exempt from this requirement so that growth in the Town Centre is not hindered
- Consider allowing 100% residential buildings (as opposed to mixed use) in some areas of the Town Centre. This will bring more people to the Town Centre, making commercial development more attractive. This sequential approach to mixing uses in a given area may stimulate development more quickly.

4.4.7 Employment Land Strategy

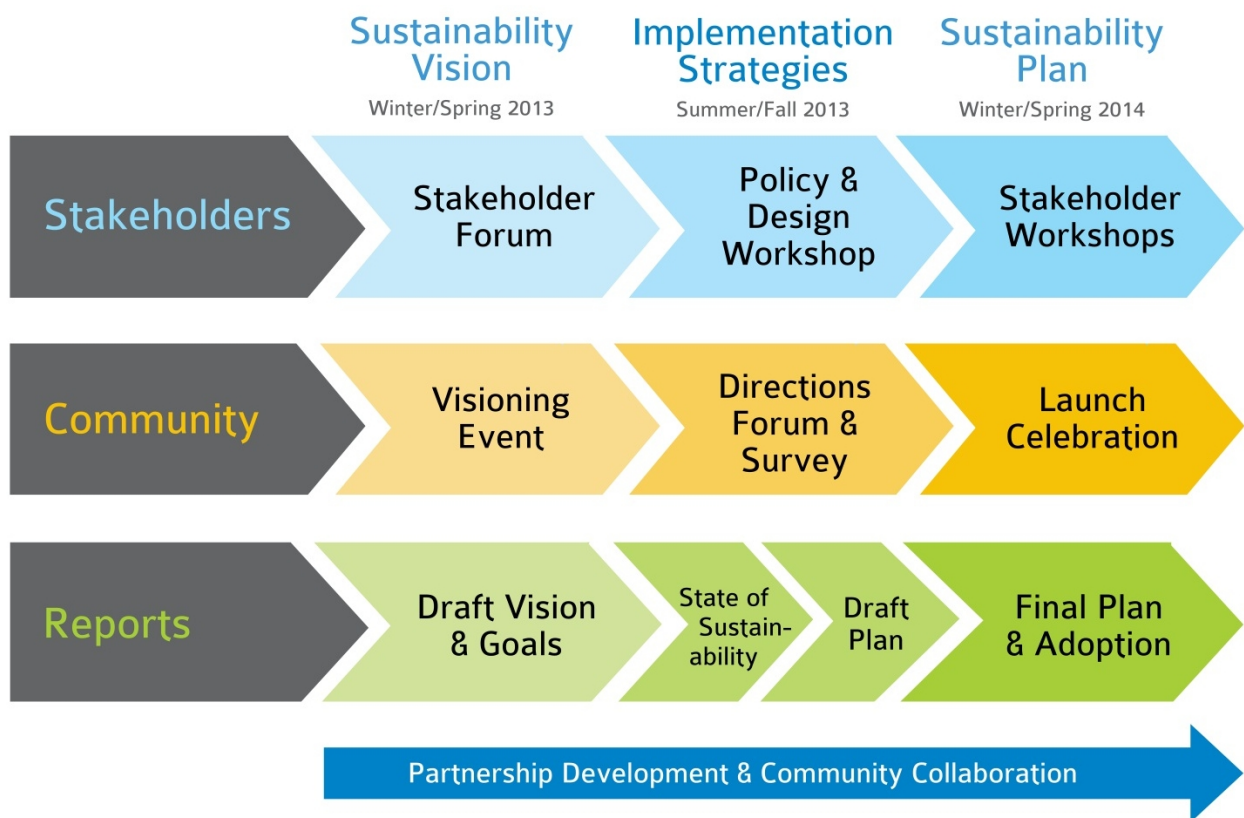
Employment lands include industrial lands as well as commercial and office uses. While it is likely that Kelowna and Indian Reserve industrial lands will need to get built out first (before industry comes to LC), it is recognized that the existing industrial land based should be preserved for long term development.

Appendix A: Engagement Summary

An Overview of Public and Stakeholder Engagement

The ICSP was developed in partnership with a core group of community stakeholders including arts and cultural groups, educational institutions, other government agencies, environmental organizations, the Chamber of Commerce, and individual volunteers. The ICSP process also involved outreach to the general public, through a variety of in-person and online engagement events and surveys, to allow residents to provide guidance and feedback throughout the development of *Our Sustainable Lake Country*.

The chart below provides an overview of community (general public) and stakeholder engagement throughout the three major phases of the ICSP development process. A summary of each engagement event follows.



Phase 1: Sustainability Vision

Stakeholder Forum



A stakeholder forum was held on March 27th at the Winfield Seniors Centre. 38 participants were involved and asked to help identify sustainability issues, opportunities, and major goal topics for a sustainable Lake Country as well as success factors for collaboration and partnerships.

After a brief round of introductions, participants were divided into groups for more in-depth discussion. Groups first examined sustainability issues, current initiatives in Lake Country, and assets or strengths to build off.

Sustainability issues were mostly focused around environmental and social themes. Major environmental issues included water quality and conservation, sanitary sewer connections, farmland preservation, and a lack of transit, cycling, and pedestrian networks. Social issues included a lack of services and programs for youth, seniors, and people with disabilities, health services, affordable housing, and seasonal residents or ‘absentee’ property owners. Economic issues included a lack of jobs and diversity of businesses, particularly jobs for younger people to keep them in the community. Other issues included cultural topics such as more space for cultural assets (art gallery, museum, education, etc.) and a better method for communicating local events, activities, and resources.

Current initiatives included a variety of environmental, social, cultural, and economic projects, programs and services. Initiatives included the Pelmeash Parkway, community gardens, multiple arts and cultural events and facilities, community organizations and clubs, volunteer clean ups, parks, heritage, tourism, local farmers market, and proximity to major activity hubs such as the YLW airport and UBC-O and Okanagan College campuses.

Community assets were similar to the initiatives raised and centered around Lake Country’s strong arts and culture community, heritage, local food and wineries, parks, recreational facilities, and the beauty of the community’s orchards, shorelines, and lakes.

Major opportunities raised during group discussions included collaboration with post-secondary schools, development of programs for youth, tourism, and development of local food systems. **Major challenges** included access to basic services and needs (transit, health, affordable housing), diversification of the District’s population, inclusion of seasonal residents, wastewater management, and creation of local jobs.

Lastly, participants were asked about challenges and opportunities for **partnerships and collaboration**. Existing partnerships between local arts and cultural organizations, schools, businesses, and community organizations were identified. Further opportunities for collaboration included accommodation partnerships with UBC-O and the airport, stronger relationships between volunteers, schools, and businesses, and collaboration among tourist-related businesses. Major challenges for collaboration included connecting with Kelowna businesses and seasonal residents.

Public Visioning Event



On Saturday April 13th over 30 community members, four Councilors and the Mayor joined us for a community visioning workshop to “*Imagine... Our Sustainable Lake Country*” at the Winfield Memorial Hall. The purpose of the visioning workshop was to identify sustainability issues of concern, explore priority actions, goals, and a vision for a sustainable Lake Country, and to think about actions the staff, Council, stakeholders, and the public could take to help the community reach its sustainability goals.

The event began with an hour of unstructured time for attendees to learn about the key issues in Lake Country based around social, cultural, economic, and environmental themes, and to explore interactive stations to obtain input on key questions. The interactive stations included:

- **Designing a sustainable Main Street using a large map and scaled blocks.** Participants had fun working in teams to re-arrange Main Street to be more sustainable. Each team was given blocks that represented different land uses. They were then asked to think about the design and layout of Main Street by examining building types, block structures, and public amenities like parks. Teams came up with a variety of ideas including a ‘university village’, a series of green urban spaces or parks between buildings, and a mixed use street with apartments above small scale retail shops along the street.

- **Mapping environmental assets and opportunities for environmental improvements.** Participants were asked to identify the locations of key environmental assets and areas that need help on two large maps of Lake Country. Environmental assets trails, lakes, protected areas and wildlife areas. Major environmental issues and opportunities included water quality and protection of the community’s lakes, the connection of trails, proper sewer connections, and the potential of green buildings.
- **Mapping ideas about where job growth could occur.** Participants were asked to identify preferred locations for job growth on a large map of Lake Country. Key locations for job growth included Main Street, parts of Winfield and Okanagan Centre. Numerous suggestions were also made for types of job growth that could occur across the District.
- **Providing input on preferred transportation system upgrades.** Participants were presented with five different transportation scenarios and the costs of each. Scenarios ranged from no increases to funding (with an associated decrease in level of service) to funding improvements for both active transportation and vehicles. Results showed a strong preference for additional funding to sustain the current level service and to provide active transportation infrastructure on main routes (12 votes). The option to maintain funding (with an associated decrease in level of service) received 4 votes. Other options did not receive any votes.
- **Sharing ideas on how to support better social connections in the community.** Participants were given free rein to come up with ways to increase social connections in the community. Many people noted the importance of communication and engagement (e.g., community bulletin board, welcome wagon, The Lake Country Calendar and website, etc.) as well as public spaces such as community gardens and trails. Other ideas included affordable housing and resources for seniors so that the community was more accessible to people of all ages. Absentee ownership and vacation homes were identified as a key challenge to building community; participants suggested various options such as a ‘vacation tax’ and encouraging more full-time residents.
- **Scrawling ideas on a graffiti wall about how to “turn up the volume” on Lake Country’s unique identity.** Strengthening Lake Country’s identity was the subject of the next station. Key themes that emerged included support for arts and culture, community inclusiveness, and protecting heritage. Participants noted how much they enjoyed community events like music and food festivals, theatre performances, ArtWalk, and local movie nights. The Lake Country Museum was also noted several times as an integral part of the community.
- **Spending “sustaina-bucks” to vote on community spending priorities.** Participants were given \$10 “sustaina-bucks” and asked to distribute the funds between 13 service areas. The results show which services participants felt are most important in terms of District funding. Water received the most funding, followed by local businesses, individual health, and energy and emissions which all had the same result.
- **Highlighting aspects of each ward that make them sustainable today and what can be improved.** Participants identified key programs, services or infrastructure that makes each ward sustainable. The results were generally similar across all wards and included things like water conservation and protection, better trail connections, and increased transit.

The group then convened for welcoming remarks from Mayor Baker, followed by a presentation on the integrated community sustainability plan. The presentation included an overview of what communities can do to implement sustainability initiatives at the local level and what key components contribute to successful implementation of plans. Main points included a clear vision and targets, supportive leaders and partnerships, momentum to keep things moving, and early action. Inspirational examples of sustainability projects implemented in other small communities were provided, such as Revelstoke’s Community Energy Corporation, Kelowna’s Green City Acres for-profit urban farm, the District of Elkford’s solar powered sewage circulators, Dawson Creek’s Reclaimed Water Facility and energy projects, Semiahmoo’s living wall, and various sustainability initiatives at the City of Colwood. The presentation is appended to this report.

After the presentation, an activity called “**Now? Wow! How?**” was facilitated by the project team. Participants chose which of the four themes they wanted to focus on and moved to sit in corresponding groups. The groups discussed what’s working or needs to be addressed **now** in Lake Country, then described a vision of a future sustainable Lake Country (**wow**), and finally generated ideas for **how** to get there – what will have to change for Lake Country to reach the state of ‘Wow’ in terms of physical changes as well as programs and services.

TOPIC	Now	Wow!	How?
Social	Strengths include trails/pathways, leisure programs, and Creekside Theatre. Need more health care and more housing options, including housing for students and seniors.	More community programs in place, passenger trains, more affordable housing, community gardens are well supported	Develop housing co-ops, create lists of spaces available for community events, create intergenerational linkages through programs, look at low cost ways of providing health care
Culture	Strengths include community events such as open air performances, ArtWalk and Fun Days; parks; museum; community clubs, local papers	A cultural hub is established downtown, making Lake Country a destination for the arts.	Relocate Lake Country Museum and provide assistance with insurance for items on loan.
Economy	Opportunities are the Kelowna Airport, UBC-O and the Pelme wash Parkway	Lake Country supports high tech businesses with improved telecommunications and the development of a University Village.	Improve linkages (physical and organizational) with UBC-O; develop Main Street with cultural center, health services, cultural facilities and a research center.
Environment	Strengths include recent upgrades to water and sewer systems; having an ecosystem inventory; financial support of community group efforts; green space, lakes and trails; the garbage/recycling/yard waste system.	Pelme wash Parkway is developed, organic (non-GMO) farming increases, all residents are on the sewage system, and residents of Lake Country are secure in their land, water, and food.	Promote organic practices and responsible spraying and watering, document and promote environmentally conscious behaviours.

The last structured activity was to write a **personal vision for a sustainable Lake Country**. Participants were asked to describe their vision for Lake Country, and what they would do to help achieve it. Visions included more jobs, less focus on cars, a community that is accessible to people of all ages, support for local farmers, and a clean and safe environment. Participants pledged to volunteer and get involved in community organizations, continue to be active in the community, lobby and support Council, and buy locally.

Public Survey

The Lake Country Public Survey was completed by 100 participants between May 28th and June 14th, 2013. The survey was made available both online and in paper form to ensure it was accessible and convenient for a wide range of residents. Paper surveys were distributed by District of Lake Country staff at Front Porch meetings and by volunteers at Oyama Fun Day.

The survey asked participants about their priorities for the community in terms of social, cultural, environmental, and economic programs and policies. Participants were presented with a variety of statements within each of these themes and asked to rank i) how important the topics were (regardless of how well the community is currently performing) and ii) how well the community is currently performing (considering the activities of the District, community groups, businesses, and other organizations). The results of the survey were used to shape the draft goals, strategies and actions for the plan.

Areas that were identified as being most important by residents included: protection of water quality, citizen implementation of municipal programs, reducing and recycling waste, protection of ecosystems, improving trail networks, atmosphere/lifestyle, physical health and fitness, and support for seniors.

Areas that were identified as less important for respondents included: strengthening relationships with First Nations, increasing public art, increasing municipal services, keeping municipal service costs low, strengthening community connections (physical and social), increasing housing diversity, and civic arts. Respondents indicated that they believe Lake Country performs well in: community-based arts, civic arts, public art, identity, atmosphere/lifestyle, waste reduction and recycling, urban agriculture and community gardens, and collaboration with other governments.

Areas in which residents felt Lake Country could improve included: mental health support services, Main Street and the Town Centre, community connections (physical and social), and alternatives to single occupancy vehicles (i.e., pedestrian and cyclist infrastructure, carpooling, HOV lanes, etc.).

Stakeholder Survey

The Lake Country Partnership Survey was completed by 26 stakeholders. Respondents included community organizations, clubs, businesses, advisory committees and non-profit organizations that ranged in size, type, and functionality. Participants were asked questions about the types of issues they dealt with, how many staff and volunteers they had, their annual budget and funding sources, their internal and external communication methods, their decision making processes, and any experiences they have had collaborating in the past. While respondent organizations ranged in size, type, and functionality, they were fairly equally distributed among economic, environmental, social, and cultural issues and many have had good experiences collaborating with other organizations in the past.

Participants were asked about the major benefits they thought could come from collaborating with the District, other community groups, and local businesses to implement the sustainability plan. The majority of respondents thought that building community capacity was the main benefit, followed by an increased awareness of their organization or its projects, the opportunity to work on new types of projects, and increased opportunities for funding/financing.

About two-thirds of the respondents were interested in collaborating in developing and implementing the sustainability plan while the other third was interested in finding out more. Only 2 respondents were not interested in collaborating. About half of the organizations who were interested in collaborating committed to promoting the plan, sending representatives to stakeholder workshops and public events, and contributing ideas for strategies and actions that they could help implement. The other half of this group wanted to find out more before committing.

Phase 2: Implementation Strategies

Stakeholder and Public Policy and Design Workshop (Charrette)



From June 25-27, a varied group of stakeholders and the general public met to brainstorm and explore actions that could help make Lake Country more sustainable. The event was variously referred to as a charrette or a workshop. A charrette is an intensive design-focused workshop that brings together a range of stakeholders to collaborate in the development of solutions. As our event was not limited to issues of design, we also referred to it as a workshop. 24 participants attended a variety of sessions including an inspiring presentation about successful downtowns, small group breakout sessions, a tour, and live sketching of land use patterns and a concept for the Town Centre.

The workshop was designed to elicit a catalogue of actions that Lake Country and its partners could implement to make Lake Country more sustainable. After the workshop, the actions were refined and organized and presented back to the public at the Directions Forum in the Fall of 2013 for review and comment. The workshop was also an opportunity for participants to review and comment on the draft vision and goals to date.

One over-riding theme emerged from the group, which is that the visual presentation of the goals should illustrate the integrated nature of the goals.

Overall, the goals were well received and the suggestions made can be incorporated into the *Our Sustainable Lake Country* Sustainability Framework. Most of the suggestions consisted of rephrasing or slightly modifying the goal statements. Some input included other topics that should be considered as goals. These included transportation/ connectivity, food and agriculture, and clean air. The observation was also made that health is part of all four areas.

In response to the suggestions for other goal topics, it should be noted that transportation and food are both included as *strategies* rather than goals. This reflects the differentiation of ends (goals) and means (strategies). Transportation and food are both ways of arriving at desired end states. The steps taken to achieve reduced dependence on fossil fuels (goal 12) will also contribute to clean air, although other sources of poor air quality would not be addressed by this goal, so clean air may be a goal that should be incorporated into the framework.

Specific to the **society** goals, suggestions were made to mention walkability and to revise the first goal to read “Diverse and affordable housing options *with access to amenities*”.

Specific to the **culture** goals, the comments received related to articulating the need for facilities to support cultural events as well as strong relationships and collaboration with adjacent communities.

Specific to the **economic** goal, one suggestion was to include a notion of equity in the local economy.

Specific to the **environmental** goals were suggestions to rephrase the goal about climate change (to focus on reduction and preparation) and to emphasize the importance of clean water for healthy ecosystems as well as human consumption.

Another purpose of the charrette was to develop lists of actions that could be undertaken by the District and its community partners to implement the strategies and achieve the goals. The intention was to identify actions that would help the District achieve the goals sooner or to a greater degree compared to “business as usual” practices. Business as usual was defined by existing policies described in the District’s OCP and bylaws.

The actions developed at charrette went through another round of public review/feedback at the Directions Forum in the Fall of 2013 and have been incorporated into this Action Plan (both in the key actions under each strategy as well as the additional actions listed in Appendix C).

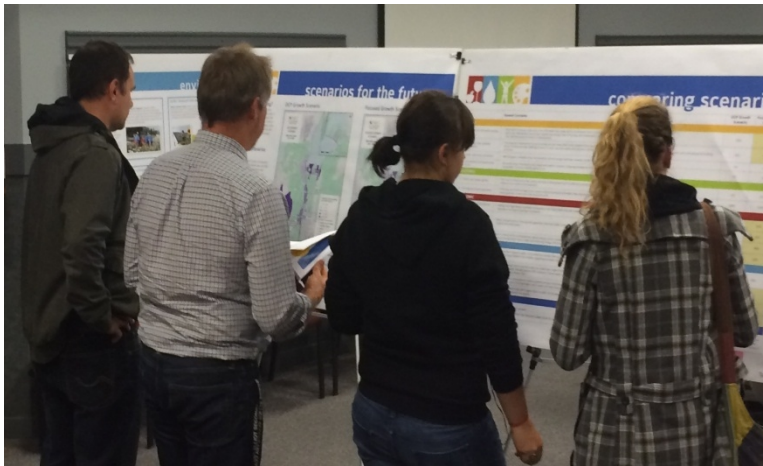
Participants made the following general comments about strategies under each of the people, place, and function categories:

- **People:** Participants described the current high rate of volunteerism in Lake Country that supports community events such as ArtWalk. Participants noted that there is danger of volunteer burnout caused by a small group of people taking on many volunteer roles and competition between volunteer groups. Other issues described by the participants included the physical distance and time separating the population centres, and the lack of mobility for seniors. There is a need to identify and create opportunities to engage marginalized groups, and to increase visibility of the

Okanagan Indian Band (OKIB). There is also a need to strengthen a single identity for Lake Country, as distinct from the identities of the four wards.

- **Place:** Charrette participants focused on overall patterns of growth and development in the municipality and more detailed development opportunities in the area along and around Main Street. Two growth pattern scenarios were developed: the first represented “business as usual” and shows where development could go, based on current OCP designations, while the second focused more development at a series of nodes, while leaving larger areas of land untouched.
- **Function:** Participants emphasized the need for Lake Country residents to understand and accept the implications of living in a municipality where over 40% of the land base is in the Agricultural Land Reserve (ALR). Normal farm practices may be disruptive to adjacent residential developments, and new residents need to understand why these practices are necessary.

Public Directions Forum & Follow-up Survey



The public Discussion Forum was held October 22, 2013 to spark meaningful discussions in the community, create deeper awareness and reveal clear choices that must be made to support Lake Country’s future sustainability. Approximately 30 participants attended in total, including a number of youth representatives from George Elliot Secondary School. Attendees reviewed the draft actions developed in the design charrette and proposed a number of new actions. Participants were also asked to prioritize actions by voting on those with the greatest potential. Group discussions were held to review the top three actions from each strategy in more detail and to discuss ownership of the actions (i.e., identify who would lead the actions and keep momentum going in the community).

The revised list of draft actions was put into a public survey to obtain feedback from the broader community, and to provide the opportunity for people who weren’t able to attend the Forum a chance to comment on and prioritize the actions to date. The public survey was open from November 28th to December 10th, 2013, and received 130 responses in total. The survey was available in paper and online as well as in a Kitchen Table Conversation format. The Kitchen Table Conversation guide was created to help residents come together in groups (organized and led by interested ‘hosts’ and ‘participants’ throughout the community) to discuss and prioritize actions for the ICSP. Hosts would complete the Conversation workbook on behalf of their group and submit it to the District.

Feedback from the follow-up survey and Kitchen Table Conversations was used to prioritize the actions listed in this report (key actions as well as additional actions listed in Appendix C which community members categorized as lower priority).

Phase 3: Sustainability Plan

Stakeholder Implementation Workshop

The final stakeholder workshop was held on February 26, 2014 at the Municipal Hall and was attended by approximately 20 participants including Council members, staff, community stakeholders, and youth representatives. Rather than brainstorming new ideas, attendees were asked to start identifying which groups, agencies, or organizations will take the lead on implementing the actions that have been identified. Participants fleshed out the latest draft actions by looking at a number of 'big questions' around the topics of economic development, social and cultural development, land use, growth management and development, and infrastructure, amenities, and transportation. They identified gaps and required resources for each action and determined actions that were more community based (listed as partner actions in this report). Workshop participants identified community champions (interested stakeholders) who could lead five key partner actions with support from various District departments.

The five key partner actions include:

- Developing a joint use cultural building on Main Street,
- Establishing a festival to celebrate local arts and food,
- Developing the south end of Pelme wash Parkway,
- Initiating a 'walking school bus' program; and
- Improving recreational facilities at the south end of Wood Lake.

Participants also discussed the structure for plan implementation and monitoring to ensure that the current momentum was maintained after the ICSP was completed, and to ensure that actions were completed over time.

Appendix B: Partnership Agreement

Integrated Community Sustainability Plan Partnership Policy

Our Sustainable Lake Country

The District of Lake Country Integrated Community Sustainability Plan (ICSP) was initiated in late 2012. The purpose of the planning process was to develop a long-term strategic plan that will help the District and its community partners co-ordinate their efforts and make progress towards a set of goals that address the environmental, cultural, social, and economic dimensions of a sustainable community. ICSPs encompass and weave together most aspects of community planning, including buildings and land development, infrastructure, waste management, economic development, parks and recreation, and social and cultural well-being of residents.

Purpose

The partnership policy has been established to guide community partners in the implementation (in cooperation with the District of Lake Country) of actions that support the goals of the Integrated Community Sustainability Plan (ICSP) and to increase the transparency and accountability of the District's involvement in partnership actions.

Applicable projects:

Projects which require a partnership agreement are those that require funding or land from the District of Lake Country or require District staff to take a leadership (rather than supporting) role. Applicable partner projects are described in the ICSP Action Plan or can otherwise be demonstrated to contribute to achieving the goals and strategies of the ICSP.

Applications:

1. Applications to form or participate on an Action team that requires the level of District support described above should be submitted to the Director of Planning and Development, and will be reviewed by the Community Sustainability Team (CST). The CST will recommend to Council whether or not the application meets the eligibility criteria and is aligned with Council's current priorities for ICSP implementation.
2. Applications should be made on the attached form.
3. Once approved by Council, the District and community partner(s) will enter into a partnership agreement. The agreement will follow the format of the attached sample.
4. The District will be responsible for all procurement related to spending the District's funds. If the community partners are making financial contributions, then the District will hold all funds in a reserve account identified for the specific project. The District is subject to a formal audit process and can realize savings as it receives a portion of PST back. The District will administer public tendering processes where applicable and pay invoices for goods and services outlined in the agreement.

Integrated Community Sustainability Plan Partnership Application Form

Name of proposed project: _____

Community partner organization(s) applying and names of representatives

Scope of proposed project:

Roles of each community partner:

Proposed project start and end dates:

Start _____

End _____

Relevance to ICSP Goals:

Relation to ICSP Strategies:

Please indicate the specific resources you will use that you already have:

Please list the additional resources you will need and where you will obtain them:

Please indicate the level/type of support required from the District of Lake Country:

Integrated Community Sustainability Plan Partnership Agreement

The District of Lake Country firmly believes in the importance of working with community groups, businesses, and other organizations to develop and implement the Integrated Community Sustainability Plan (ICSP). The District is committed to helping community partners implement actions to achieve the goals of the ICSP. The purpose of this agreement is to establish the roles and responsibilities of each party and to determine a timeline for completing the partner action.

The following partnership agreement, signed _____ day of _____, 2014 applies to the _____ project.

Timeline:

Start date: _____

Anticipated completion date: _____

Community Partner Responsibilities:

District Responsibilities:

Will the District be asked to provide ongoing maintenance for any capital works? No ___ Yes ___ (if yes, please describe)

Will the District be asked to provide ongoing organizational support? No ___ Yes ___ (if yes, please describe)

District limitations:

Attachments:

The attached copy of the application form also forms part of the agreement.

Signatures:

The undersigned partners and the District of Lake Country agree to work together to implement the project described in this document.

Name

Name

Signature

Signature

Community Partner Organization Name

District of Lake Country

Name

Signature

Community Partner Organization Name

Name

Signature

Community Partner Organization Name

Appendix C: Additional Actions

In addition to the partnership actions and short and long-term actions for the District, participants in the *Our Sustainable Lake Country* process have proposed a wide range of actions that could be taken to help achieve the community's vision and goals. These ideas were developed at the Directions Forum, through a public survey after the Forum, and at the Implementation Workshop. This long list includes ideas that may be revisited during the life of the Action Plan or when a new Action Plan is being developed.

People

Strategy 1: Foster collaboration and partnerships

Additional actions:

- Community partners could hold an annual celebration for all Lake Country non-profit and volunteer organizations
- The District can continue to invite the Okanagan Indian Band to all events, as individuals and as an organization
- The District can continue to organize annual community-to-community forums with the Okanagan Indian Band

Strategy 2: Engage and inform citizens in decision making

Additional actions:

- The Welcome Wagon can examine whether its successful service can be expanded to provide more information and encouragement about how new residents can get involved in civic life and volunteer opportunities
- The District can offer a "Local Government 101" course that teaches residents how decisions are made in Lake Country and how they can be involved
- The District can continue to expand the information available on the District's website

Strategy 3: Create opportunities for marginalized groups

Additional actions:

- Community partners and the District can encourage local businesses, artists, and farms to set up apprenticeship or internship programs
- Community partners can celebrate "Cultural Days" of seasonal workers
- The District can lobby the provincial government to make access to health services easier
- The District can provide an adequate supply of land zoned for various types of development, including health services

Strategy 4: Build a cohesive identity for Lake Country

Additional actions:

- The District can emphasize Lake Country's position as part of the larger region

- The District can use the lakes and water resources as a unifying theme in Lake Country’s brand
- The District can promote Lake Country as the land of fruit, wine, health and culture, and promote the balance of nature and culture as well as the work/life balance that Lake Country offers
- The District can run an awareness-raising campaign to encourage people to refer to their place of residence as Lake Country, particularly with addressing mail
- The District can celebrate Lake Country by focusing on more District-wide activities and events as well as some ward-specific events.

Place

Strategy 5: Develop a vibrant Town Centre and Main Street

No additional actions

Strategy 6: Develop approaches to improve housing affordability and choice

Additional actions:

- The District can establish requirements for some developments to include dedicated affordable rental housing for people on lower incomes
- The District can explore and encourage alternative forms of housing such as co-operatives and co-housing. Raise awareness with developers about these forms of housing, and consider providing more incentives for these types of development

Strategy 7: Develop Lake Country as a series of compact, connected, complete communities

Additional actions:

- The District can encourage development on centrally located brownfield sites by reducing development cost charges (DCCs) and allowing greater density
- The District can revise development permit guidelines for multi-family projects to require space for child care services and play areas for children

Strategy 8: Create a network of natural and semi-natural areas for ecosystem health and recreation

Additional actions:

- The District can focus growth (new development) in specific locations to protect natural areas and avoid fragmentation of habitat and farmland
- Community partners can determine and monitor the boat carrying capacity of Wood Lake
- The District and community partners can encourage non-polluting forms of recreation on land and water:
 - Prioritize development of launching sites for non-powered boats

- Prioritize development of trail networks for non-motorized activities
- Designate specific places and trails for motorized activities
- If necessary, work with Transport Canada to implement Boating Restriction Regulations
- The District and community partners can use the results of the Biodiversity Conservation Analysis for the North and Central Okanagan Region to develop a habitat conservation plan
- Community partners can organize teams and regular events to control invasive species and plant native species
- The District and community partners can develop and implement environmental education programs in partnership with schools and the Regional District
- The District can develop environmentally friendly golf course design and operation standards

Strategy 9: Develop a transportation network that expands travel choices

Additional actions:

- Through zoning, the District can support the development of compact, mixed use neighbourhoods with higher residential and employment densities to encourage walking, cycling, and transit use
- The District can enhance and expand active transportation routes including:
 - routes to schools and recreation facilities
 - links between the waterfront, parks, neighbourhoods and commercial nodes
 - a network of trails around Lake Country to connect Winfield and Oyama, using the Pelmeash Parkway
- The District can work with regional partners to develop the existing rail right-of-way into an active transportation route between Kelowna and Vernon.
- The District can work with the Okanagan Car Share Co-op to establish a care share parking spot in Lake Country
- The District can encourage the development of alternative fuel vehicle refueling (electric, natural gas) at gas stations
- The District and community partners can conduct an awareness-raising campaign to promote carpooling (ride sharing) programs such as the Jack Bell Ride Share program
- The District can close Main Street for occasional festivals and events to demonstrate the feasibility of a car-free street environment and to encourage walking and cycling in the Town Centre

Function

Strategy 10: Support local food production

Additional actions:

- The District and community partners can promote the availability of the existing commercial kitchen at George Elliot Secondary School to support small-scale value-added food processing

- The District can protect land that is appropriately zoned for packing and distribution and increase supply as required
- The District and community partners can install “share the road with slow moving farm vehicles” signage to emphasize the importance of agriculture
- Community partners can create educational programs/camps for youth to learn about growing food
- Community partners can encourage create and support links between the agricultural sector and schools (K-12)
- The District can investigate possibility of a permanent covered Farmers’ Market venue
- The District and community partners can explore the idea of creating a Food Hub that includes a food bank, community kitchen (rentable for small-scale commercial production), farmers’ market, teaching space, demonstration gardens, etc.
- The District and community partners can create connections with UBC-O:
 - Develop a joint agriculture/viticulture program
 - Provide student housing and local farm facilities to serve as learning spaces for new programs
- The District can Develop and promote guidelines for new development including edible landscaping, harvest tables, and space for gardening
- The District can establish a food policy council and a food charter
- The District can encourage agri-tourism as a mechanism to increase the viability and profile of farming in Lake Country

Strategy 11: Develop green buildings and infrastructure

Additional actions:

- The District can require greenfield developments to incorporate stormwater management features such as rain gardens, road-side bio-swales, infiltration basins, and subsurface engineered infiltration systems
- The District can explore (or require developers to explore) the potential for heat recovery and re-use from greywater/wastewater
- The District can examine (or require developers to examine) the potential for geoechange heating and cooling systems
- The District can explore the potential and requirements to allow micro wind power systems in urban areas
- The District can investigate the feasibility of increasing local energy generation from renewable sources (consider solar, biomass, more hydroelectric, energy recovery at pressure reducing valves in water distribution mains, etc.)
- The District can investigate the potential for a district energy system (preferably using geoechange or other renewable energy source) in higher density areas such as the Town Centre or as part of new large-scale developments (e.g., McCoubrey Plateau)

- The District can provide an adequate supply of appropriately zoned land for bottle depots, recycling facilities, materials recovery and re-use centres, etc.
- Community partners can develop a system for community-scale composting for wastes not accepted in Green Bins
- The District and community partners can encourage local retailers to charge for single use plastic bags and/or offer credits for customer-supplied bags
- The District and community partners can stop selling bottled water at civic facilities, schools, and sports facilities
- The District can encourage the diversion of construction, demolition, and renovation waste by doing one or more of the following:
 - Offering a rebate on permit costs for construction sites that achieve high diversion rates
 - Requiring a waste management plan before building or demolition permits are issued
 - Introducing a deconstruction permit system
 - Prohibiting a demolition without deconstruction
 - Reducing development cost charges (DCCs) for building reuse/re-purposing
- The District can expand on current building permit fee discount system to provide incentives to encourage green building practices

Strategy 12: Create programs and policies to stimulate economic development

Additional actions:

- The District can encourage development of a lakeside resort at Okanagan Centre that is connected by boat to Lake Okanagan Resort across the lake and to southern cities, and is connected by biking/hiking trails to wineries and Winfield. The resort should include event/meeting facilities and could also include a restaurant and brew pub.
- The District and community partners can create routes for farm/vineyard/vista/gallery tours:
 - Connect biking routes with local businesses
 - Connected tours with Kelowna and Vernon
- Community partners can develop an art production space in the Town Centre that includes industrial space for art production, set building, and public art creation
- The District and community partners can encourage the development of more public/institutional buildings such as an integrated health facility
- Partner with the COEDC and Accelerate Okanagan to increase the number of projects delivered in Lake Country and to create a business incubation centre that focuses on research and development and incorporates elements of a live/work campus

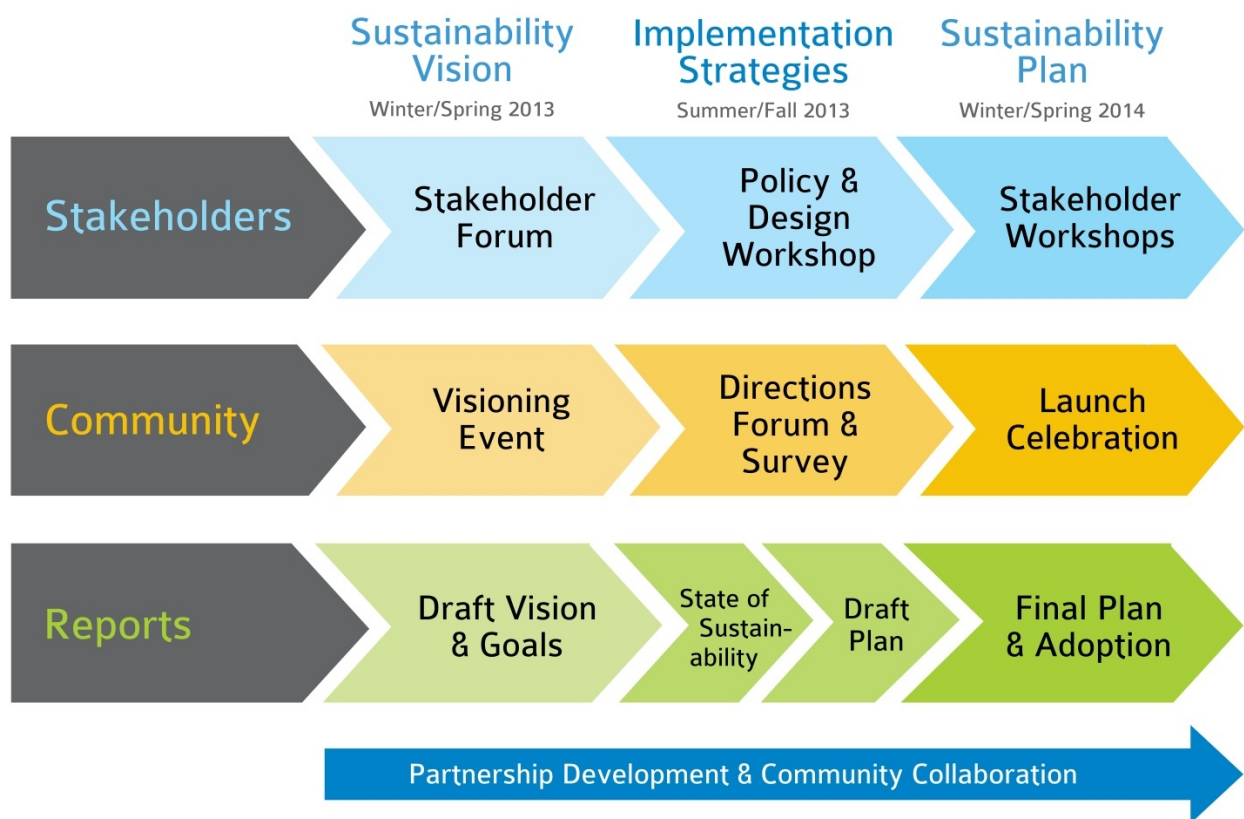
ICSP Appendix: Public & Stakeholder Engagement Summary



An Overview of Public and Stakeholder Engagement

The ICSP was developed in partnership with a core group of community stakeholders including arts and cultural groups, educational institutions, other government agencies, environmental organizations, the Chamber of Commerce, and individual volunteers. The ICSP process also involved outreach to the general public, through a variety of in-person and online engagement events and surveys, to allow residents to provide guidance and feedback throughout the development of *Our Sustainable Lake Country*.

The chart below provides an overview of community (general public) and stakeholder engagement throughout the three major phases of the ICSP development process. A summary of each engagement event follows.



Phase 1: Sustainability Vision

Stakeholder Forum



A stakeholder forum was held on March 27th at the Winfield Seniors Centre. 38 participants were involved and asked to help identify sustainability issues, opportunities, and major goal topics for a sustainable Lake Country as well as success factors for collaboration and partnerships.

After a brief round of introductions, participants were divided into groups for more in-depth discussion. Groups first examined sustainability issues, current initiatives in Lake Country, and assets or strengths to build off.

Sustainability issues were mostly focused around environmental and social themes. Major environmental issues included water quality and conservation, sanitary sewer connections, farmland preservation, and a lack of transit, cycling, and pedestrian networks. Social issues included a lack of services and programs for youth, seniors, and people with disabilities, health services, affordable housing, and seasonal residents or ‘absentee’ property owners. Economic issues included a lack of jobs and diversity of businesses, particularly jobs for younger people to keep them in the community. Other issues included cultural topics such as more space for cultural assets (art gallery, museum, education, etc.) and a better method for communicating local events, activities, and resources.

Current initiatives included a variety of environmental, social, cultural, and economic projects, programs and services. Initiatives included the Pelmeash Parkway, community gardens, multiple arts and cultural events and facilities, community organizations and clubs, volunteer clean ups, parks, heritage, tourism, local farmers market, and proximity to major activity hubs such as the YLW airport and UBC-O and Okanagan College campuses.

Community assets were similar to the initiatives raised and centered around Lake Country’s strong arts and culture community, heritage, local food and wineries, parks, recreational facilities, and the beauty of the community’s orchards, shorelines, and lakes.

Major opportunities raised during group discussions included collaboration with post-secondary schools, development of programs for youth, tourism, and development of local food systems. **Major challenges** included access to basic services and needs (transit, health, affordable housing), diversification of the District's population, inclusion of seasonal residents, wastewater management, and creation of local jobs.

Lastly, participants were asked about challenges and opportunities for **partnerships and collaboration**. Existing partnerships between local arts and cultural organizations, schools, businesses, and community organizations were identified. Further opportunities for collaboration included accommodation partnerships with UBC-O and the airport, stronger relationships between volunteers, schools, and businesses, and collaboration among tourist-related businesses. Major challenges for collaboration included connecting with Kelowna businesses and seasonal residents.

Public Visioning Event



On Saturday April 13th over 30 community members, four Councilors and the Mayor joined us for a community visioning workshop to “*Imagine... Our Sustainable Lake Country*” at the Winfield Memorial Hall. The purpose of the visioning workshop was to identify sustainability issues of concern, explore priority actions, goals, and a vision for a sustainable Lake Country, and to think about actions the staff, Council, stakeholders, and the public could take to help the community reach its sustainability goals.

The event began with an hour of unstructured time for attendees to learn about the key issues in Lake Country based around social, cultural, economic, and environmental themes, and to explore interactive stations to obtain input on key questions. The interactive stations included:

- **Designing a sustainable Main Street using a large map and scaled blocks.** Participants had fun working in teams to re-arrange Main Street to be more sustainable. Each team was given blocks that represented different land uses. They were then asked to think about the design and layout of Main Street by examining building types, block structures, and public amenities like parks. Teams came up with a variety of ideas including a ‘university village’, a series of green urban spaces or parks between buildings, and a mixed use street with apartments above small scale retail shops along the street.

- **Mapping environmental assets and opportunities for environmental improvements.** Participants were asked to identify the locations of key environmental assets and areas that need help on two large maps of Lake Country. Environmental assets trails, lakes, protected areas and wildlife areas. Major environmental issues and opportunities included water quality and protection of the community's lakes, the connection of trails, proper sewer connections, and the potential of green buildings.
- **Mapping ideas about where job growth could occur.** Participants were asked to identify preferred locations for job growth on a large map of Lake Country. Key locations for job growth included Main Street, parts of Winfield and Okanagan Centre. Numerous suggestions were also made for types of job growth that could occur across the District.
- **Providing input on preferred transportation system upgrades.** Participants were presented with five different transportation scenarios and the costs of each. Scenarios ranged from no increases to funding (with an associated decrease in level of service) to funding improvements for both active transportation and vehicles. Results showed a strong preference for additional funding to sustain the current level service and to provide active transportation infrastructure on main routes (12 votes). The option to maintain funding (with an associated decrease in level of service) received 4 votes. Other options did not receive any votes.
- **Sharing ideas on how to support better social connections in the community.** Participants were given free rein to come up with ways to increase social connections in the community. Many people noted the importance of communication and engagement (e.g., community bulletin board, welcome wagon, The Lake Country Calendar and website, etc.) as well as public spaces such as community gardens and trails. Other ideas included affordable housing and resources for seniors so that the community was more accessible to people of all ages. Absentee ownership and vacation homes were identified as a key challenge to building community; participants suggested various options such as a 'vacation tax' and encouraging more full-time residents.
- **Scrawling ideas on a graffiti wall about how to "turn up the volume" on Lake Country's unique identity.** Strengthening Lake Country's identity was the subject of the next station. Key themes that emerged included support for arts and culture, community inclusiveness, and protecting heritage. Participants noted how much they enjoyed community events like music and food festivals, theatre performances, ArtWalk, and local movie nights. The Lake Country Museum was also noted several times as an integral part of the community.
- **Spending "sustaina-bucks" to vote on community spending priorities.** Participants were given \$10 "sustaina-bucks" and asked to distribute the funds between 13 service areas. The results show which services participants felt are most important in terms of District funding. Water received the most funding, followed by local businesses, individual health, and energy and emissions which all had the same result.
- **Highlighting aspects of each ward that make them sustainable today and what can be improved.** Participants identified key programs, services or infrastructure that makes each ward sustainable. The results were generally similar across all wards and included things like water conservation and protection, better trail connections, and increased transit.

The group then convened for welcoming remarks from Mayor Baker, followed by a presentation on the integrated community sustainability plan. The presentation included an overview of what communities can do to implement sustainability initiatives at the local level and what key components contribute to successful implementation of plans. Main points included a clear vision and targets, supportive leaders and partnerships, momentum to keep things moving, and early action. Inspirational examples of sustainability projects implemented in other small communities were provided, such as Revelstoke’s Community Energy Corporation, Kelowna’s Green City Acres for-profit urban farm, the District of Elkford’s solar powered sewage circulators, Dawson Creek’s Reclaimed Water Facility and energy projects, Semiahmoo’s living wall, and various sustainability initiatives at the City of Colwood. The presentation is appended to this report.

After the presentation, an activity called “**Now? Wow! How?**” was facilitated by the project team. Participants chose which of the four themes they wanted to focus on and moved to sit in corresponding groups. The groups discussed what’s working or needs to be addressed **now** in Lake Country, then described a vision of a future sustainable Lake Country (**wow**), and finally generated ideas for **how** to get there – what will have to change for Lake Country to reach the state of ‘Wow’ in terms of physical changes as well as programs and services.

TOPIC	Now	Wow!	How?
Social	Strengths include trails/pathways, leisure programs, and Creekside Theatre. Need more health care and more housing options, including housing for students and seniors.	More community programs in place, passenger trains, more affordable housing, community gardens are well supported	Develop housing co-ops, create lists of spaces available for community events, create intergenerational linkages through programs, look at low cost ways of providing health care
Culture	Strengths include community events such as open air performances, ArtWalk and Fun Days; parks; museum; community clubs, local papers	A cultural hub is established downtown, making Lake Country a destination for the arts.	Relocate Lake Country Museum and provide assistance with insurance for items on loan.
Economy	Opportunities are the Kelowna Airport, UBC-O and the Pelmewash Parkway	Lake Country supports high tech businesses with improved telecommunications and the development of a University Village.	Improve linkages (physical and organizational) with UBC-O; develop Main Street with cultural center, health services, cultural facilities and a research center.
Environment	Strengths include recent upgrades to water and sewer systems; having an ecosystem inventory; financial support of community group efforts; green space, lakes and trails; the garbage/recycling/yard waste system.	Pelmewash Parkway is developed, organic (non-GMO) farming increases, all residents are on the sewage system, and residents of Lake Country are secure in their land, water, and food.	Promote organic practices and responsible spraying and watering, document and promote environmentally conscious behaviours.

The last structured activity was to write a **personal vision for a sustainable Lake Country**. Participants were asked to describe their vision for Lake Country, and what they would do to help achieve it. Visions included more jobs, less focus on cars, a community that is accessible to people of all ages, support for local farmers, and a clean and safe environment. Participants pledged to volunteer and get involved in community organizations, continue to be active in the community, lobby and support Council, and buy locally.

Public Survey

The Lake Country Public Survey was completed by 100 participants between May 28th and June 14th, 2013. The survey was made available both online and in paper form to ensure it was accessible and convenient for a wide range of residents. Paper surveys were distributed by District of Lake Country staff at Front Porch meetings and by volunteers at Oyama Fun Day.

The survey asked participants about their priorities for the community in terms of social, cultural, environmental, and economic programs and policies. Participants were presented with a variety of statements within each of these themes and asked to rank i) how important the topics were (regardless of how well the community is currently performing) and ii) how well the community is currently performing (considering the activities of the District, community groups, businesses, and other organizations). The results of the survey were used to shape the draft goals, strategies and actions for the plan.

Areas that were identified as being most important by residents included: protection of water quality, citizen implementation of municipal programs, reducing and recycling waste, protection of ecosystems, improving trail networks, atmosphere/lifestyle, physical health and fitness, and support for seniors.

Areas that were identified as less important for respondents included: strengthening relationships with First Nations, increasing public art, increasing municipal services, keeping municipal service costs low, strengthening community connections (physical and social), increasing housing diversity, and civic arts. Respondents indicated that they believe Lake Country performs well in: community-based arts, civic arts, public art, identity, atmosphere/lifestyle, waste reduction and recycling, urban agriculture and community gardens, and collaboration with other governments.

Areas in which residents felt Lake Country could improve included: mental health support services, Main Street and the Town Centre, community connections (physical and social), and alternatives to single occupancy vehicles (i.e., pedestrian and cyclist infrastructure, carpooling, HOV lanes, etc.).

Stakeholder Survey

The Lake Country Partnership Survey was completed by 26 stakeholders. Respondents included community organizations, clubs, businesses, advisory committees and non-profit organizations that ranged in size, type, and functionality. Participants were asked questions about the types of issues they dealt with, how many staff and volunteers they had, their annual budget and funding sources, their internal and external communication methods, their decision making processes, and any experiences they have had collaborating in the past. While respondent organizations ranged in size, type, and functionality, they were fairly equally distributed among economic, environmental, social, and cultural issues and many have had good experiences collaborating with other organizations in the past.

Participants were asked about the major benefits they thought could come from collaborating with the District, other community groups, and local businesses to implement the sustainability plan. The majority of respondents thought that building community capacity was the main benefit, followed by an increased awareness of their organization or its projects, the opportunity to work on new types of projects, and increased opportunities for funding/financing.

About two-thirds of the respondents were interested in collaborating in developing and implementing the sustainability plan while the other third was interested in finding out more. Only 2 respondents were not interested in collaborating. About half of the organizations who were interested in collaborating committed to promoting the plan, sending representatives to stakeholder workshops and public events, and contributing ideas for strategies and actions that they could help implement. The other half of this group wanted to find out more before committing.

Phase 2: Implementation Strategies

Stakeholder and Public Policy and Design Workshop (Charrette)



From June 25-27, a varied group of stakeholders and the general public met to brainstorm and explore actions that could help make Lake Country more sustainable. The event was variously referred to as a charrette or a workshop. A charrette is an intensive design-focused workshop that brings together a range of stakeholders to collaborate in the development of solutions. As our event was not limited to issues of design, we also referred to it as a workshop. 24 participants attended a variety of sessions including an inspiring presentation about successful downtowns, small group breakout sessions, a tour, and live sketching of land use patterns and a concept for the Town Centre.

The workshop was designed to elicit a catalogue of actions that Lake Country and its partners could implement to make Lake Country more sustainable. After the workshop, the actions were refined and organized and presented back to the public at the Directions Forum in the Fall of 2013 for review and comment. The workshop was also an opportunity for participants to review and comment on the draft vision and goals to date.

One over-riding theme emerged from the group, which is that the visual presentation of the goals should illustrate the integrated nature of the goals.

Overall, the goals were well received and the suggestions made can be incorporated into the *Our Sustainable Lake Country* Sustainability Framework. Most of the suggestions consisted of rephrasing or slightly modifying the goal statements. Some input included other topics that should be considered as goals. These included transportation/ connectivity, food and agriculture, and clean air. The observation was also made that health is part of all four areas.

In response to the suggestions for other goal topics, it should be noted that transportation and food are both included as *strategies* rather than goals. This reflects the differentiation of ends (goals) and means (strategies). Transportation and food are both ways of arriving at desired end states. The steps taken to achieve reduced dependence on fossil fuels (goal 12) will also contribute to clean air, although other sources of poor air quality would not be addressed by this goal, so clean air may be a goal that should be incorporated into the framework.

Specific to the **society** goals, suggestions were made to mention walkability and to revise the first goal to read “Diverse and affordable housing options *with access to amenities*”.

Specific to the **culture** goals, the comments received related to articulating the need for facilities to support cultural events as well as strong relationships and collaboration with adjacent communities.

Specific to the **economic** goal, one suggestion was to include a notion of equity in the local economy.

Specific to the **environmental** goals were suggestions to rephrase the goal about climate change (to focus on reduction and preparation) and to emphasize the importance of clean water for healthy ecosystems as well as human consumption.

Another purpose of the charrette was to develop lists of actions that could be undertaken by the District and its community partners to implement the strategies and achieve the goals. The intention was to identify actions that would help the District achieve the goals sooner or to a greater degree compared to “business as usual” practices. Business as usual was defined by existing policies described in the District’s OCP and bylaws.

The actions developed at charrette went through another round of public review/feedback at the Directions Forum in the Fall of 2013 and have been incorporated into this Action Plan (both in the key actions under each strategy as well as the additional actions listed in Appendix C).

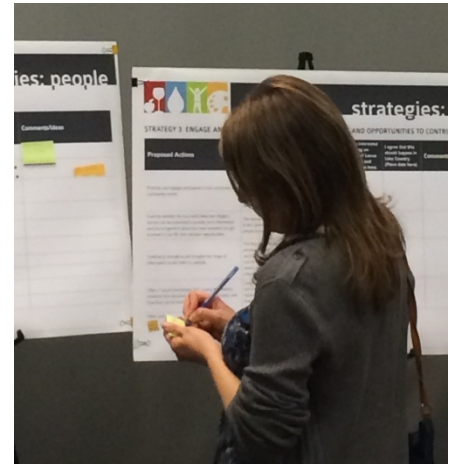
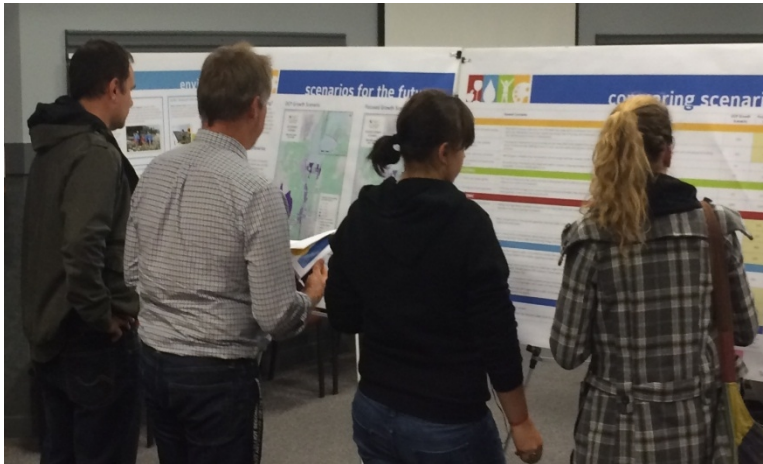
Participants made the following general comments about strategies under each of the people, place, and function categories:

- **People:** Participants described the current high rate of volunteerism in Lake Country that supports community events such as ArtWalk. Participants noted that there is danger of volunteer burnout caused by a small group of people taking on many volunteer roles and competition between volunteer groups. Other issues described by the participants included the physical distance and time separating the population centres, and the lack of mobility for seniors. There is a need to identify and create opportunities to engage marginalized groups, and to increase visibility of the Okanagan

Indian Band (OKIB). There is also a need to strengthen a single identity for Lake Country, as distinct from the identities of the four wards.

- **Place:** Charrette participants focused on overall patterns of growth and development in the municipality and more detailed development opportunities in the area along and around Main Street. Two growth pattern scenarios were developed: the first represented “business as usual” and shows where development could go, based on current OCP designations, while the second focused more development at a series of nodes, while leaving larger areas of land untouched.
- **Function:** Participants emphasized the need for Lake Country residents to understand and accept the implications of living in a municipality where over 40% of the land base is in the Agricultural Land Reserve (ALR). Normal farm practices may be disruptive to adjacent residential developments, and new residents need to understand why these practices are necessary.

Public Directions Forum & Follow-up Survey



The public Discussion Forum was held October 22, 2013 to spark meaningful discussions in the community, create deeper awareness and reveal clear choices that must be made to support Lake Country’s future sustainability. Approximately 30 participants attended in total, including a number of youth representatives from George Elliot Secondary School. Attendees reviewed the draft actions developed in the design charrette and proposed a number of new actions. Participants were also asked to prioritize actions by voting on those with the greatest potential. Group discussions were held to review the top three actions from each strategy in more detail and to discuss ownership of the actions (i.e., identify who would lead the actions and keep momentum going in the community).

The revised list of draft actions was put into a public survey to obtain feedback from the broader community, and to provide the opportunity for people who weren’t able to attend the Forum a chance to comment on and prioritize the actions to date. The public survey was open from November 28th to December 10th, 2013, and received 130 responses in total. The survey was available in paper and online as well as in a Kitchen Table Conversation format. The Kitchen Table Conversation guide was created to help residents come together in groups (organized and led by interested ‘hosts’ and ‘participants’

throughout the community) to discuss and prioritize actions for the ICSP. Hosts would complete the Conversation workbook on behalf of their group and submit it to the District.

Feedback from the follow-up survey and Kitchen Table Conversations was used to prioritize the actions listed in this report (key actions as well as additional actions listed in Appendix C which community members categorized as lower priority).

Phase 3: Sustainability Plan

Stakeholder Implementation Workshop

The final stakeholder workshop was held on February 26, 2014 at the Municipal Hall and was attended by approximately 20 participants including Council members, staff, community stakeholders, and youth representatives. Rather than brainstorming new ideas, attendees were asked to start identifying which groups, agencies, or organizations will take the lead on implementing the actions that have been identified. Participants fleshed out the latest draft actions by looking at a number of 'big questions' around the topics of economic development, social and cultural development, land use, growth management and development, and infrastructure, amenities, and transportation. They identified gaps and required resources for each action and determined actions that were more community based (listed as partner actions in this report). Workshop participants identified community champions (interested stakeholders) who could lead five key partner actions with support from various District departments.

The five key partner actions include:

- Developing a joint use cultural building on Main Street,
- Establishing a festival to celebrate local arts and food,
- Developing the south end of Pelmewash Parkway,
- Initiating a 'walking school bus' program; and
- Improving recreational facilities at the south end of Wood Lake.

Participants also discussed the structure for plan implementation and monitoring to ensure that the current momentum was maintained after the ICSP was completed, and to ensure that actions were completed over time.