

# Municipal Sustainability Plan

Developed for and with Camrose residents by  
members of the Augustana Campus Community

2010



A Municipal Sustainability Plan provides an opportunity for a community to focus on what sustainability means to them specifically and move toward their visions of a sustainable future. It is an opportunity to look long-term at the community they want and take proactive steps to move there. It is an opportunity to engage residents in a dialogue about what they value about their community and what they want it to look like in the future. It also provides an opportunity to use the wisdom and expertise of community members in discovering innovative solutions that address social, economic, cultural and environmental and governance challenges today while leaving a positive legacy for future generations.

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# Introduction

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Sustainability is a term that has been frequently used in recent years to describe a trend toward resource consumption at levels that could be sustained indefinitely in the future. A common definition from the Brundtland Report for the World Commission on Environment and Development in 1987 sees sustainability as “development that meets the needs of the present without compromising the ability of future generations to meet their own needs”.<sup>1</sup> Often, organizations and governments have aimed for economic or environmental sustainability as if they were separate from each other. This Municipal Sustainability Plan follows the Alberta Urban Municipalities Association’s recommendation of an integrative and holistic approach that addresses five key pillars: culture, environment, economy, society and governance.

This introduction draws heavily on the Municipal Sustainability Strategy adopted by Camrose City Council on March 22, 2010 in compliance with The New Deal for Cities and Communities (Gas Tax Agreement). The strategy document as adopted is available in Appendix G. This document, the Camrose Municipal Sustainability Plan is a document intended to support the attainment of the visions outlined in the broader strategy.

## *What is a Municipal Sustainability Plan?*

A Municipal Sustainability Plan provides an opportunity for a community to focus on what sustainability means to them specifically and move toward their visions of a sustainable future, rather than making ad hoc decisions without this foundation. It is an opportunity to look long-term at the community they want and take proactive steps to move there. It is an opportunity to engage residents in a dialogue about what they value about their community and what they want it to look like in the future. It also provides an opportunity to use the wisdom and expertise of community members in discovering innovative solutions that address social, economic, cultural and environmental and governance challenges today while leaving a positive legacy for future generations.<sup>2</sup>

The vision statements presented in this plan are the result of significant consultation that took place from September 2009 to April 2010 with citizens, city staff and city council. This consultation was conducted through a unique partnership between the City of Camrose and the Augustana Campus of the University of Alberta. Involving Augustana faculty, staff and student body in the process of community outreach and consultation facilitated a comprehensive understanding of the directions Camrose should take to continue to enhance its sustainability.

## *Camrose Today*

Camrose began its history in 1893 when the first home was built on what is now city land. The Village of Camrose was established on May 31, 1905 and was designated a town on December 11, 1906.<sup>3</sup> By then, there was a recognizable main street with stores, restaurants and hotels. On January 1, 1955, Camrose was incorporated as a city due to its steadily increasing population. Camrose population growth has been steady to the present-day. Over the years the Town and then City of Camrose developed extensive retail, healthcare facilities, and other commercial ventures.

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<sup>1</sup> Brundtland, Gro Harlem, ed. *Our Common Future: The World Commission on Environment and Development*. Oxford: Oxford University Press, 1987.

<sup>2</sup> Adapted from the Alberta Urban Municipalities Association. "Municipal Sustainability Planning." [cited 2009]. Available from <http://msp.auma.ca/>.

<sup>3</sup> Hambly, J. R. Stan, ed. *A Light into the Past. A History of Camrose 1905-1980*. Camrose: Gospel Contact Press, 1980.

Today, Camrose is a regional service hub for the communities in the surrounding area. Camrose has a population of 16,543 (2008),<sup>4</sup> with a total trading area estimated at 140,000 people.<sup>5</sup> Most of Camrose residents' needs can be met within the city limits. There are approximately 1,240 registered businesses and 7,511 dwellings within the 3,209 hectare land area of the municipality. Camrose has focused energy on becoming a regional centre for east-central Alberta, which builds on its existing strengths and encourages development that attracts people from the larger trading area.

The City of Camrose is home to wide variety of arts, cultural, recreational and sporting opportunities. These opportunities attract a wide array of people from the region and beyond who utilize the City's facilities and attend the events that they host such as the Big Valley Jamboree or the Continental Cup of Curling. The City boasts an extensive list of community organizations, social agencies and educational facilities, from pre-school to post-secondary. Although there has been growth in population, land area and the commercial sector in the City of Camrose it still retains a "small town feel" which is appreciated by its residents, business owners and visitors. This feeling results from many factors such as the availability of community sporting opportunities, the redevelopment of the community's downtown core, and close-knit residential communities. For many residents, there is nothing about Camrose that they would wish to change.

At the same time, Camrose, like most communities in Canada, has areas in which it can do more to enhance its sustainability. The extensive consultation process and research into trends and issues impacting communities similar to Camrose identified ways to continue to increase sustainability across the five pillar areas. The visions outlined in the next section attempt to address both the current strengths and the areas of opportunity to achieve a more integrated approach to municipal sustainability.

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<sup>4</sup> The City of Camrose. *City of Camrose 2008 Census*.2008.

<sup>5</sup> The City of Camrose website. "The City of Camrose." [cited 2010] Available from <http://www.camrose.ca/>.

*Summary of Goals and Visions*

Pillar	Short-Term Goals	Medium-Term Goals	Vision for 2055	Indicators
<b>Cultural</b>	<ul style="list-style-type: none"> <li>• Increase cross-generational activities</li> <li>• Create a forum for arts and culture to be better represented</li> <li>• Create a cultural policy</li> <li>• Start an initiative to increase community awareness of arts/cultural events</li> <li>• Create incentives for opening a variety of venues to cater to youth and young adults with later hours</li> <li>• Continue to promote cultural tourism</li> <li>• Develop a Greenspace Plan</li> <li>• Build a Performing Arts Centre</li> </ul>	<ul style="list-style-type: none"> <li>• Investigate partnerships and sources in order to equalize support of arts and culture with sport</li> <li>• Identify and conserve cultural traditions</li> <li>• Continue to create long-term partnerships with relevant stakeholders</li> <li>• Expand Founders Day celebration into an annual Heritage Festival</li> <li>• Increase the creative economy and integrate the arts into planning efforts</li> <li>• Create incentives for developers to invest in projects that the City deems culturally advantageous</li> <li>• Asset-based community planning</li> <li>• Develop partnerships between the City and other individuals and organizations that may be beneficial in cultural policy development for the future</li> </ul>	<ul style="list-style-type: none"> <li>• Camrose is a vibrant community with an expansive network of festivals, music, sport and community events</li> <li>• Camrose invests in the development of performance and arts venues and supports arts and sports opportunities</li> <li>• Camrose has strong partnerships with educational institutions to enhance community cohesion, cultural events and resident education</li> <li>• Camrose promotes cultural heritage and recognizes the importance of residents' diversity</li> </ul>	<p><b>Continuum of Cultural Planning Integration</b></p> <p>Low Awareness</p> <p>Raising Awareness; Extending Engagement</p> <p>Vision, Commitment and Development</p> <p>Integration</p>
<b>Ecological</b>	<ul style="list-style-type: none"> <li>• High impact, low cost initiatives</li> <li>• Increase grey-water reuse by individuals and for municipal purposes where provincial policy allows</li> <li>• Increase recycling education</li> <li>• Reduction of greenhouse gas emissions</li> <li>• Water reduction strategy</li> <li>• Increase procurement of recycled/recyclable items</li> <li>• Upgrade existing buildings and facilities; new municipal buildings to be built to a high standard of energy efficiency</li> <li>• Identify and inventory empty commercial lots in downtown area; encourage infill and higher density in all areas</li> <li>• Extreme waste diversion</li> </ul>	<ul style="list-style-type: none"> <li>• Incorporate Community Energy Planning</li> <li>• Naturalize storm-water management ponds and green spaces</li> <li>• Provide public transportation when feasible, increase dedicated bicycle and walking trails</li> <li>• Create a developer bonusing policy; utilize established green building standards</li> <li>• Create partnership with Camrose County to utilize "transfer of development rights"</li> <li>• Inventory unused and underutilized parking lots</li> <li>• Develop walkable communities with mixed uses; provide opportunities for urban agriculture</li> <li>• Promote the development of Intentional Communities</li> </ul>	<ul style="list-style-type: none"> <li>• Camrose has an extensive and naturalized park and trails system</li> <li>• Camrose has high density, walkable, diverse and mixed use communities</li> <li>• Camrose has accessible and comprehensive recycling options</li> <li>• Camrose has affordable public transportation</li> <li>• Camrose has a sustainable supply of potable water that can support the City's population</li> </ul>	<ul style="list-style-type: none"> <li>• Lowered rates of energy use in municipal buildings</li> <li>• Lowered household water use</li> <li>• Increased urban densities</li> <li>• Increased walkability of urban communities</li> <li>• Increased resident mobility</li> <li>• Decreased landfill waste volumes</li> </ul>
<b>Economic</b>	<ul style="list-style-type: none"> <li>• Identify the needs of the community and address them in future economic development planning</li> <li>• Develop a strategy for the City to support existing businesses<sup>6</sup> and small business succession</li> <li>• Support the procurement of local products</li> <li>• Support the use of local skills and trades</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure that all economic activity contributes to the quality of life without compromising the natural environment</li> <li>• Increase recognition as a centre for tourism, events, sport, education, retail, arts and culture<sup>8</sup></li> <li>• Create a formal relationship with Camrose County</li> </ul>	<ul style="list-style-type: none"> <li>• Camrose is involved in a regional economy and utilizes local sources of production</li> <li>• The residents of Camrose contribute to creating economic diversity</li> <li>• Camrose has a solid base of well-paying</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in the variety of business licenses<sup>9</sup></li> <li>• Increased local spending</li> <li>• Increase and consistency in employment rates</li> <li>• Decrease in individuals and families</li> </ul>

<sup>6</sup> The City of Camrose. *Strategic Plan*. Camrose: The City of Camrose, 2008.<sup>8</sup> Strategic Plan, 2008<sup>9</sup> Strategic Plan, 2008

	<ul style="list-style-type: none"> <li>Promote the educational opportunities in Camrose; encourage the recruitment of highly skilled labour markets</li> <li>Actively recruit healthcare professionals</li> <li>Fund and maintain infrastructure in a sustainable way<sup>7</sup></li> </ul>	<p>for regional economic opportunities</p> <ul style="list-style-type: none"> <li>Diversify the economic base of the City and surrounding area</li> <li>Reduce reliance on long distance importing of all products; increase utilization of local sources; support production and marketing of local foods</li> <li>Utilize an alternative cost/benefit analysis tool that looks at long-term economic and ecological savings</li> </ul>	<p>jobs and incentives to keep young people and professionals in Camrose</p> <ul style="list-style-type: none"> <li>Camrose favors an economic model that values life and community</li> </ul>	<p>living under the poverty line</p> <ul style="list-style-type: none"> <li>Alternative mechanism for evaluating the cost/benefits for the city</li> <li>Decrease in the number of vacant lots in the city</li> <li>Increases in inter-relationships in terms of waste production and consumption as feedstock</li> </ul>
<b>Governance</b>	<ul style="list-style-type: none"> <li>Create appropriate bodies which consult residents with a mandate of implementing this plan</li> <li>Develop an overall communication strategy</li> <li>Update the municipality's policy manual</li> <li>Develop an educational program for the community including all City administration and Council on issues of sustainability</li> <li>Develop quarterly reporting of municipal activities</li> <li>Provide opportunities for town hall meetings or charettes to discuss issues in the community</li> <li>Explore the use of social media networks as a means of communicating with residents</li> <li>Align the recently developed five year capital infrastructure plan with the MSP</li> <li>Further develop a positive working relationship with Camrose County</li> </ul>	<ul style="list-style-type: none"> <li>Utilize the Municipal Sustainability Plan to inform future planning documents</li> <li>Work with appropriate post-secondary departments to create relevant curriculum that can aid implementing the Municipal Sustainability Plan; continue to develop sustainability educational programming</li> <li>Continue to monitor and revise the Municipal Sustainability Plan on a regular basis</li> <li>Develop a participatory budgeting process</li> <li>Encourage equitable representation of the demographics on City Council</li> <li>Increase partnerships with community stakeholders</li> <li>Incorporate all other pillars of sustainability into all municipal decision-making</li> </ul>	<ul style="list-style-type: none"> <li>All residents understand how government processes work and feel able and welcome to participate in them</li> <li>Camrose has open and accessible communication between residents and Council members</li> <li>Camrose maintains healthy community partnerships with relevant stakeholders</li> <li>Camrose has leadership based on proactive and creative decision-making that accurately represents the will of the residents by appropriate representation</li> </ul>	<ul style="list-style-type: none"> <li>Resident satisfaction surveys</li> <li>Resident knowledge increase</li> <li>Increased volunteerism</li> <li>Employee engagement surveys</li> <li>Increased resident engagement</li> <li>More equitable representation on City Council</li> </ul>
<b>Social</b>	<ul style="list-style-type: none"> <li>Incorporate a social planning lens in municipal decision-making</li> <li>Increase awareness of current opportunities for seniors to socialize</li> <li>Continue to support and encourage organizations and social groups that promote the use of green spaces and trails</li> <li>Continue to encourage and support events/programs geared toward newcomers</li> <li>Provide more signage in all communities to help residents and newcomers develop greater awareness of the amenities</li> <li>Support the Affordable Housing Committee</li> <li>Develop a plan to increase volunteerism</li> </ul>	<ul style="list-style-type: none"> <li>Develop a program for better integration of new residents</li> <li>Plan for neighbourhood nodes within the required 10% municipal reserve spaces</li> <li>Develop a reliable assortment of alternative transportation methods</li> <li>Develop a Living Wage Policy for municipal employees</li> <li>Work to provide affordable housing alternatives for all residents</li> <li>Increase walkability especially in mature neighbourhoods</li> <li>Incorporate increased awareness of social infrastructure into the overall municipal communication plan</li> </ul>	<ul style="list-style-type: none"> <li>All residents of Camrose have a place to live and earn a livable wage</li> <li>Camrose has social programs that respond to current community needs</li> <li>Camrose provides essential services for at-risk populations and educates residents about related social issues</li> <li>Camrose integrates newcomers through inclusive social events and language training</li> </ul>	<ul style="list-style-type: none"> <li>Decrease in the numbers of residents paying more than 30% of household income on housing</li> <li>Increased newcomer integration</li> <li>Increased use of alternative modes of transportation</li> <li>Increased socialization of seniors outside of their homes</li> <li>Increased opportunities for youth</li> </ul>

<sup>7</sup> Strategic Plan, 2008

### *How will this Document be used?*

This document was written for and with the community and will be used to inform future planning and decision-making in Camrose. The primary audience is municipal policymakers, but all residents have a role to play in the implementation of this plan. This requires an ongoing engagement of citizens, municipal employees and city council in conversations about the future of Camrose. There are also many actions that individual businesses, residents and organizations can take that will support the collective efforts towards enhanced sustainability.

A key aspect of municipal sustainability is the need for constant evaluation and adjustment to our changing world. Many of the aspects of sustainability are beyond the jurisdiction of a municipality. When changes happen—from a downturn in the economy to a change in municipal funding formulas or from new federal regulations related to environmental impact assessments to demographic shifts—the approach to municipal sustainability may also need to change. That is why continual assessment of achievement of these goals is necessary. This plan suggests concrete short and medium-term goals as well as indicators for sustainability in each of the five pillar areas. However, it is up to the residents of Camrose to determine how this plan is implemented and assessed in order to achieve the visions of a more sustainable future. Whether this is the ongoing work of already existing structures or whether it calls for the creation of new structures, the implementation of this plan is everyone's responsibility.

### *The University-City Partnership*

One of the benefits of Municipal Sustainability Planning in Camrose is the continued and strengthening partnership with the University of Alberta's Augustana campus. Through this unique partnership the City was able to utilize the student body at the University in some of the process of developing the MSP. Involving the faculty, staff and student body in the process of community outreach allowed for a broader base of individuals in the community to be reached. This was an important part of the MSP process, and it was beneficial in getting feedback from as many residents of Camrose as possible to produce a plan that was appropriate and functional for the City in the long-term. Residents and stakeholder groups were engaged in a variety of ways in order to garner the most input possible. See appendix A for all the ways in which University students were involved in the public consultation process.

Additionally, students in senior-level classes in the areas of Global and Development Studies and Environmental Studies were engaged in research projects that helped to inform the current reality and the short and medium-term goals in each section of the plan. The AUMA defines fourteen strategy areas that are important to research in the field of municipal sustainability. In the City of Camrose an additional two strategy areas were seen as important due to the unique characteristics found here. See Appendix A for further description in each of these areas. The sixteen key strategy areas for student research projects included:

- |                               |  |
|-------------------------------|--|
| 1. Housing and Affordability  | 12. Recreation and Leisure                     |
| 2. Arts/Culture/Heritage      | 13. Transportation                             |
| 3. Built Environment          | 14. Water                                      |
| 4. Economic Development       | 15. Seniors                                    |
| 5. Energy                     | 16. Personal Safety and Security <sup>10</sup> |
| 6. Food                       |  |
| 7. Governance and Partnership |  |
| 8. Health and Social          |  |
| 9. Learning                   |  |
| 10. Materials and Solid Waste |  |
| 11. Natural Areas             |  |

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<sup>10</sup> Alberta Urban Municipalities Association, 2009. The first 14 strategy areas were recommended by the AUMA. The last 2 strategy areas were created by the Municipal Sustainability Plan Coordinator in response to the specific context of the city of Camrose.

This partnership can play an important role in the ongoing implementation and monitoring of this plan. Much like the partnership in this plan, it can also harness resources and knowledge to the benefit of an even more sustainable Camrose.

### *How was this Plan Developed?*

In 2008, the City of Camrose developed a strategic plan that outlined seven strategic priorities: growth management, social responsibilities, actively green, governance, growth as a regional centre, core infrastructure and financial stewardship. This Municipal Sustainability Plan, as well as a Municipal Development Plan (MDP), are both deliverables that are scheduled for completion by 2010. The priorities from the Strategic Plan are addressed throughout this plan and will be incorporated into future planning documents such as the MDP.

### *The Natural Step*

The AUMA recommends using the Natural Step process for municipal planning. *The Natural Step for Communities* written by Sarah James and Torbjörn Lahti is a guidebook for cities, towns and regions to help them develop policies and practices that will move them toward sustainability. The Natural step is informed by the four system conditions that are considered necessary to become a sustainable society. These system conditions are:

1. In the sustainable society, nature is not subject to systematically increasing concentrations of substances extracted from the Earth's crust;
2. In the sustainable society, nature is not subject to systematically increasing concentrations of substances produced by society;
3. In the sustainable society, nature is not subject to systematically increasing degradation by physical means;
4. And, in the sustainable society, people are not subject to conditions that systematically undermine their capacity to meet their needs.<sup>11</sup>

The MSP process utilized the four system conditions as background during the development of the visions of sustainability in each of the five pillars in this plan. These visions were not limited to these system conditions, but took them into consideration. This type of planning, known as "back-casting from principles" and has been used to help create eco-municipalities around the world. Communities such as Whistler, BC have used this process to move toward sustainable practices and have received media credit, as well as economic, cultural, social, and ecological benefits from this process.

Back-casting is different from typical planning processes, which usually rely on forecasting to determine a predicted future outcome. From these predictions, a plan will typically be created to accommodate for business-as-usual scenarios taking past growth rates and predicted changes into consideration. When back-casting is employed, principles such as the ones just listed are used to determine the community's ultimate goals in the areas of sustainability, not current or past behaviours of the community or its policy makers. A series of short and medium-term goals are then identified that will move the community from its current situation to its long-term goals or visions. Using this method, the community should not be bound by the tendency to repeat past mistakes or constrained by financial considerations from the past. The

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<sup>11</sup> James, Sarah, and Torbjörn Lahti. *The Natural Step for Communities. how Cities and Towns can Change to Sustainable Practices*. Gabriola Island: New Society Publishers, 2004.

municipality can look outside of typical processes to find ways to reach their ultimate goals. In forecasting often it is difficult to outline a future that looks drastically different from the present. Back-casting allows for a type of future based on idealistic goals to be defined.

### *Current Reality Data Gathering*

One of the most important aspects of formulating this document was to undergo an inclusive public engagement process. A variety of different methods were used to engage the public to achieve this. The process began in September 2009, and continued until April of 2010. The following section outlines the various ways in which stakeholder groups (or their representatives), city administration, City Council, residents of Camrose, Augustana students, faculty and staff were engaged in the MSP process. See Appendix A for complete details of the public engagement process.

On October 14 and 15, 2009 the first public consultation session was offered on two dates. At these sessions, a presentation about the principles of sustainability and municipal sustainability planning were presented. This included an outline of the process that would be followed for the completion of the plan. A combined total of 39 people attended these meetings.

The presentation was followed by break-out sessions to discuss some of the issues in more depth. All residents of Camrose were encouraged to participate in these sessions as we worked toward establishing the current reality in Camrose. The information that was gathered in these sessions was used to inform the plan and formulate the vision. This consultation format was repeated with Interagency on November 9, 2009.

Following the completion of a large portion of the student projects and extensive community outreach, two additional community consultations took place. On November 23 and 26, the same session was held on two nights. A combined total of 45 people attended. In these sessions, a presentation was made including the most recent findings about the current reality in Camrose in the five pillar areas and the visions that had been formulated to that point. The visions that were presented were developed as a result of the feedback that had been received through the interview and other public consultation processes. For these consultations, the current reality data that had been gathered through the interviewing process and from the previous public consultation meetings were printed on 2' by 3' posters. Attendees were to add or change any of the points that they felt were missing or incorrect on the posters provided. This allowed those who did not attend the first public consultation sessions to have input in the current reality data gathering part of the process as well as the visioning. During the break-out sessions, the attendees were asked to give feedback on the vision statements that were presented to them and ideas that could be put toward formulating short, medium and long term goals to reach the final vision.

The pillars were released individually to specific stakeholders in the community. Those consulted were asked to review the relevant pillars before gathering together to provide feedback to the Municipal Sustainability Plan Coordinator. This feedback was taken into consideration when final revisions were made to the draft document before its presentation to City Council.

### *Organization of the Plan*

The plan is written in five major sections, each representing the five pillars of sustainability: economy, governance, ecology, culture and society. Under each section, a description of the current reality in Camrose will outline the situation as it is now. For each of the pillars, a vision of what sustainability in that area would look like for the city of Camrose (long term goals) will set the stage for future plans. Short and medium-term goals are also identified as steps along the way to realizing that vision. Using these principles to set the stage for sustainability in the City in the year 2055, this vision will be developed using information gathered using a variety of public consultation techniques; see Appendix A.

## Cultural Pillar

It is necessary to recognize the importance that our culture, heritage and values have on the strength of our communities. In many Canadian municipalities, a variety of sports, arts, cultural and heritage opportunities are available to enrich our lives. In this plan, organized sporting opportunities as well as parks and open spaces have been included under the cultural pillar. This was important to distinguish because in Camrose, a Canadian winter city, sport has been integrated into culture in many significant ways. Although traditionally culture refers to arts and heritage opportunities, the inclusion of sport is important in Camrose because of the values of the community that are apparent in the availability of sporting opportunities, both recreationally and in competitive leagues. In order to create more sustainable municipalities, culture should be incorporated into the decision-making. Parks and open spaces are notable in the culture of the city of Camrose due to development of the city around these natural features and their incorporation into the fabric of the community and residents relationship with this city.

In the past, it was not typical for Canadian communities the size of Camrose to consider culture in their planning. The integration of cultural planning is one of the more challenging aspects of community sustainability, as it requires decision-makers to look at the community through a different lens. There are some notable benefits to the implications that cultural planning and policy creation can have on a community. Cultural planning can:

- Contribute to combating social exclusion in the community
- Contribute to individual's "sense of place" (feeling of connection to their community)
- Support community empowerment through ownership of local community initiatives
- Support the development of government and stakeholder partnerships
- Result in more and improved programs and services in response to identified community needs
- Improve communications and cooperation among culturally significant groups
- Integrate the arts, culture, heritage and sport into the larger community
- Increase awareness of the potential of arts, culture heritage and sport to contribute to community and economic development
- Improve the visibility of a community's artists and arts organizations, sporting opportunities and traditions/heritage
- Improve access to the culture of the community and develop larger audiences
- Improve cultural and sporting facilities
- Sustain or increase levels of public and private funding for cultural entities.<sup>12</sup>

### *Current Reality*

There is a general satisfaction from those who were consulted about the current cultural reality in Camrose. Through the public consultation process, a variety of beneficial effects of sport, art and cultural activities were noted. It was recognized that for a city of its size, Camrose has a substantial array of cultural opportunities. Some residents felt that having access to these activities provides a positive outlet for youth in Camrose and helps adults to build confidence and become more well-rounded. It was also felt that individuals who participate in arts and cultural activities have shown an increased ability in problem-solving,

<sup>12</sup> Adapted from Creative Cities Network. "Cultural Planning Toolkit - Web Resource." in Creative Cities Network [database online]. Available from <http://creativecommons.ca/images/stories/PDFs/Publications/Toolkits/integrating-community-cultural-planning.pdf>.

and that such participation provides individuals with opportunities for career change and development (some specific examples were noted). In general, residents feel that arts and culture can help to create a better quality of life. Some of the cultural examples that were noted include international events at the Camrose Regional Exhibition and the Edgeworth Centre, as well as the cultural activities at the University of Alberta, Augustana Campus. Generally, these residents also expressed a feeling that arts and culture could be promoted better, and that there is difficulty getting individuals to understand the benefits of this activity to community sustainability. Specifically, it was suggested that the Chuck MacLean Arts Centre could be expanded to help develop local talents further. The following section will highlight many of the various culturally significant opportunities that are currently available to the residents of Camrose.

### *Arts and Cultural Opportunities*

Camrose has a diverse range of cultural and arts events and programs. A strong base of arts and cultural programs provides opportunities for residents in Camrose and the surrounding area to socialize and share their cultural values. This type of interaction strengthens their bonds with their cultural identity and increases the likelihood of their future participation, as well as their children's. In Camrose, arts and cultural opportunities have been created through the municipality, independent organizations, stakeholder partnerships and educational institutions, all of which provide for an expansive choice for the residents of Camrose. With a diverse array of opportunities in Camrose, individuals are able to find the programs that are best suited to them, and they are not limited to specific types of programs. For a list of arts and cultural opportunities in the City of Camrose, see Appendix B.

### *Main Street Program*

Camrose joined the Alberta Main Street Program in late 2000, and is one of twenty-three communities in the province to be a Main Street community. The Camrose Main Street Project has been involved in the restoration and enhancement of sixteen buildings in the Downtown.<sup>13</sup>

### *Bailey Theatre Revitalization*

The Bailey Theatre is located on Main Street in Camrose and has been there since 1908. Recently the Bailey Theatre Society received \$2.2 million dollars in federal Tourism Infrastructure money to complete the restoration of the Theatre. Additionally, the City of Camrose donated \$500,000.00 to the Bailey Theatre Restoration Project. When the restoration project is complete, the theatre will be positioned to provide additional inventory of performing arts and community hall space, giving groups in Camrose more options. It will seat about 400 people concert style or about 200 in a dinner theatre format. The Bailey Theatre Society suggests that potential uses of the facility may include a working, interactive art/history museum, theatre camps, live entertainment, recitals, foreign/independent film festivals, comedy festivals, fundraising events, dinner theatre, meetings and receptions.

### *Historic Downtown Camrose Self-Guided Walking Tours*

Developed as part of the Camrose Main Street Project, brochures are available to guide people through a walking tour of Camrose. The brochures outline a map of relevant places and a description of fourteen different buildings/areas of downtown that have some sort of historical significance. They are available at City Centre Camrose on Main Street, and on their website at [http://www.downtownCamrose.com/historic\\_walk/](http://www.downtownCamrose.com/historic_walk/).

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<sup>13</sup> City Center Camrose. "Main Street Project." [cited 2010]. Available from [http://www.downtownCamrose.com/main\\_street\\_project/](http://www.downtownCamrose.com/main_street_project/).

### *Heritage Buildings Inventory*

Planning Services will undertake a Historical Building Inventory in 2010 to address buildings of municipal interest for the City. Part of this project will include a Heritage Resources Management Plan to establish policies, procedures and process for ongoing council directives.

### *Parks and Open Space*

The City of Camrose benefits from its development around Mirror Lake and associated watercourses. These features have been incorporated into design of the city, and have created an atmosphere that includes natural beauty and habitat as a result. Therefore, the parks and open space system that has been developed throughout the city can be said to be intrinsically linked to the natural water bodies found within the city limits. The open spaces are connected by an intricate system of trails, which extend through many areas of the city (see the Ecological Pillar and Appendix C for further information). Parks and open spaces in all areas of the city have been incorporated into the community's culture. The use of these spaces is part of the benefits to life in Camrose. Opportunities for recreation and leisure activities are created because residents enjoy a broad access to parks and open spaces. As such, it is a priority for the City to maintain and enhance these spaces for public use and to enhance the beauty of the city, and with that, increase resident's "sense of place" and pride in their community.

The Community Services Department works cooperatively with the Engineering and Planning Departments to develop public open spaces in the City of Camrose. They consult with various important stakeholders including school boards and user groups when making these decisions.

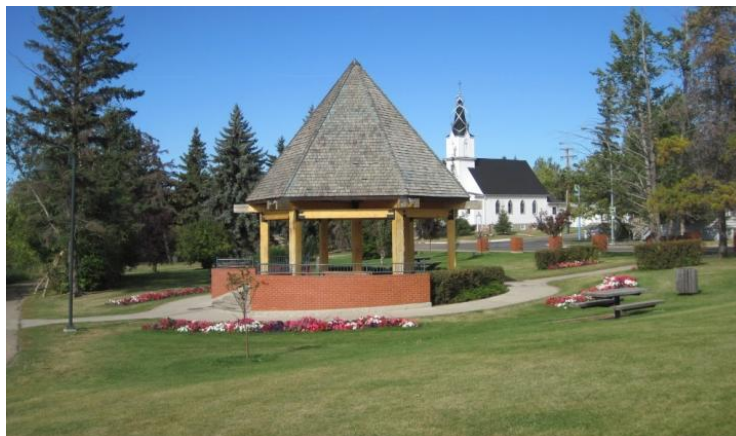


Figure 1 Kamifurano Friendship Gardens near Mirror Lake

### *University of Alberta, Augustana Campus*

The Augustana Faculty of the University of Alberta provides a host of arts, cultural and recreational activities available to students and residents of Camrose and the surrounding area. They provide educational opportunities in art, drama, theatre, music, sport, outdoor education, literature, and Community Service-Learning (CSL) which provides students with opportunities to learn in a practical environment in the community. In addition, performances in music, dance, drama and other arts are available for public viewing at the University on a regular basis. In addition, opportunities for residents to partake in the expertise that is available on campus are also available through an array of courses, camps and activities that are available for public participation.

### *Sporting and Recreational Opportunities*

In Canadian municipalities, sport has long been recognized as important and representative. The City of Camrose has a relatively long winter and therefore has developed a number of winter sport programs;

there are also many other sports programs. These can be seen in the many options for sport that are available in this small city. Whether in a competitive organized league (through a community group or a school) or for recreational purposes only, participation in sport and recreation increases an individual's sense of belonging to a community, and their identification with the values of that community. The significance of sport in this community is reinforced by the frequency of use of the facilities in the Edgeworth Centre that was recently built where there is an abundance of available sporting opportunities. An extensive list of sporting and recreational opportunities available in this city further confirms their value in our culture; see Appendix B.



Figure 2 Edgeworth Centre (Multi-Use Facility) A Partnership with Camrose County, the City of Camrose and Augustana Campus, University of Alberta and Alberta Health Services

### *Classroom/Academic Opportunities*

Opportunities for continued learning are a significant aspect of culture in Camrose. As such, there are a variety of educational opportunities that can provide for formal and informal learning. Opportunities for residents to learn more in their areas of interest are important to increase engagement and a sense of ownership of the community. A resident of Camrose would not have to look far to find an educational opportunity that would suit them from developing their photography skills, to pursuing advanced education at one of the three post-secondary institutions. For a list of educational opportunities in Camrose, see Appendix B.

### *Short-Terms Goals*

The goals listed in this section could be implemented over the next ten years to help move the City of Camrose toward cultural sustainability. Some of these goals were developed from the comments of residents from public consultations.

- Increase the number and types of cross- generational activities to benefit seniors and youth.
- Create a forum for arts and culture to be better represented
- Create a cultural policy for the City utilizing the Culture Committee to carry this forward.
- Start an initiative to increase community awareness of arts/cultural events (information dissemination strategy) to promote free/affordable cultural events and to emphasize benefits of arts/culture.
- Create incentives for opening a variety of venues to cater to youth and young adults with later hours.
- Continue to promote cultural tourism (eg. involvement in the promotion of the Boomtown Trail).
- Develop a Greenspace Plan.
- Build a Performing Arts Centre.

### *Medium-Term Goals*

The medium-term goals listed here could be implemented over the next ten to twenty years. These goals will help Camrose move further toward the vision statements (long-term goals) in this section.

- Investigate partnerships and sources in order to equalize support of arts and culture with sport.
- Identify and conserve cultural traditions.
- Continue to create long-term partnerships with relevant stakeholders.
- Expand Founders Day celebration into an annual Heritage Festival.
- In the new Economic Development Plan, include plans to increase the creative economy and to integrate the arts into planning efforts.
- Create incentives for developers to invest in projects that the City deems culturally advantageous in the new Municipal Development Plan (MDP) and attract new industry.
- Move toward asset-based community planning.
- Develop partnerships between the City and other individuals and organizations that may be beneficial in cultural policy development for the future.

### *Vision*

Stakeholders and residents were consulted in an effort to develop a number of long-term goals that would be implemented by 2055. A vision of Camrose was created from the suggestions and feedback garnered from the various types of public consultation (listed in Appendix A). In 2055:

- **Camrose is a vibrant community with an expansive network of festivals, music, sport and community events**
- **Camrose invests in the development of performance and arts venues and supports arts and sports opportunities**
- **Camrose has strong partnerships with educational institutions to enhance community cohesion, cultural events and resident education**
- **Camrose promotes cultural heritage and recognizes the importance of residents' diversity**

### *Indicators*

A comprehensive set of indicators can be used to measure the success of sustainable cultural initiatives in the city. This section provides a continuum of indicators that may be utilized to determine the success of programs and initiatives. The indicators are represented in a continuum to show the progression from low awareness to full integration of cultural planning into all areas of municipal development. At present, the City of Camrose can be found on the continuum somewhere between “raising awareness and extending engagement” and “vision, commitment and development”. Specific examples of how the City is raising awareness can be found on the continuum. Indicators of how Camrose can measure its cultural awareness and integration are also included on the continuum. As cultural awareness and integration are qualitative ideas, it will be essential that groups and individuals involved in the implementation of this plan create a comprehensive set of specific indicators of success for their individual projects. In the future when initiatives are taken to increase cultural sustainability, there should be ongoing monitoring to determine if the initiatives have been successful. An example of this can be seen with the future Performing Arts Centre. Indicators of success of this project could be frequency of use, profitability, community support (measured by survey), increases in cultural tourism, etc.

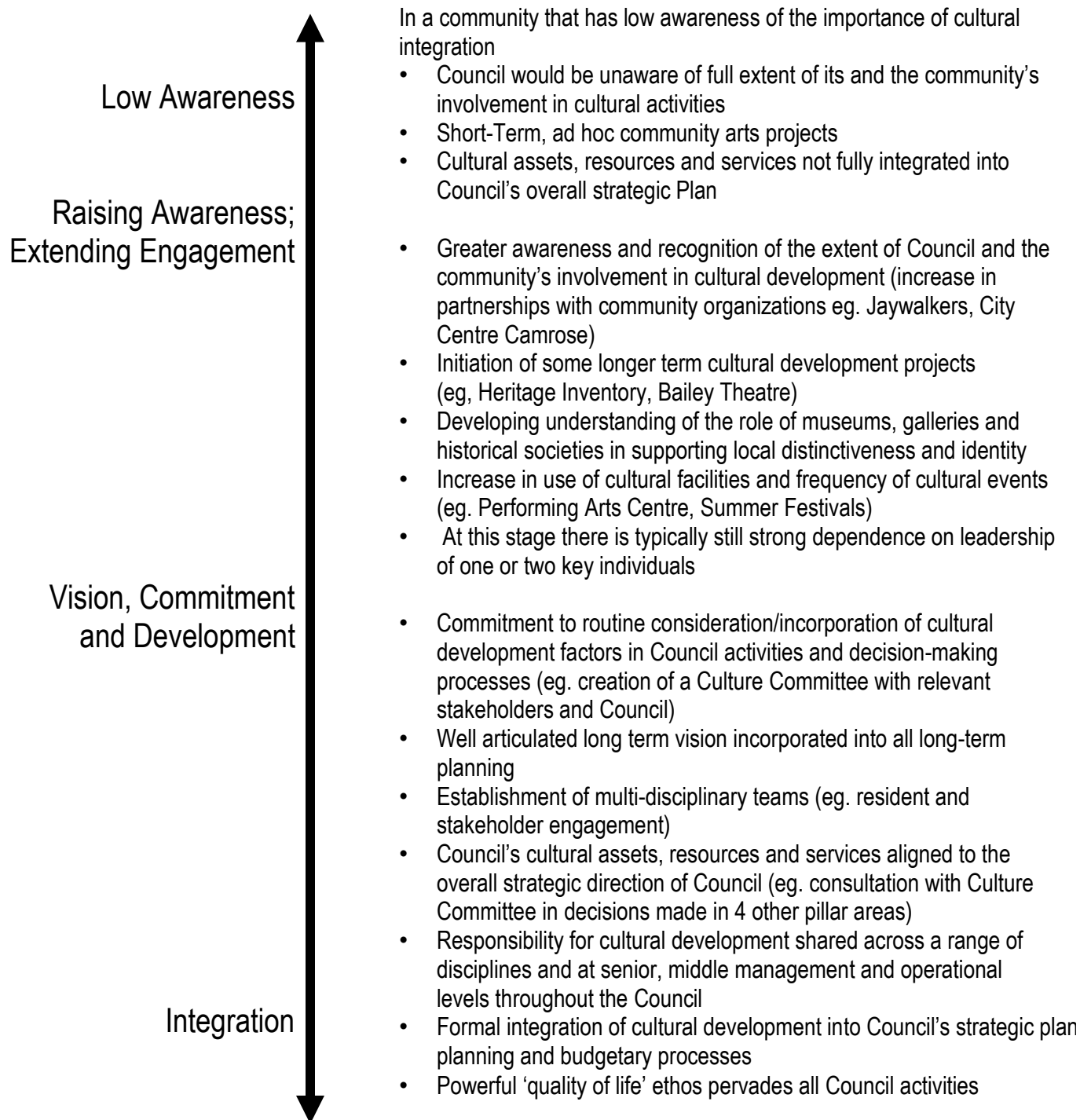


Figure 3 Continuum of Indicators of Cultural Awareness and Integration into Municipal Planning<sup>1</sup>

## Ecological Pillar

The Ecological Pillar, as proposed by the Alberta Urban Municipalities Association aims to achieve several characteristics in the natural and built environment. Some of these characteristics are: i) the efficient use of resources, ii) the minimization of negative environmental impact, iii) the protection and improvement of natural resources and regional biodiversity, iv) the respect of and accounting for the needs of future generations in current decisions and actions, v) the availability of well-maintained, local accessible green spaces and facilities, vi) the reflection on appropriate size, scale, and density of the community, vii) the construction and availability of mixed-use, durable, flexible and adaptable buildings.<sup>14</sup>

Through the public consultation process Camrose residents discussed their perceptions of City initiatives and their prospects in achieving ecological sustainability. It was noted that the City is making strides to achieve sustainability in this area. This is evident in their striving to incorporate ecological sustainability measures into regular activities. This has led the City to undertake a number of projects over the years, some that are currently underway, that will move the City further toward ecological sustainability. Although residents believe that the City is moving in a positive direction there is still a belief that the City could be moving further toward ecological sustainability in a variety of ways.

### Current Reality

#### Land Use

The City of Camrose was developed in the same manner as many traditional prairie communities. The land use is mainly divided into single use zones with some exceptions. In Camrose, the majority of single-family residential development exists south and west of the central area although the downtown is surrounded by a ring of single family housing. Pockets of multi-family housing units are located in several neighbourhoods throughout the municipality. Single and multi-family housing is being developed north of 54 Avenue and east of 60 Street.<sup>15</sup> There has been a higher frequency of multi-family housing built within the municipality in recent years. In new development there is a higher tendency to zone for a greater mix of land uses. The average density in residential zones in Camrose is 3 to 4 units per acre in new subdivisions, which is common for communities of its size. In comparison, the City of Calgary had an average of 7 units per acre in 2005.<sup>16</sup> The City of Camrose has recognized the potential problems continued development of low density housing and is taking steps to increase densities various means. As an example, the municipality has waived off-site levy fees for infill development throughout the city, as opposed to greenfield (previously undeveloped) areas where off-site levies are charged with a development application fee.

Institutional uses are concentrated in the central area of the City. These include the Augustana Campus, University of Alberta, major recreational facilities, St Mary's Hospital, two extended care facilities and two seniors' lodges. Commercial development is generally concentrated at the centre of the city and at the east and west entrances along Highway 13, with some commercial zones found in other areas. Industrial development is predominant on the east side of the city, in a large industrial park. Three large pipe manufacturers are located in the Northeast quadrant of the City.<sup>17</sup> Approximately 10% of the land in the City of Camrose is dedicated to municipal reserve, which is mostly utilized as green space throughout the community. The park and trail system this creates provide connectivity between different land uses throughout the city. See Appendix C for a land use map and a park and trails map of the city.

<sup>14</sup> Alberta Urban Municipalities Association. "Municipal Sustainability Planning." [cited 2009]. Available from <http://msp.auma.ca/>.

<sup>15</sup> Engineering and Land Services. *Transportation Master Plan*. The City of Camrose, 2007.

<sup>16</sup> The City of Calgary website [cited 2010].

Available at [http://www.calgary.ca/portal/server.pt/gateway/PTARGS\\_0\\_2\\_425190\\_0\\_0\\_18/September+2005.htm](http://www.calgary.ca/portal/server.pt/gateway/PTARGS_0_2_425190_0_0_18/September+2005.htm).

<sup>17</sup> Transportation Master Plan, 2007.

### Downtown Action Plan

The Downtown Action Plan was written in part by City Centre Camrose as a comprehensive project to enhance the use of the downtown area. A copy of this plan can be found at <http://www.camrose.ca/DocumentView.aspx?DID=1292>. This plan promotes development of mixed-use buildings in the downtown core, to allow residential dwellings on top of new and existing commercial buildings. The plan requires a minimum of four residential dwellings per standard-sized lot for new building constructions.<sup>18</sup> If these recommendations were followed there would be a large mixed-use, walkable community in the centre of the City. The municipality is currently conducting inventory assessments of the greenspace in the downtown in the beginning stages of a future rejuvenation plan for this area. In 2007, the City amended its Land Use Bylaw to include the Downtown Overlay created in this plan.

### Resource Use

Currently, the City of Camrose relies mainly on traditional forms of energy from non-renewable sources. In terms of energy, there are some small areas of local production using some solar technologies. In a comparison of resource use per capita of twelve Alberta communities, Camrose had the second lowest score in total resource use; but the 5<sup>th</sup> highest in the energy category, which shows that per capita the City uses a higher percentage of energy than other communities according to this study. See Appendix A for a Camrose-based assessment of resource use using an ecological footprint survey method conducted by faculty, staff and students at the University of Alberta, Augustana Campus.

	Goods and services	Shelter		Mobility	Food	Government	Ecological footprint (gha/capita)
		Energy	Non-energy				
Alberta	1.00	1.00	1.00	1.00	1.00	1.00	8.8
Brooks	1.02	1.04	1.01	0.38	1.00	1.00	8.4
Calgary	1.05	0.95	1.00	1.02	1.00	1.00	8.8
Camrose	0.77	1.01	0.99	0.28	1.00	1.00	7.7
Canmore	1.02	0.91	0.96	0.25	1.00	1.00	8.0
Cold Lake	1.22	1.02	1.04	0.74	1.00	1.00	9.1
Edmonton	0.99	0.98	0.97	1.04	1.00	1.00	8.7
Grand Prairie	1.19	1.01	1.01	0.56	1.00	1.00	8.9
Lethbridge	0.85	1.02	1.03	0.61	1.00	1.00	8.2
Medicine Hat	0.93	1.03	1.04	0.58	1.00	1.00	8.4
Red Deer	0.99	0.94	0.97	0.55	1.00	1.00	8.2
Wetaskiwin	0.72	0.98	0.97	0.25	1.00	1.00	7.5
Wood Buffalo	1.77	0.97	0.96	0.99	1.00	1.00	10.3

Figure 4 Summary of Ecological Footprint Results Consumption Categories of Albertan Communities<sup>19</sup>

### Water

The City of Camrose currently extracts its potable water from Dried Meat Lake, which is fed by the Battle River. The water is treated using a Granular Carbon system. Because it is not glacier fed, there is a possibility of water running low. All water sources require inflow to sustain levels useable for potable sources. Increased demand on the source of water and environmental changes has been causing water levels to go down. There is concern that the municipality will require an additional water license to meet demand in the future.

<sup>18</sup> Brown and Associates Planning Group. *Camrose Downtown Action Plan*. Camrose, Alberta: The City of Camrose, 2007.

<sup>19</sup> Wilson, J. A., and L. B. Grant. "Calculating Ecological Footprints at the Municipal Level: What is a Reasonable Approach for Canada?" *Local Environment* 14, no. 10 (2009): 463.

Stormwater management serves a number of purposes, including reduction in the rate & volume of storm runoff to the downstream environment. The management of stormwater (through use of swales, ponds, wetlands, etc.) attempts to offset the increase in the runoff flow rate (by causing water to surcharge in a specified location, before being discharged to the downstream environment at a flow rate which approximately equals pre-development flow rates). The result is a reduction in erosion in the downstream environment, through slower flow rates. Additionally, stormwater management provides improvements to downstream water quality. In stormwater management facilities that include areas of permanent standing water (such as wet ponds or wetlands), sediments are given the opportunity to settle out of the runoff, resulting in a cleaner quality of water being discharged to the environment. The City of Camrose currently requires stormwater management facilities on all new residential, industrial and commercial subdivisions. At the same time, the City requires individual developments to incorporate on-site stormwater management measures to offset the increased quantity and decreased quality of the runoff, with the goal of maintaining pre-development conditions in the receiving environment. The City is working toward developing more naturalized storm water management ponds (one exists, and one is under development) in order to filter stormwater more effectively before it is returned to the water table. The City also works to protect some water bodies within city limits by not manicuring lawns up to banks and leaving some natural grasses instead. They also make an effort to plant trees along the creek.

The City of Camrose currently operates its wastewater treatment facility under approval from Alberta Environment. The current system, as required by the Province, is comprised of an aerated lagoon facility to break down the sanitary wastes prior storage & eventual release to the environment. Comprehensive testing of the wastewater occurs on a weekly basis throughout the year to ensure that the treated wastewater complies with Provincial standards. The City is currently undergoing discussions with the Province relating to the planned expansion of its existing wastewater treatment system. The proposed expansions will permit future growth within the City of Camrose, while enhancing the quality of treated wastewater being released to the receiving environment. At present, the types of process changes to be incorporated into the new wastewater facility have not yet been determined; however, the City anticipates that the facility expansions will have a positive impact on the environment, which will also provide a cleaner raw water source for the City's drinking water supply. The City's wastewater is treated and released back into Dried Meat Lake. Due to this, it is of utmost importance that the City ensures its wastewater treatment is of incredibly high quality. See Appendix C for further details about the current treatment system.

#### *The Battle River Watershed Alliance (BRWA)*

This is an external organization concerned with watershed protection. The City of Camrose has representation on the BRWA, whose vision is a "Battle River watershed that sustains the ecological integrity, social, and economic needs of the community it supports". They are working on developing healthy riparian areas along the banks of the watershed and developing good practices to protect the water for future use.

#### *Toilet Rebate Program*

The City of Camrose has been offering residents the opportunity to get a rebate to put towards the purchase of a more water efficient toilet through this program. There have been a number of toilets replaced in the City since the inception of this program.

#### *Recycling and Waste Diversion*

TK Recycling has been recently offering curbside pick-up service for a fee. The other option for residents of Camrose is to take their recyclables to the depot themselves. Eighteen percent of household waste is being diverted by these methods, which is higher than average for a municipality of its size. A last

chance to recycle at the landfill has increased the amount of diverted waste. See Appendix C for current recycling options.

The public consultation process revealed that the City has increased resident's awareness of the recycling options that are available through their website. There was concern, however, that there were not enough options for recycling to suit their needs and the options that were available were not convenient. In early 2009, City Council commissioned KC Environmental to look at the options available for improved solid waste management within the City of Camrose. The KC Environmental study looked at all aspects of solid waste management, including residential & commercial garbage collection, and the development of options for improved diversion of solid waste from the landfill. In February, 2010, City Council accepted the results of the KC Environmental report, and instructed Administration to start developing options for the implementation of the recommendations from the report.

### *Transportation*

At the present time there is no scheduled, route-defined public transit service in Camrose. A public transit system was considered in 2008; see Appendix C for details. Accessibility for residents without access to private autos is provided through the Rose City Handi-Van Society and private taxi service.<sup>20</sup> Transportation to, from and within the City is mainly done in personally owned automobiles. In some instances where individuals live in higher density buildings located closer to commercial and institutional areas of the city, more people will travel by foot. The city has developed an extensive trail system which has increased the connectivity between neighbourhoods within the city (see Appendix C).

### *Community Services Department*

The Community Services Department strives to make decisions that will be the most ecologically sustainable within their budget and their capabilities. There is an understanding within the department, although not formally written, that this is important for the future of the community. Many of the initiatives that this department is involved with are ecologically beneficial and will contribute to the future ecological sustainability of the community. See appendix C for these initiatives.

### *Green Action Committee*

The creation of this Committee was made by City Council on May 26, 2008. This committee has been recently formed, and is in the midst of defining its scope and the projects that it will be getting involved with in the future. See Appendix E for the committee's mandate.

### *Educational Programs Coordinator*

This position is responsible for the development of multiple programs involving school-aged children as well as city-wide campaigns on environmental issues. The Educational Programs Coordinator has spearheaded some very successful projects within the City, and has plans for expansion of these programs in the future. The educational program developed through this position have had a noticeably positive effect on resident's awareness and participation in composting, recycling, water conservation and other ecologically beneficial practices. The programs are well known and respected among residents and students.

### *Municipal Projects Currently Underway*

It is apparent by the actively green strategic initiatives that the City is undertaking as well as the attitudes of City employees that there is an understanding of the importance of ecological sustainability.

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<sup>20</sup> Engineering and Land Services, 2007

The balance between intention and funding is constantly being considered, and City Council has to determine how much of their limited funds will be put toward these projects. Although this does not make it easier, the tone of increased concern about ecological sustainability throughout City staff permeates through their daily routines and projects and effects what they have planned for the future. Some of these initiatives include efforts to increase composting both residentially and commercially, a comprehensive assessment of wetlands for future preservation, and the writing of a new Green Spaces Plan which will identify ways to conserve and naturalize these areas. See Appendix C for further details.

### ***Short-Term Goals***

The goals listed in this section could be implemented over the next ten years to help move the City of Camrose toward ecological sustainability. Some of these goals were developed as a result of concerned residents comments at public consultations.

- High impact, low cost initiatives (in addition to setting a limit of garbage bags per household for pick-up, an anti-idling policy, etc.).
- Increase grey-water reuse by individuals and for municipal purposes where provincial policy allows.
- Increase recycling education programs for the residents of Camrose and surrounding communities.
- Reduction of greenhouse gas emissions.
- Water reduction strategy.
- Increase procurement of recycled/recyclable items.
- Upgrade existing buildings and facilities; new municipal buildings to be built to a high standard of energy efficiency using a building standard such as “Built Green”; plan for low resource use for ongoing maintenance of the building and other future municipal buildings.
- Identify and inventory empty commercial lots in downtown area; encourage infill in these areas whenever possible; encourage higher density in all areas in Camrose.

### ***Medium-Term Goals***

The medium-term goals listed here could be implemented over the next ten to twenty years. These goals will help Camrose move further toward the vision statements (long-term goals) in this section.

- Incorporate Community Energy Planning which means the implementation of a mix of alternative energies that do not rely on non-renewable resources for fuel sources. These alternatives can include, but are not be limited to: “district” heating and cooling, waste heat utilization, heat pumps, co-generation of heat and power, wood-waste systems, active solar technologies, passive solar design, bio-mass fuels, wind energy, geothermal heating and cooling, heat pumps, solar thermal devices, fuel cells, etc.
- Naturalize storm-water management ponds and green spaces throughout the City wherever possible.
- Provide public transportation when feasible (increased density and a growth boundary will make public transportation more feasible), increase dedicated bicycle and walking trails.
- Create a developer bonusing policy (allowing higher density than a zone typically allows in return for appropriate initiatives) in MDP outlining density, walkability, green energy, etc. as criteria for bonuses; utilize established green building standard in all new development and redevelopment within the city.
- Create partnership with Camrose County to utilize “transfer of development rights” to ensure cluster development around existing communities and to protect agricultural land surrounding the City and throughout the County.
- Inventory unused and underutilized parking lots for future reclamation to natural areas or to infill with new buildings; reduce parking requirements for new development and current buildings whenever appropriate.

- Develop walkable communities with mixed uses and less segmented zoning in all new development; redevelop existing communities in the same manner; provide opportunities for urban agriculture through mixed-use zoning.
- Promote the development of Intentional Communities (such as cohousing) in future planning policies that support multi-family style housing with shared common space and amenities to encourage “aging in place”.

### *Vision*

Stakeholders and residents were consulted in an effort to develop a number of long-term goals that would be implemented by 2055. A vision of Camrose was created from the suggestions and feedback garnered from the various types of public consultation (listed in Appendix A). In 2055:

- **Camrose has an extensive and naturalized park and trails system**
- **Camrose has high density, walkable, diverse and mixed use communities**
- **Camrose has accessible and comprehensive recycling options**
- **Camrose has affordable public transportation**
- **Camrose has a sustainable supply of potable water that can support the City's population**

### *Indicators*

- Lowered rates of energy use; dependence on non-renewable resources—a comprehensive analysis of the sources of energy and the amount of energy used in all municipal buildings and operations as well as throughout the whole city could be used as a tool to measure sustainability. Lowered dependence on non-renewable resources and lowered overall energy use would be a clear indication of steps being made toward ecological sustainability.
- Lowered household water use.
- Increased urban densities—residential density is used as a measurement of the spatial concentration of populations. Higher settlement densities can reduce the impact of residential development on surrounding ecosystems and productive agricultural resources, and reduce energy and resource use.
- Increased walkability of urban communities—A walkable neighbourhood is one in which residents can access most of their daily amenities within a 400 metre walking radius (equated to a five minute walk).
- Increased resident mobility (to be measured by resident survey)—This indicator will determine the ability of residents living in Camrose to access the places that they required for daily living using the available means within the City. To be accurate, this evaluation should consider the financial means necessary to utilize all methods of mobility. When all residents report that they are able to get around the city within their financial means, the goals of resident mobility will be met.
- Decreased landfill waste volumes—can be measured by weight on a monthly basis at the landfill site. To meet the long term goal of 90% waste diversion, this indicator would be highly effective.

# Economic Pillar

There are several facets to economic sustainability. Economic sustainability focuses on development, not simply growth. It is a means to a much broader end – sustainable communities. Economic sustainability encourages the use of renewable resources as inputs to production. It actively discourages activities with ecologically or socially damaging results arising from economic activity. Economic sustainability strives to achieve equity among groups in society by providing opportunities for meaningful employment to marginalized residents. The financial impacts of decisions are also addressed under economic sustainability. For sustainable development to occur, it must be financially sustainable and carried out within the community's financial means. This may take into consideration long-term financial benefits of implementation, not just the immediate costs of projects and deficits that may occur as a result of these projects, as well as possibilities for revenue generation in the future from spending in the present.<sup>21</sup>

## *Current Reality*

### *Work Force*

Currently, about 30% of the population of Camrose (16,543 as of 2008 census)<sup>22</sup> is in the paid workforce. As of 2006, the unemployment rate in the City of Camrose was lower than the provincial average (at 4.8%)<sup>23</sup>; see Appendix D. Consideration for the nature of the pipeline industry and its dependence on external forces to determine the need for workers in this sector must be included in order to understand this number. It may be lower or higher depending on the state of the pipeline industry. These statistics do not include the significant lay-offs at Evraz Camrose Works in the early part of 2009 (120 employees), which need to be taken into account to accurately describe the current unemployment picture in the City of Camrose. Now that Evraz has begun to employ more people again, these statistics are beginning to change. The shifts in employment are cyclical due to the nature of the industry.

A comparison of income levels between residents over 15 years of age from Camrose and the rest of population of Alberta shows that in general, household incomes of \$50,000 per year and below are the most prevalent in Camrose. This is lower than the provincial average; see Appendix D. Through public consultation it was noted that Camrose should work toward the retention of skilled workers (university educated or otherwise). The municipality could partner with the private sector to encourage the expansion of different sectors of the economy such as technology, healthcare, light industry, manufacturing, etc.

### *Economic Development*

There is currently no written economic development plan for the City of Camrose. The strategy employed by the Economic Development Department is currently based on the goals in the former Strategic Plan, approved on August 14, 2000, updated in 2005. The goals in this plan in terms of economic growth remain similar in the newly adopted Strategic Plan (2008). The vision in this document is to be a regional centre for East-Central Alberta. In order to achieve this vision, Camrose intends to be a major health services centre in the region, a major center of learning, as well as receptive to business ventures actively encouraging enterprises that bring jobs for our young people, offer career advancement opportunities, and position Camrose in the modern economy. The goals also include striving to be a retail centre effectively blending the appeal of our historic downtown, malls and regional "box" stores and offering

<sup>21</sup> Western Economic Diversification Canada. "Economic Sustainability." November 12 [cited 2010]. Available from <http://www.wd.gc.ca/eng/10770.asp>.

<sup>22</sup> The City of Camrose. *City of Camrose 2008 Census*. 2008.

<sup>23</sup> Statistics Canada Catalogue no. 92-591-XWE. Ottawa. Released March 13 2007. Available from <http://www12.statcan.ca/census-recensement/2006/dp-pd/prof/92-591/index.cfm?Lang=E>

an exciting mix of service, retail, industrial and commercial opportunities—ensuring a range of employment for all age groups, skill sets and educational levels. This plan also outlines a goal of progressive development and growth to build a strong and diverse economy with emphasis on sustainable, environmentally friendly economic activity. As such, some of the major employers in Camrose are from a range of different economic areas and include The Bethany Group, The University of Alberta's Augustana Campus, St. Mary's Hospital, and pipe manufacturers, just to name a few.

The Economic Development department of the City of Camrose continues to invite businesses to move to Camrose, often spurred by the request of the residents. Since 2000 there has been explosive growth in the retail sector, mainly on the west end of the City. In addition, the City of Camrose continues to have one of the largest small business communities in Canada. BMO's report on small business "hotbeds" put Camrose as number 4 in the top 10 list of small businesses per capita compared to other communities of its size in Canada.<sup>24</sup> This is in line with one of the strategic priorities in Camrose—to be the regional hub for surrounding communities.

### *Municipal Cooperation*

The various facets of municipal administration work with the economic development department to determine future plans. Using the current Municipal Development Plan which outlines future land uses, they work together to accommodate businesses locating or relocating within the City in terms of rezoning and infrastructure. Since all annexed land acquired by the city has been prescribed pre-determined uses (residential, commercial or industrial zones, for example) before it becomes available for development there is a low-likelihood of drastic changes in these prescribed uses. City Council can make changes to current zoning through a re-designation process if they feel it is appropriate.

### *City Centre Camrose*

#### *Business Revitalization Zone*

City Center Camrose is a group representing downtown businesses that is committed to promoting, beautifying and preserving the downtown as a destination for residents and visitors. It includes all commercial properties in the downtown and is also designated as a Business Revitalization Zone (BRZ). As a BRZ, a levy is paid by all downtown businesses and these funds are used for downtown improvement projects. The City Centre Camrose office has been operating for 21 years, promoting local businesses. They continue to work toward these ends with events such as Downtown Stamp Around, Midnight Madness, Music on Main, and a variety of other one-time or annual events in the downtown area.

### *Alberta Main Street Program*

The City Centre Camrose group was also a participant in the Alberta Main Street Program, a jointly funded (provincial, municipal, and private sector) initiative that served to revitalize local downtowns through rehabilitation of historic commercial buildings, marketing and economic development initiatives. Through the Main Street program, significant historical buildings in Downtown Camrose have been renovated and renewed and improvements to the Main Street public environment have been accomplished.<sup>25 26</sup> This program has been noted, through public consultation, to have increased the vibrancy and resilience to the downtown despite the perceived pressure being put onto small businesses by the increase in larger scale commercial development on major corridors within Camrose City limits.

<sup>24</sup> BMO Financial Group's Top 10 CMA Small Business Hotbeds. Available at [http://www2.bmo.com/news/article/0,1083,contentCode-9102\\_divId-4\\_langId-1\\_navCode-112,00.html](http://www2.bmo.com/news/article/0,1083,contentCode-9102_divId-4_langId-1_navCode-112,00.html)

<sup>25</sup> City Centre Camrose. "Main Street Project." [cited 2010]. Available from [http://www.downtownCamrose.com/main\\_street\\_project/](http://www.downtownCamrose.com/main_street_project/).

<sup>26</sup> Brown and Associates Planning Group. *Camrose Downtown Action Plan*. Camrose, Alberta: The City of Camrose, 2007.

### *Chamber of Commerce*

The Camrose Chamber of Commerce is affiliated with the Alberta and the Canadian Chamber of Commerce as part of a global business association, which is recognized throughout the world. Camrose Chamber membership is the business community's voice to the three levels of government on matters of concern to specific industry sectors and to the general business community.<sup>27</sup> The Chamber of Commerce has 380-390 members in the City and surrounding area.

The Chamber of Commerce in the City has a good working relationship with City Council and Administration. They have partnered with the City on a variety of projects. The Chamber itself also organizes a variety of community events including the STEPS program, and Jaywalkers Jamboree. They run the visitors booth in the City and promotes Camrose as a good place to do business.

### *Camrose Regional Exhibition(CRE)*

The Camrose Regional Exhibition has played an integral role in the City of Camrose and the surrounding rural area since 1908. Formed under the Agricultural Societies Ordinance, they established a regional fair to meet the objectives of the ordinance. The Camrose Summer Fair was a major social event in the community and provided a showcase for agriculture products and production methods.

From these simple beginnings the Camrose Regional Exhibition (CRE) has evolved into a dynamic organization that is responsive to their users needs. The CRE operates virtually 365 days a year with more than 350 days spent hosting events and programs. The Exhibition produces and facilitates approximately 1200 events, training and program days annually. These include a dynamic mix of events such as trade shows, rodeos, educational seminars, Big Valley Jamboree, and many more.

### *Economic Sectors*

#### *Oil and Gas Sector*

Stelco's Camrose Works opened in Camrose in 1960. Since then, there has been a continuous line of pipeline industries in the City. Currently, the major companies that are based in the oil and gas industry are Bayou Perma-Pipe, Shaw Pipe Protection and Evraz Camrose Works. When these businesses are producing at high volumes, they provide for hundreds of jobs in the City and surrounding area. However, they do not always produce pipe at maximum capacity and this fact often results in extensive lay-offs and high unemployment rates in Camrose. An additional result of the oilfield activity in this area is the number of oil field services and other related businesses located in Camrose. This activity contributes to the economic diversity of the area and creates jobs in the city.

#### *Healthcare Sector*

The City of Camrose has an extensive array of healthcare services. See Appendix D for a list of jobs in this sector. As a regional service hub, there is high demand for doctors and other health care professionals, as well as facilities to accommodate immediate and long-term care needs of the residents of Camrose and the surrounding area. Not unlike many other rural communities in Canada there is concern over the City's ability to attract and retain doctors. The merging of healthcare zones and the uncertain future of funding in the field of healthcare may be contributing to this concern. The Chamber of Commerce in conjunction with other entities is working toward the creation of a program that will help the City to attract and retain the medical professionals needed for the population.

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<sup>27</sup>Camrose Chamber of Commerce. "Camrose Chamber of Commerce." [cited 2010]. Available from <http://www.Camrorecommerce.ca/>.

### *Agriculture Sector*

The surrounding area supports a large number of individuals, families and businesses that make a living in the agriculture sector. There are approximately thirty-five registered businesses, with many more linked to the agricultural sector in Camrose associated with this sector, which service the livelihoods of many of the residents in Camrose and the surrounding municipalities. This fact opens the possibilities for cooperation between local agricultural producers businesses within the city that could result in increased local food distribution and the diversification of the Camrose economy. This could include the creation of value-adding industries to compliment the agricultural sector.

### *Education Sector*

The City of Camrose is increasingly being recognized as a centre for education. There are a total of three post-secondary institutions within the City: the University of Alberta, Gardner Bible College and the Canadian Lutheran Bible Institute. Through public consultation, it was noted that this is a positive image for the City to portray and residents were happy with the recognition of Camrose as a “University City”. One of the benefits to having post-secondary institutions in Camrose is the career opportunities that are available as a result. See Appendix B for additional educational opportunities in the City of Camrose. Having the institutions to support instructors, support staff and other required personnel is beneficial for the City of Camrose and increases the diversity of the job base.

In addition to the post-secondary institutions, Camrose is home to a multitude of kindergarten to grade nine schools and a composite high school on the public sector. Both the Public and Catholic School Boards have schools within the city of Camrose and surrounding area. The Battle River school division and the Elk Island school division contribute to the number of educators and support staff that are needed in the educational sector in and around the city of Camrose.

### *Other Sectors*

The City is also home to other industry such as the Cheese Factory (Tiras Dairies), the Flour Mill which produces Sunny Boy products and Camrose Packers.

As of December 31, 2009, there were approximately 1140 businesses registered in the City of Camrose in approximately 440 business categories developed by the City. Many of these businesses are in the retail/service industry, and tourism (including arts and culture).

### ***Short Terms Goals***

The goals listed in this section could be implemented over the next ten years to help move the City of Camrose toward economic sustainability. Some of these goals were developed as a result of concerned residents comments at public consultations.

- Identify the needs and concerns of the community and address them in future economic development planning; prepare an Economic Development Strategy with emphasis on a diverse economy based on principles of sustainability.
- Develop a strategy for the City to support existing businesses.<sup>28</sup> Encourage and aid in small business succession planning for existing businesses.
- Support the procurement of local products.
- Support the use of local skills and trades for municipal projects.
- Promote the educational opportunities in Camrose; encourage highly skilled labour markets to move to Camrose and capitalize on the wealth of available new graduates.

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<sup>28</sup> The City of Camrose. *Strategic Plan*. Camrose: The City of Camrose, 2008.

- Actively recruit healthcare professionals to meet current demands by the residents of Camrose and the surrounding area that utilize these services.
- Fund and maintain infrastructure in a sustainable way.<sup>29</sup>

### *Medium-Term Goals*

The medium-term goals listed here could be implemented over the next ten to twenty years. These goals will help Camrose move further toward the vision statements (long-term goals) in this section.

- Ensure that all economic activity contributes to the quality of life without compromising the natural environment.
- Increase recognition as a centre for tourism, events, sport, education, retail, arts and culture.<sup>30</sup>
- Create a formal relationship with Camrose County for regional economic opportunities. Employment opportunities should build upon local skills and knowledge, rather than reliance on imported expertise and resources.
- Diversify the economic base of the City and surrounding area; encourage industry that can help the city become self-reliant (such as technology, manufacturing of locally utilized products, etc); encourage opportunities for professional careers that would entice graduates to stay in Camrose.
- Reduce reliance on long distance importing of all products; increase utilization of local sources; support production and marketing of local foods through urban agricultural zoning, funding for marketing and transportation to local entities and promotion to local foods to the community.
- Utilize an alternative cost/benefit analysis tool that looks at long-term economic and ecological savings when considering technologies in new building and retro-fitting of existing buildings and infrastructure.

### *Vision*

The vision statements that have been developed for Camrose are also the long-term goals that the stakeholders and residents consulted would like to see implemented by the year 2055. These vision statements were created using a combination of suggestions and feedback from the various types of public consultation.

- **Camrose is involved in a regional economy and utilizes local sources of production**
- **The residents of Camrose contribute to creating economic diversity**
- **Camrose has a solid base of well-paying jobs and incentives to keep young people and professionals in Camrose**
- **Camrose favors an economic model that values life and community**

### *Indicators*

- Increase in the variety of business licenses. This could be recorded and assessed by the Economic Development Department. Increased diversity in the economy in Camrose will increase the likelihood of a successful economy in the future. Dependence on a small number of industries increases the City's dependence on boom and bust cycles in the economy and market forces.<sup>31</sup>
- Increased local spending (keeping wages in the community) to be determined by the City. Increases in spending in locally owned and operated businesses add to the multiplier effect on the economic gains of the City of Camrose. More money spent at local businesses increases the likelihood of local businesses spending their money in the community on projects and in their procurement.

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<sup>29</sup> Strategic Plan, 2008

<sup>30</sup> Strategic Plan, 2008

<sup>31</sup> Strategic Plan, 2008

- Increase and consistency in employment rates even throughout provincial, national and international economic downturns which can be seen through statistics. A stable economy that does not incur fluctuating employment rates is much more sustainable. Dependence on one industry with ebbs and flows in production does not contribute to stability in spending of its employees, which in turn affects the economic well-being of the community in which they live.
- Alternative mechanism for evaluating the cost/benefits for the city other than strictly in short-term monetary terms; see Appendix H.
- Decrease in the number of vacant lots in the city.
- Increase in inter-relationships between businesses in terms of energy inputs/outputs and waste production and consumption as feedstock (eco-industrial opportunities). This could be required reporting by businesses and industries in the City. Decreased waste in land, energy and inputs increases the profitability of companies, decreases their dependence on long-distance importing of goods and saves land that could be utilized for other purposes.

# Governance Pillar

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Historically, governance was understood to be the breadth of decisions that were made by formally constituted public authorities and institutions. More recently, there has been a shift in this understanding. Governance is now commonly understood as an inclusionary term for the process or way in which decisions are made, both formally and informally. Ultimately, policy decisions lie with formal decision making bodies (City Council), who are informed and supported by public administration, and residents of the community. As governance is now understood, the decision-making process also involves entities such as non-governmental organizations, industry, community groups and even individual citizens. These entities may work independently, or in association with City Council; they may influence formal decision-making through lobbies of the government directly, by influencing public opinion on an issue, by disseminating information or even participation in the implementation and review of public policies. While the decision points that result in policies and bylaws take place within the formally constituted Council, there is increasing recognition of the role of “informal politics” such as consulting with citizens or groups affected by, or relevant to, a specific policy. This may be part of a public consultation process, but may also simply happen through the regular interactions of community residents, the scientific community or non-governmental organizations.

Therefore, when looking at the governance and sustainability, it is important to look beyond the numbers of people voting or in attendance at a public meeting. Low turnout for these activities can be seen as minimal public engagement in governance, but only if we focus on the formal aspects of governing. Taking the informal aspects into consideration, the picture is much more complex. We have to consider the extent to which citizens feel they can approach a City Councilor to raise a concern—something many residents indicated is a great asset in Camrose. This is not to say that low citizen engagement is necessarily a positive sign for governance, but rather that the traditional ways of understanding governance as the formalized aspects of decision-making do not adequately describe the complexity how a municipality makes decisions. Whether participation in governance is formal or informal, it is an important aspect of overall community sustainability. The governance pillar challenges communities to think about how they are making decisions in, and across, each of the other four pillars. Not only is the municipality challenged to be sustainable culturally, ecologically, economically and socially, the ways in which the decisions are made and then implemented must also be sustainable. It must continue, for example, to build social cohesion, ecological integrity, cultural richness and economic sustainability as four parts of the same whole. In discussions with City of Camrose Councilors and administration, it was evident that there is a commitment to the need for open and honest communication with residents as well as transparent decision-making.

## **Current Reality**

### *Formal Governance Structure*

City Council has the ability to direct administration to work toward certain ends. For the most part city administration works within these recommendations, although they are authorized to deal with many in-house administrative matters without Council approval. Non-administrative tasks are initiated, developed and approved by City Council. These roles and responsibilities are laid out in various sections of the Municipal Government Act (MGA) and the City’s by-law establishing the position of CAO; see Appendix E for details.

### *Municipal Administrative Structure*

The City of Camrose administrative staff is an essential component to the successful operation of the municipality. The current city structure includes 180 full-time municipal positions. This is an increase of 31

positions since 2004. The city's Chief Administrative Officer (CAO), also known as the city manager, is hired through the approval of City Council. The City Manager is responsible for hiring all administrative department heads; all other city employees are hired by the department heads, except in some cases where supervisory staff also hires employees.

One of the duties of administrative staff is to provide all the necessary information to City Council to assist with regular duties as well as effective decision-making. The various departments of the City's administration may work independently of each other, but often work together as they complete tasks relevant to their mandates. When a proposed decision within one department has an effect on other departments of the municipality, there is a process in which other departments are consulted; the process is determined on a case-by-case basis. In these instances, department heads will be informed of the upcoming proposal and given the opportunity to comment prior to presenting a report to Council. In the case of a statutory planning document, the MGA requires circulation to all relevant departments for comment; see Appendix E. This process is in place to ensure all relevant parties are consulted when major decisions are made.

### *City Council*

Any individual that has lived in Camrose for a period of six months prior to the election and is over 18 years of age as of nomination day is eligible to run for a City Council position. In Camrose, a total of eight city Councilors and one Mayor make up the elected governing body. Councilors represent the whole city, not individual wards. Once elected by a vote, the Councilor represents the community for three years. It was noted through public consultation that historically, City Councilors have been members of the business community and mostly men.

In Camrose, it is common for residents to use less formal methods of communicating with their City Councilors. Many of the discussions between residents about important community issues take place in less formalized ways, in local coffee shops or at sporting events, etc. In some instances, these discussions are relayed to councilors in informal ways as well, often out in the community during their daily activities, or by phone call to their residence.

### *Regular Meetings*

City Council meets every two weeks in Chambers at City Hall to discuss current issues and make decisions by vote. The agendas and minutes of these meetings are publicly accessible documents and are made available on the website for viewing. Public presentations on all issues are welcomed by the Council, but must abide by specific guidelines shown in Appendix E.

### *Organizational Meetings*

These meetings are held annually. Typically at these meetings oaths for new members are sworn, the selection of the deputy mayor is made, regular Council meeting dates and board and commission members are established.

### *Special Meetings*

The City Manager can schedule a special meeting when required to do so by the mayor or the majority of Council. No business other than that stated in the notice shall be conducted at these meetings unless all members of Council are present, and there is unanimous consent.

### *In-Camera Meetings (Private Meetings)*

In some cases, an issue arises in a council meeting that cannot be discussed in a public forum due to the Freedom of Information Protection Act (FOIP), as outlined in the Municipal Government Act. In these

cases, council can have in-camera discussions about the issue; no bylaws or resolutions are allowed to be passed apart from the resolution to revert back to an open meeting.

### *Committees*

Some committees are required by statute; some of them are developed through Council recommendations. The committee of the whole council is a standing committee made up of all members of council. The committee of the whole council meets when necessary on council meeting dates prior to regular council meetings. These meetings are open to the public. In some cases, issues may be discussed privately (in-camera) in cases of legal and personnel related matters.

### *Committees with Public Appointments*

The City Council has established several boards, commissions, and authorities to help conduct the large amount of city-related work. Many volunteers from the community sit on these boards. Appointments normally occur at the Organizational Meeting of City Council in the fall. These committees currently include: Assessment Review Board, Camrose Airport Commission, Camrose Green Action Committee, Camrose/Japan Friendship Society, Camrose Police Commission, Camrose Public Library Board, Camrose Regional Solid Waste Authority, Social Planning Advisory Committee, Subdivision and Development Appeal Board, Affordable Housing Committee, and the Emergency Management Committee.

It is possible for outside agencies to recommend that Council members sit on additional committees. The individual Councilors decide which committees they want to be involved with; city administration has no impact on these decisions. Through public consultation it was noted that the opportunities for residents to be involved on committees was beneficial and helped with more accurate representation of the community. Others however, noted that many residents do not feel qualified to be representatives on these committees and therefore would not volunteer for the positions.

### *Municipal Operating Budget*

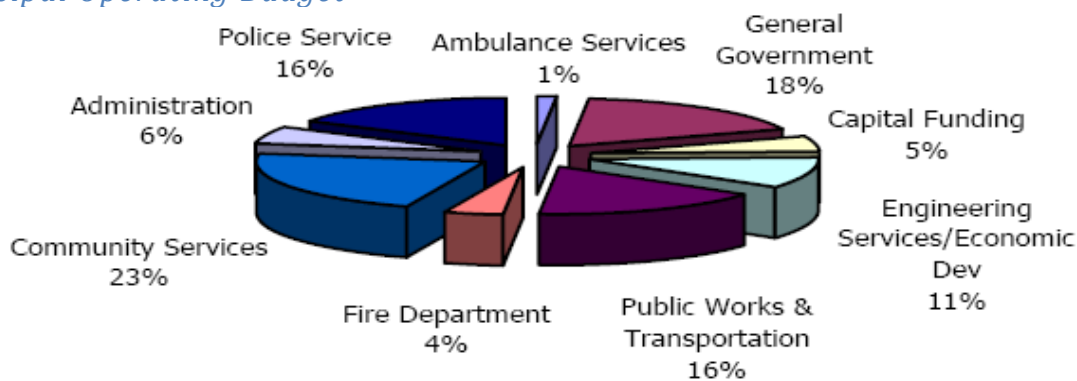


Figure 5 2009 Operating Budget Expenditures Broken Down by Municipal Department<sup>32</sup>

Approximately 59% of the 29+ million municipal Operating Budget laid out for 2010 will be funded by municipal taxation. Camrose ranks fifth out of eleven communities in a comparison of total property and business taxes levied per household in a 2008 study; see Appendix E. Residents are not heavily taxed in comparison to other communities in Alberta, although their property taxes play an important role in the municipality's ability to function effectively.

<sup>32</sup> The City of Camrose. 2009 Budget. Edited by Finance Department. Camrose, Alberta: The City of Camrose, 2008.

The total of all of the municipal funding sources is divided by department depending on their requirements. The following figure shows how municipal funds were divided in 2009. It is the burden of Council to determine where the municipality's funding should be allocated to provide all the services required and the perceived desires of the residents. Historically, Council has increased property taxes to provide increased revenues to add to the upcoming budget total, but this is not seen in the 2010 budget.

#### *Public Participation*

The budget development process, although open to the public, is not well-attended. Therefore, the typical budget process includes presentations from agencies and stakeholder groups seeking funding for various programs and projects, and deliberations about the allocation of municipal funds to the various departments. For further discussion on this topic, please refer to the governance pillar of this plan.

#### *Safety and Security*

An important aspect of sustainable governance is the provision of reliable policing and emergency services for the municipality. The decisions made with regards to safety and security are closely linked to City Council through various committees and partnerships. Understanding that a major part of sustainable governance involves that creation of partnerships, it is an appropriate way to include the work of the police service in the future of sustainable governance in Camrose. The Social Development Strategy (discussed in the Social Pillar) specifically defines the need to integrate safety and security into future social planning efforts with the municipality.

#### *Camrose Police Service*

A municipality with a population over five thousand residents has a choice to make about forming its own police service. In 1956, City Council decided that the needs of the residents of Camrose were best met through their own police service, and the Camrose Police were established. The Camrose Police Commission (a committee with public appointment) has responsibilities it must follow under the Police Act. The Police Chief for the Camrose Police is accountable to the Police Commission. The Police Service continues to be involved in many of the pillars addressed in this plan, particularly the social pillar.

#### *Fire Department and Emergency Services*

The Camrose Fire Department consists of 34 part-time firefighters and four full-time members. They are responsible for preventing and controlling fires and other related emergencies within the City of Camrose and portions of Camrose County. The Fire Department employs a Fire Safety & Prevention Officer whose mandate is educating the public in matters of fire safety. The Camrose and District Ambulance Service, operated by Alberta Health Service, provides residents of Camrose with Emergency medical services and an efficient transportation service to the nearest medical facility.

#### *Resident Engagement*

##### *Voter Turnout*

In the last three municipal elections from 2001 to 2007, 40.7%, 27.3% and 21% of the eligible voting population, respectively, cast a ballot in the municipal election. Through public consultation it was noted that what is perceived as low voter turnout and apathy may be a reflection of an uninformed community or perhaps due to a perception that municipal issues are not relevant to citizens. It was suggested that increased awareness of municipal issues may result in increased participation in municipal elections. Others suggest that the low voter turnout is due to confidence in the job being done by City Council, therefore there is no need to vote to replace current representatives.

### *Resident Participation at Council Meetings*

All regular City Council meetings are open for public attendance. Public attendance at Council meetings is typically very low; it is common to have very low if not zero attendance at regular meetings. Attendance is generally driven by specific topics of interest to residents and the media. In some cases, there is a lot more public interest. Attendance as well as media presence at meetings can be high in cases such as these. Public presentations at council meetings are welcomed; however, Council or the mayor must deem it appropriate for an individual or group to make a presentation to Council. All presentations must be less than 15 minutes, unless special permission is granted. The presenter cannot deviate from the topic; discussion may occur at discretion of Council. See Appendix E for details about the requirements for public presentations to Council.

### *Media Coverage of Council Meetings*

The media is welcome to attend and report on all council meetings that are open to the public (this includes all meetings except when concerns over the Freedom of Information and Protection of Privacy Act (FOIP) do not permit public discussion; in this case an in-camera (private) meeting is held). Media presence aids council in their goals of transparency and openness with the public. Whenever possible, local media covers regular council meetings and broadcasts them on cable television. It is reported that there is much higher viewership of the regular Council meetings on the local cable station than compared to the in-person attendance at the regular Council meetings.

### *City of Camrose Advertising/Communication*

The City of Camrose has an extensive website which can be utilized by the residents of Camrose to stay informed about past, current and upcoming events in the City. This forum has increased the transparency of the city's activities, but it has not alleviated all concerns about dissemination of information to residents. As with all forms of communication, the information must be current, accurate and comprehensive. Additionally, residents must be able to consistently receive and navigate through this information for it to be an effective form of communication.

The City of Camrose utilizes a "city page" in both of the City's newspapers (the Camrose Canadian and the Camrose Booster), to keep the public informed about current and upcoming events. Advertisements from various administrative departments as well as general information of interest are included on this page. The ads change on a weekly basis.

### *Open Houses*

In some cases, such as planning and development decisions, it is important—often required by statute—that the municipality provides the residents an opportunity to express their opinions. In most cases, open houses on these issues are not well-attended. In some cases, when an issue is controversial, there is better attendance. It is beneficial to Council as well as the public to get feedback from these processes before decisions are made.

It was noted that residents feel that there are not enough opportunities to be involved in public consultation processes with the City. Some people felt that they were not aware of many of the opportunities that have been available.

### *Cooperation*

The City of Camrose has developed relationships with various community stakeholders. Many of these groups/organizations provide services that have traditionally been mandates of municipal governments

which the City no longer provides, but continues to support. Others are organizations that the municipality feels are beneficial to the community and should be supported for ideological reasons.

The City has partnered with the University of Alberta's Augustana Campus, Camrose County, and Alberta Health Services in the development of the Edgeworth Centre Multi-Use Facility. The Municipal Sustainability Plan project is a partnership between the University of Alberta, Augustana Campus and the City that has potential to continue into the future and develop into an ongoing partnership involving municipal sustainability projects that are mutually beneficial. In addition, the City of Camrose continues to foster relationships with other organizations such as the Alberta Urban Municipalities Association (AUMA), the Battle River Alliance for Economic Development (BRAED) and the Federation of Canadian Municipalities (FCM).

### *Camrose County*

The City continues to foster a cooperative relationship with Camrose County. They have partnered on annexation issues, major building projects and future planning documents (such as the Intermunicipal Development Plan). This type of cooperation provides opportunities for future regional development rather than each municipality operating independently. It is important that both municipalities understand the long-term goals that the other is trying to achieve in order to promote a positive relationship that will move them toward these goals.

### **Short-Term Goals**

The goals listed in this section could be implemented over the next ten years to help move the City of Camrose toward sustainable governance. Some of these goals were developed as a result of concerned residents' comments at public consultations.

- Create appropriate bodies which consult residents with a mandate of implementing the short-term and medium-term goals outlined in this plan.
- Develop an overall communication plan for the municipality to best disseminate pertinent information to the residents, and receive information from them.
- Update the municipality's policy manual to reflect the values of a community working toward long-term sustainability; ensure that the City is perceived as understanding the importance of sustainability
- Develop an educational program for the community including all City administration and Council on issues of sustainability in all five pillars as listed in this plan.
- Develop quarterly reporting of municipal activities; provide opportunities for the public to have access to these reports in a user-friendly format; encourage feedback from residents concerning this report.
- Provide opportunities for town hall meetings or charettes to discuss issues in the community; provide other relevant forums for community/Council engagement on important issues.
- Explore the use of social media networks as a means of communicating with residents.
- Align the recently developed five year capital infrastructure plan with the goals and vision of the Municipal Sustainability Plan.
- Further develop a positive working relationship with the Camrose County.

### **Medium-Term Goals**

The medium-term goals listed here could be implemented over the next ten to twenty years. These goals will help Camrose move further toward the vision statements (long-term goals) in this section.

- Utilize the Municipal Sustainability Plan to inform future planning documents.
- Work with appropriate post-secondary departments to create relevant curriculum that can aid in the development of new and innovative ways of attaining all goals listed in the Municipal Sustainability

Plan; continue to develop sustainability educational programming for youth through the Educational Programs Coordinator.

- Continue to monitor and revise the Municipal Sustainability Plan on a regular basis.
- Develop a participatory budgeting process.
- Encourage equitable representation of the demographics of the residents of Camrose on City Council.
- Increase partnerships with community stakeholders.
- Incorporate all other pillars of sustainability (culture, ecology, economy and society) into all municipal decision-making.

### **Vision**

Stakeholders and residents were consulted in an effort to develop a number of long-term goals that would be implemented by 2055. A vision of Camrose was created from the suggestions and feedback garnered from the various types of public consultation (listed in Appendix A). In 2055:

- **All residents understand how government processes work and feel able and welcome to participate in them**
- **Camrose has open and accessible communication between residents and Council members**
- **Camrose maintains healthy community partnerships with relevant stakeholders**
- **Camrose has leadership based on proactive and creative decision-making that accurately represents the will of the residents by appropriate representation**

### **Indicators**

- Resident satisfaction surveys administered annually by the City and monitored for changes. An increase in residents' satisfaction with local governance can be an indication of their increased awareness, or of happiness with current decision-making.
- Resident knowledge increase by random questionnaire. By asking specific questions that the municipality feels are essential for residents, it is easy to see where communication gaps are occurring.
- Increased volunteerism. An important aspect of a vibrant and sustainable community is the ability to rely on its volunteer sector to carry out aspects of community life that are not directly within the purview of the municipality.
- Employee engagement surveys to be administered at random by the City to various demographics on a regular basis. One of the goals of the City in the Strategic Plan is to be a desired employer. This type of monitoring would give the municipality an opportunity to meet this goal.
- Increased resident engagement. A disengaged population runs counter to all aspects of sustainable governance. It is pertinent that the municipality monitor this number to ensure that it is increasing.
- More equitable representation on City Council (age, gender, occupation, race, etc). Equitable representation of the population will ensure that more opinions are represented in decision-making.

## Social Pillar

While no universally accepted definition of social sustainability exists, it is generally agreed that socially sustainable communities will have the following characteristics:

- equity and accessibility
- acceptance
- inter-connectedness
- good quality of life
- safety and security

The City of Camrose has worked diligently in recent years to study the social reality that currently exists. It is important that sustainable social planning continues to be a priority for the City and is incorporated into all aspects of decision-making in the future. Because of the interconnectedness of the pillars of sustainability, the social pillar in this plan focuses on many of the aspects of human services and social welfare that were not touched on in other pillars. Many of the other topics that have been discussed in those pillars are relevant in the realm of social sustainability. In fact, success in this pillar is dependent on the integration of principles of sustainability in the areas of culture, ecology, economy and governance. To avoid repetition, many relevant topics have not been included under this pillar.

### *Current Reality*

The City of Camrose has made the social infrastructure of this city a priority. The Social Planning Advisory Committee (SPAC), a committee of members of council and community stakeholders, has had an integral role in the concerted efforts toward this end. SPAC has been influential in the development of the Drug Task Force, the Affordable Housing Task Force<sup>33</sup> and played a lead role in the Social Development Strategy (SDS) which was completed in 2009. Because of the focus that has been put on social issues in the recent past, an extensive amount of public consultation has been done in this area, which has been used to inform a variety of plans, initiatives, policies and vision statements. The SDS document provides an overview of the opinions garnered from Camrose residents concerning issues relevant to social sustainability. It showed a high rate of satisfaction with the quality of life in Camrose (just under 90% of residents are satisfied or highly satisfied).<sup>34</sup>

The City of Camrose has an extensive list of social services from which its residents can access resources. It was also noted through public consultation for this plan that some individuals felt that the municipality is constrained financially and therefore unable to provide the extent of services that are necessary to fully service the City. However, there are opportunities for individuals to access funding and services, meaningful volunteer positions and employment. In many respects, the City of Camrose is doing well in the area of social sustainability. There are many opportunities for residents, and the visual indicators of social disparity (such as panhandlers, individuals sleeping on park benches, or rummaging through garbage bins) seem to be minimal. However, there are some aspects of the current reality that could be improved upon. The goals listed in this section cover a wide variety of topics and are designed to help the City become more socially sustainable. The Social Development Strategy adopted by the City in 2009 provides further details into the area of social sustainability in the City. This document can be found on the City of Camrose website at <http://www.camrose.ca/DocumentView.aspx?DID=1271>.

<sup>33</sup> Hargreaves & Associates. *Social Development Strategy*. Camrose, Alberta: The City of Camrose, 2009.

<sup>34</sup> Social Development Strategy, 2009.

### *The Camrose and District Help Book*

This resource is put together by Camrose and District Support Services (CDSS) annually. It provides a guide to and contact information for all of the human services available in the City of Camrose and surrounding area. About 15,000 copies will be printed by the Camrose Canadian and distributed as an insert this year. Several thousand will also be distributed via agencies and through CDSS. Since 2009, the Help Book has been available on-line in searchable data base form via the CDSS website and in pdf version, which can be downloaded and printed.

### *Housing and Affordability*

According to one measurement tool, affordable housing should not exceed 30% of the household's total income. For a more complete discussion on household incomes refer to the economic pillar. There is an ever-widening gap between the cost of housing and the average household income in the City of Camrose; see Appendix D. In Camrose, a home can range from \$147,500 for 3 bedrooms and 1 bathroom (in a mobile home), with no garage, up to \$679,900 for a single-family home with attached garage, 4 bedrooms, 3 bathroom.<sup>35</sup> The vacancy rate in Camrose has remained low over the past few years with the CMHC showing a 0.7% vacancy rate in 2007, and a 2.7% vacancy rate in 2008, including four types of rental properties; see Appendix F. Appendix F also shows a rental rate comparison in Camrose against other Alberta communities.<sup>36</sup> The Affordable Housing Task Force is aiming to retain a 4-5% vacancy in rental units throughout the city which they feel would provide adequate affordable rental housing options.

Camrose requires an increased amount of available rental units as well as a base of affordable homes for purchase in order for a community to maintain a fully housed population and avoid the implications associated with homelessness. Some agencies in Camrose are working toward creating more affordable housing choices, but the full demand of the population is not being completely met through these organizations. An Affordable Housing Plan was adopted by Council in 2008. Since then a three-year block-funding agreement with the government of Alberta has ensured a commitment to the development of affordable housing units in Camrose by 2012.

### *Affordable Housing Committee*

The Affordable Housing Task Force was established in 2002. In November 2005 an affordable housing policy was presented to City Council by this group. They adopted the policy as a strategic priority in the new Strategic Plan. In 2009, after 7 years of operation, the Affordable Housing Committee replaced the Affordable Housing Task Force. For further information on the current committee see Appendix E.

### *Emergency Housing*

Brigantia Place is a Women's Shelter servicing Camrose and surrounding area residents. The goals of this organization are to provide safe temporary shelter and basic needs requirements to women and children who are leaving abusive home environments. They also work to provide support services, counseling, and education, promote public awareness of family violence and develop programs to establish a lifestyle free of abuse.<sup>37</sup> See Appendix F for a detailed description of the services offered through Brigantia Place.

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<sup>35</sup> Multiple Listing Service (MLS) website. [www.realtor.ca](http://www.realtor.ca). Retrieved on February 17, 2010

<sup>36</sup> Canada Mortgage and Housing Corporation Release, June 5, 2008. Available at <http://www.eaa.ab.ca/upload/documents/CMHC%20Rental%20Market%20Spring%20Survey%202008.pdf>

<sup>37</sup> Brigantia Place. "Brigantia Place. A Camrose Society for a Women's Shelter." [cited 2010]. Available from <http://www.brigantiaplace.org/>. Retrieved on February 16, 2010

### *Transitional Housing*

The Camrose Open Door can provide services to youth aged 11-24 and short term and transitional supportive housing to those aged 16-24. Through the Open Door youth are provided with food, drink, a bed, bathroom, closet space, and a secure living environment.<sup>38</sup> Currently the organization has an agreement with Gardner Bible College to house youth in unused dorm rooms when required. The demand for these units is higher than the Open Door can provide in the city. Currently there is no transitional housing or emergency housing available for Men over the age of 24.

### *Other Affordable Housing*

See Appendix F

### *Seniors*

Nineteen percent of the population is over the age of sixty-six in Camrose.<sup>39</sup> The provincial average is eleven percent. Active recruitment of seniors at retirement age from other communities has been part of the economic development strategy. With older residents, some increased demands have been placed on the social sector of the community. There are seniors in Camrose do not have adequate incomes to meet their needs and have trouble accessing the resources they require. As a result, the City of Camrose has concentrated efforts on providing adequate services to this demographic. A variety of senior-specific housing is available in the City of Camrose; see Appendix F.

### *Service Options for Seniors (SOS)*

Camrose & District Seniors Information Society/Service Options for Seniors is an organization that will assist seniors to access needed programs, services and supports so they can sustain their independence. The program was established in 2003 by the Camrose Seniors Coalition and Camrose & District Support Services.

### *Camrose and District Senior Centre Activities*

The Camrose and District Senior Centre, located in the Mirror Lake Centre provides opportunities for socialization for residents in their older age. See Appendix F for a list of these activities.

### *Volunteerism*

The Volunteer Centre of Camrose and District aids organizations in finding volunteers and volunteers in finding the right place for them to donate their time and energy throughout the City of Camrose and surrounding area. A large percentage of the volunteer hours come from individuals aged 65 and older. There is a noticeable amount of volunteer "burnout" with this group of people, and fewer younger individuals are taking over these volunteer positions. It will be necessary to restructure volunteer opportunities to involve Younger residents in the future. This is reiterated in facts about Alberta volunteerism in general that say:

- Albertans aged 35-44 years old are most likely to volunteer, while citizens aged 65 years and older volunteer the most number of hours.

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<sup>38</sup> The Open Door. Available at [http://www.Camroseopendoor.com/how\\_can\\_we\\_help/](http://www.Camroseopendoor.com/how_can_we_help/). Retrieved on February 16, 2010

<sup>39</sup> The City of Camrose. *City of Camrose 2008 Census*. 2008.

- Some barriers to volunteerism: unable to make a long-term commitment, gave money instead of time, had no interest, did not know how to become involved, dissatisfaction with a previous experience, and concern about the financial cost of volunteering.<sup>40</sup>

### *Transportation*

Current transportation options in the City include personal vehicles, foot or bicycle travel, Rose-City Handi-van and private taxi services. During public consultations it was noted that transportation without owning one's own vehicle in Camrose is very difficult for various groups; single mothers in particular. It was also noted that those without their own vehicles faced increased difficulty with transportation to and from facilities and events. Currently Camrose does not have a public transit system. The Transportation Master Plan recommends that a transit system be considered at a population of 20,000 people and implemented in Camrose when it reaches a population on 25,000. A Transit Feasibility Study was completed in 2006. City Council voted down the implementation of a trial public transit system in April of 2008. Council has shown interest in revisiting this issue when the population the population of Camrose increases closer to the currently recommended level for implementation. See the ecological pillar for further discussion about public transit in Camrose.

### *Social Agencies and Organizations*

#### *Camrose and District Support Services (CDSS)*

Camrose and District Support Services head office is located in Camrose. This organization is a partnership between the Province of Alberta, the City of Camrose, Camrose County, and the Villages of Bawlf, Bittern Lake, Edberg, Ferintosh, Hay Lakes, New Norway and Rosalind. It provides preventive social programs and services to its partner communities and their residents. CDSS is one of several hundred FCSS (Family and Community Support Services) programs. Many of the social services available in Camrose are associated with CDSS; see Appendix D for a list of programming.

#### *Other Social Services*

Residents of the City of Camrose and surrounding area can also access a variety of other social services through federal, provincial and local programs (such as the food bank, services for those with developmental disabilities, employment insurance, etc.). Because the nature of social infrastructure is so broad and its context is always changing, it is not possible to list all of the services that are available. The most effective way for an individual to find the resources that they require is to utilize the Help Book or to contact CDSS where they will be referred to the appropriate agency or service. As Camrose strives to be a regional centre, all services provided within the City must also take into consideration the needs of the surrounding municipalities to be effective.

### *Social Planning Advisory Committee*

One of the City's committees with both Council and public appointments is the Social Planning Advisory Committee (SPAC) created in 2002. See Appendix E for a description of this committee. Its mandate as described by the bylaw that created it is to address the social needs of the community, act as a liaison between the appropriate agencies in the City and City Council, provide a voice to meet with other levels of Government, provide information to Council and Administration regarding social issues and to work with the City Administration to develop a long-term social vision for the City.

<sup>40</sup> Canada Survey of Giving, Volunteering and Participating Catalogue no. 71-542-X, 2007. Retrieved from [http://www.volunteeralberta.ab.ca/uploaded\\_files/CSGVP07-FactSheet061009.pdf](http://www.volunteeralberta.ab.ca/uploaded_files/CSGVP07-FactSheet061009.pdf) March 4, 2010

### *Social Development Strategy*

The City of Camrose, in association with Hargreaves and Associates Planning Group developed a Social Development Strategy (SDS) for Camrose from 2009 to 2014. The report focused its recommendations and strategies into distinct subject areas: recreation, arts, culture, urban design, transportation, family support, housing, seniors, substance abuse and youth. The plan also recommends action for implementation. Member organizations of Interagency have been assessing how their organizations can be involved with implementation of the action items in the plan which are relevant to their mandate.<sup>41</sup> They are working toward implementation of this plan in the future. Please visit <http://www.Camrose.ca/DocumentView.aspx?DID=1271> to access a copy of this report.

### *Interconnectivity of Social Agencies*

Camrose Interagency promotes the free exchange of information, concerns and solutions among human service organizations in Camrose and area and will act as a body to facilitate collaboration among members with common goals. The Camrose Police Service is a member of Interagency because of the roles they play in the social pillar. They meet four times per year to exchange their ideas. See Appendix F for a list of Interagency members.

The Bethany Group works with Alberta Health Services and the municipality to create options for “aging in place”, which works to keep seniors in their homes as long as possible, and to create more affordable housing options.

Through public consultation it was noted that there is limited coordination between the various human services in the city. With funding and labour constraints as well as limiting mandates, it is difficult for the agencies and organizations to effectively work together toward an end goal.

### *Personal Social Connectivity*

The social sustainability of a community involves providing opportunities for social interaction. Some interactions are coincidental due to one’s participation in cultural events; see the cultural pillar for a discussion of these opportunities. It was noted through public consultation that the city provides access to many social clubs and opportunities through their website and the community’s clubs and organizations directory. As an example, the newcomer’s welcome night provides an opportunity for recent residents to learn about their community and meet other residents. In Camrose, many churches are instrumental in providing opportunities for social interaction and providing a “sense of community”. It was noted through community consultation that these organizations are also responsible for providing different types of support services that one could not find through other organized social services.

A list of some of the social clubs in Camrose and activities available at the senior’s centre where these opportunities can occur can be found in Appendix F.

### *Dining/Nightlife*

The City of Camrose has a long list of businesses focused on providing dining and nightlife opportunities for the City of Camrose. This list includes opportunities such as cinema to enjoying a concert at a local venue. One of the complaints noted through community consultation is the lack of opportunities for youth in this area. Although there are many opportunities for adults, there are fewer places for those under the age of 18 to socialize in a supervised environment, especially with scheduled activities where parents feel that they will have a meaningful experience. This is exemplified by the fact that most of the café’s or places for youth under the driving age to socialize are not accessible due to lack of transportation options. A list of the businesses within Camrose that provide these opportunities is in Appendix F.

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<sup>41</sup> Social Development Strategy, 2009

### ***Short-Terms Goals***

The goals listed in this section could be implemented over the next ten years to help move the City of Camrose toward social sustainability. Some of these goals were developed from the comments of residents from public consultations.

- Incorporate a social planning lens in municipal decision-making for the community.
- Increase awareness of current opportunities for seniors to socialize (through the senior's society, for example); continue to support organizations that provide these opportunities (such as CDSS).
- Continue to support and encourage organizations and social groups that promote the use of green spaces and trails, such as biking clubs, mom's groups, nature walking, bird watching, etc. with free admission.
- Continue to encourage and support events/programs geared toward newcomers (Community Registration Night and the Welcome Neighbour Program, for example).
- Provide more signage in all communities to help residents and newcomers develop greater awareness of the amenities and transportation corridors within their community and the connectivity to the surrounding areas.
- Support the Affordable Housing Committee in its efforts to develop an implementable long-term Affordable Housing Plan that addresses the need for emergency, transitional, subsidized, long-term and low income housing types.<sup>42</sup>
- Develop a plan to increase volunteerism; continue to recognize and promote volunteerism to all ages to engage the community in social organizations.

### ***Medium-Term Goals***

The medium-term goals listed here could be implemented over the next ten to twenty years. These goals will help Camrose move further toward the vision statements (long-term goals) in this section.

- Develop a program for better integration of new residents and create better awareness of the immigrant population for the population at large (language and cultural training programs).
- Plan for neighbourhood nodes within the required 10% municipal reserve spaces (parks, playgrounds, etc) to increase accessibility and equity among residents; ensure that buildings and amenities are universally accessible to all residents.
- Develop a reliable assortment of alternative transportation methods for all incomes and abilities to access easily.
- Develop a Living Wage Policy for municipal employees to serve as an example to the business community.
- Work to provide affordable housing alternatives for all residents.
- Increase walkability especially in mature neighbourhoods. This will ensure spontaneous social interaction and access to the excellent trails system.
- Incorporate increased awareness of social infrastructure into the overall municipal communication plan.

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<sup>42</sup> Strategic Plan, 2008

### *Vision*

Stakeholders and residents were consulted in an effort to develop a number of long-term goals that would be implemented by 2055. A vision of Camrose was created from the suggestions and feedback garnered from the various types of public consultation (listed in Appendix A). In 2055:

- **All residents of Camrose have a place to live and earn a livable wage**
- **Camrose has social programs that respond to current community needs**
- **Camrose provides essential services for at-risk populations and educates residents about related social issues**
- **Camrose integrates newcomers through inclusive social events and language training**

### *Indicators*

- Decrease in the numbers of residents paying more than 30% of household income on housing. Affordable housing has increasingly become more difficult to find across Albertan communities. In order for Camrose to maintain its appeal to new residents, and its desirability to current residents, efforts have to be made to ensure that people can afford to live here. Many different efforts under the sustainability pillar must be employed simultaneously to effectively address this particular issue.
- Level of newcomer integration by resident survey including increases in numbers of visible minorities or residents with disabilities. Increased diversity in the community shows an increased level of acceptance by existing residents, desirability and accessibility of the community. This has many positive effects on the community that cross over into all pillars of sustainability.
- Increased use of alternative modes of transportation by survey. The ability for individuals to access all areas of the municipality is one of the keys for sustainability of the municipality. Alternative modes of transportation have to be available, affordable and accessible in order to ensure the health of the community and not contribute to social isolation and all of the problems associated with that, further contributing to the strain on the social services offered in the community.
- Increased socialization of seniors outside of their homes by survey. It is important for all demographics to socialize for a variety of reasons. As we age, it becomes more difficult to find opportunities to socialize outside of the home. It is important for the social sustainability of the community to provide ample opportunities for seniors to socialize with each other and across generations.
- Increased opportunities for youth by survey. Youth was identified as a topic of specific concern in the recent Social Development Strategy for the city, and continues to be a concern of residents of Camrose. The provision of these opportunities lies in many hands. It will be the responsibility of residents, stakeholders and the municipality to ensure that the needs of the youth in the community are met to increase the likelihood of their positive contributions to the community both now and into the future.

## The Way Forward

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The current reality in Camrose is promising. There are many culturally, ecologically, economically, and socially sustainable things occurring in this community. There is, however, room for improvement. By implementing actions that will help move Camrose toward its visions of sustainability in each pillar, sustainability can be achieved. The goals in this plan do not provide all of the solutions to current and future sustainability. It is important that the plan be revisited. It is not possible for all the answers to be provided for the future of any city. As economic circumstances, technological innovations, and other factors change in a municipality, there must be room for adaptation. In order for a sustainability plan to work it must be iterative, and allow room for interpretation and growth in the actions that are initiated as a result of its goals.

This responsibility does not fall solely on the shoulders of the municipality. It is not possible for a municipal governing body to impose sustainable policies on its residents and expect that they will adopt new ways of life. It is imperative that residents assume a role in the movement of their municipality toward their goals of sustainability. There must be co-operation between policy makers, stakeholder groups and residents in moving the municipality toward its goals. Additionally, individuals must initiate their own change at the grassroots level in order for all end goals to be met. It cannot be the sole responsibility of “the City” to ensure that the city is sustainable. Without a concerted effort on both ends, changes will not occur.

The following sections provide some insight on what residents can on their own do to foster sustainability. This list is by no means exhaustive, however will hopefully paint a picture of what residents can do to make our community more sustainable. Contributing to the sustainability movement can result in outcomes spanning across all five pillars of sustainability as well as personal wellbeing.

### *Recycle/Reuse*

- Recycle everything possible; invest in curbside pick-up service (such as TK Environmental)
- Clothing Swap; clean your closet and trade with some friends or donate to the local thrift stores
- Collaborate with your neighbors and local community to establish a recycling pick-up carpool or shared pick-up service.
- Compost your organic waste at home and take your yard waste, such as grass clippings and leaves, to Centra Cam’s composting facility.

### *Reduce Resource Use*

- Use renewable power; switch to companies that use and/or support alternative energy sources such as wind, solar and bioenergy. Eg. Bullfrog Power <http://www.bullfrogpower.com/>
- Buy fuel efficient vehicles
- Start a cooperative ownership program for seasonal items, such as lawnmowers and snow blowers, so everyone doesn’t need to invest in their own. This would limit energy inputs and waste while nurturing community development.
- Use a powerbar and limit your phantom power use by turning off your appliances, televisions, computers, etc. when they are not in use. <http://planetgreen.discovery.com/tech-transport/penny-pinching-save-energy-by.html>
- Turn off your lights when you are not in the room.
- Stop or limit your plastic bag use; use reusable cloth bags for your shopping instead.
- Use a reusable mug instead of disposable cup; keep your re-usable mug in an easily accessible location, such as your vehicle, in your backpack or on your bicycle.
- Xeriscape/Naturescape your yard (native vegetation requires minimal maintenance); limit how often you water your lawn and garden.

- Capture your rainwater and reuse it on your lawn/garden; learn new tactics for water usage and harvesting grey water from your home; [http://www.theurbanfarmer.ca/permaculture\\_essentials.html](http://www.theurbanfarmer.ca/permaculture_essentials.html).

#### *Reduce Automobile Use*

- Start a car cooperative in your community or a car-pool to school, to work and to do your errands.
- Rather than using the drive-through go into the restaurant.
- Stop idling. It is not an effective way to warm up your vehicle  
<http://oee.nrcan.gc.ca/transportation/personal/idling.cfm>
- Get some exercise and ride your bike to work.
- Leave your car at home whenever possible.
- Use the walking trails in your own community and throughout the City.

#### *Increase Locally Grown Foods and Improve Urban Greenspaces*

- Produce some of your own food; start a garden in your own yard or use the community garden plots; act as a supplier to local businesses where possible.
- Shop at the farmers market and meet your local producers.
- Take a permaculture or gardening course; <http://www.theurbanfarmer.ca/>
- Plant trees at your home and in your neighborhood
- Clean up green spaces and vacant lots in your neighborhood so that they can become more ecologically productive

#### *Be an Informed Consumer*

- Support local businesses as much as possible; try to stay within your community to do all of your shopping. For all you Coffee & Tea drinkers, there are locally sourced beans and teas available at local coffee shops in Camrose – check it out! (Fiona's & Merchants).
- Choose locally produced products when possible; buy local foods
- Become a producer, use your own skills to make things that you usually buy from far away
- Be aware of the ethical and ecological footprint of companies when purchasing new items.
- Choose to vacation at local heritage sites or campgrounds; stay in the community for recreational needs, i.e. movie, bowling, sport, music, etc.
- Choose local, renewable and green appliances or materials in renovation or building projects; i.e. local lumber, low flow toilets, etc.

#### *Get Involved with Your Municipality*

- Talk to your municipal leaders, ask them questions and learn about their platforms; communicate with your elected representatives about what you like/dislike about the City
- Vote at all municipal elections
- Run for City Council
- Attend public meetings concerning decisions the municipality is making: budget, planning, etc.
- Join committees with public appointments
- Ask questions and demand accountability from your representatives

#### *Get Involved in Your Community*

- Start, support or attend a social/cultural club/group in your area of interest
- Know what is happening in your community and make an effort to attend local plays, festivals, concerts, sporting events, etc of all levels.
- Talk to your neighbors on the street or invite them over for a potluck

- Be a big brother/big sister or mentor in another community organization
- Volunteer – Volunteer Centre of Camrose and District <http://www.whyvolunteer.ca/>
- Coach a sports team
- Donate to local non-profit organizations
- Support local social services
- Smile to your neighbor and make an effort to be friendly to other residents
- Listen to and learn from those young and old
- Collaborate with others
- Lead by example

# Appendix A: Public Engagement

## *Community Service-Learning*

The University-City partnership played a role in the type of public engagement process that was developed in the city of Camrose. Involving over 50 students from the University of Alberta's Augustana campus in this project through the Community Service-Learning (CSL) program run by the Learning and Beyond (LaB) staff at the University enriched public engagement portion of this project. The number of students involved in this project allowed for a much greater range of engagement in the community. The students were able to make personal contact with more Camrose residents and stakeholders than would be possible in a typical planning process and by doing so were able to disseminate more information about the MSP process and invite more people to participate in the process than would have been possible using more traditional methods.

In addition, senior level students at the University have taken this opportunity to become involved in researching various strategy areas pertinent to the MSP. Sixteen different areas have been explored, which crossed over all five of the different pillars of sustainability. The research in each of these areas includes analysis of the current reality here in the city of Camrose and the best practices and precedents showing excellence in sustainability in their area. The results of this student work have been considered in the MSP for the city of Camrose and have been helpful for idea generation and setting Short-term goals for action in the city. During this project, students have approached city administration, community stakeholders and social groups to engage them in dialogues about sustainability. Every effort was made to include all demographics within the city to get an accurate picture of the current reality and a true understanding of the views of the residents of Camrose.

The sixteen key strategy areas for student research projects included:

1. **Housing and Affordability-** How to make living and playing in your community affordable for residents and how to meet housing needs of diverse permanent residents;
2. **Arts/Culture/Heritage-** How arts, culture and heritage will be supported, enhanced and delivered, and how they will stimulate and support the transition to sustainability in your community;
3. **Built Environment-** How to develop and renew buildings, neighbourhoods and facilities that will contribute to making your community unique, livable and sustainable;
4. **Economic Development-** How your community will create a strong local economy and develop and maintain successful, resilient businesses that help to move the community toward sustainability;
5. **Energy-** How to meet your community's energy needs in an efficient, affordable, sustainable and reliable way, while managing greenhouse gas emissions and air quality;
6. **Food-** How to ensure a healthy, nutritious and sustainable food supply that maximizes the opportunities to build the social, ecological, cultural and economic capital of the community;
7. **Governance and Partnership-** How local government and other stakeholders will organize and collaborate in decision-making and implementation of the MSP;
8. **Health and Social-** How to meet the health and social needs (including physical, mental, spiritual, and emotional) of the community;
9. **Learning-** How to meet resident and visitor needs for formal and informal lifelong learning;
10. **Materials and Solid Waste-** How to meet your community's needs for material supply and disposal through the most efficient use and reuse of the most sustainable materials and keeping waste out of the natural environment;

11. **Natural Areas**- How ecosystem integrity and biodiversity will be protected and where possible restored in your community/region;
12. **Recreation and Leisure**- How recreational and leisure activities for both residents and visitors will be delivered to exceed expectations while protecting the environment;
13. **Transportation**- How to move residents, employees, visitors, and materials to, from and within the community in a more sustainable manner;
14. **Water**- How to provide a dependable supply of high quality water in a way that maintains healthy aquatic environments and uses water efficiently;
15. **Seniors**- How to provide adequate housing and services for the growing senior population in your city, integrating them into the rest of the community as much as possible, providing access to transportation and a feeling of welcoming from the community; and
16. **Personal Safety and Security**- How to best provide a safe and secure community for its residents throughout all elements of community design, policing and resident involvement.<sup>43</sup>

### *The Launch*

An agreement between the city of Camrose and the University of Alberta's Augustana Campus (Augustana) that outlined the University's involvement in the development of the Municipal Sustainability Plan was developed prior to the project's launch. On September 28, 2009, the MSP project was officially launched at a regular city Council meeting. At the launch Lisa Eshpeter, the Municipal Sustainability Plan Coordinator and Dr. Karsten Mündel, the Director of the Learning and Beyond office at Augustana providing an overview of the process via a presentation to City Council. Council responded to the presentation with a few questions, and provided their verbal support for the project to continue.

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<sup>43</sup> Alberta Urban Municipalities Association, 2009. The first 14 strategy areas were recommended by the AUMA. The last 2 strategy areas were created by the Municipal Sustainability Plan Coordinator in response to the specific context of the city of Camrose.



## Municipal Sustainability Plan

Please join us for “Sustainability in Camrose Today”, a session which reflects on the current reality in the City of Camrose. We encourage people from all backgrounds and levels of experience to attend. In this session, we will talk about the plan for moving Camrose towards even greater sustainability by 2055. This will involve discussing social, environmental, cultural, economic and governance aspects of our City today. We are offering the session in the same format on two evenings for your convenience.

Where: Edgeworth Centre, Rooms 2 and 3 upstairs

When: October 14 and 15 Presentation at 7:00pm followed by discussion and questions

You can find updated information regarding this project and the ongoing activities taking place in your City at [www.camrose.com/index.aspx?NID=508](http://www.camrose.com/index.aspx?NID=508) or [www.augustana.ualberta.ca/sustainability/msp/](http://www.augustana.ualberta.ca/sustainability/msp/)

There will be a second set of consultations in November that build on the first two meetings. A second invitation will be circulated prior to that event.

The Municipal Sustainability Planning Process is a partnership between the City of Camrose and the Augustana Campus.

### Contacts:

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### *Interviews*

Between October 5 and November 16, 2009, a series of interview were conducted with a variety of municipal administration employees, city Council and community stakeholders. The following list outlines the interviews that were conducted during this time period:

- Barrett, Mark – Director of Engineering Services, City of Camrose
- Beesley, Denis – President and CEO of the Bethany Group
- Bielpotocky, Lilas – Supervisor of Food Services, University of Alberta, Augustana Campus
- Cherry-Lemire, Jane – Arts Director, City of Camrose
- Clarkson, Chris – Parks Director, City of Camrose
- Cole, Vicki – School Resource and Public Relations, City of Camrose
- Coombs, Donna – Service Options for Seniors (SOS)
- Dobos, Sheralyn – Volunteer Centre, Camrose and District Support Services
- Earley, Robert – City Centre Camrose, Main Street Project, Downtown Action Plan
- Enarson, Jeremy – Assistant City Engineer City of Camrose
- Epp, Roger – Dean, University of Alberta, Augustana Campus
- Galenza, Gerry – City Councilor
- Gillespie, Ted – City Engineer, City of Camrose
- Glimm, Jessica – Brigantia Place Women's Shelter
- Hamblin, Brian – City Manager (Chief Administrative Officer) City of Camrose
- Heise, Jason – Chamber of Commerce
- Herle, Damien – Manager of Corporate and Protective Services, City of Camrose
- Hisey, Brenda – Director of Planning and Development, City of Camrose
- Holliston, Margaret – Director of Camrose and District Support Services
- Kambeitz, Darrell – Police Chief, Camrose Police
- Larson, Lois – Camrose and District Craft Centre
- Lindstrandt, Max – City Councilor
- Mastel, Clarence – Mayor of Camrose
- McIsaac, Ray – City Councilor
- Mündel, Dittmar – Professor, University of Alberta, Augustana Campus
- Nickel, Randal – Director of the Open Door Society
- Nielsen, Ina – City Councilor
- Nielsen, Paul – Director of Community Services, City of Camrose
- Nixon, Elaine – President of City Centre Camrose
- Petruk, Bettyann – Alberta Health Services
- Ryan, Greg – Athletic Director, University of Alberta, Augustana Campus
- Sharp, Lisa – Alberta Agriculture
- Shillington, Daryl – City Councilor
- Twomey, Dennis – Director of Economic Development, City of Camrose
- Urkow, Diane – Director of Finance, City of Camrose

### *Focus Groups and Meetings*

As part of the background research and current reality data gathering done for the plan, a number of focus groups were conducted. The following list outlines the groups that were consulted:

- Producers at the Camrose Farmers Markets
- Interagency
- Attendance at two Budget meetings, City of Camrose
- Beta Sigma Phi Sorority
- Focus group of six women ranging from 45-65 years about transportation in Camrose
- Preliminary Operating Budget Proposal, City of Camrose
- Battle River Alliance for Economic Development (BRAED)
- Municipal Sustainability Plan Coordinator for Camrose County

The feedback that was given by each of these focus groups and meeting was taken into consideration in the current reality data gathering in each of the five pillars of sustainability, as well as the visions that were created for sustainable Camrose in 2055.

### *Ecological Footprint Surveys*

“Ecological footprint analysis is an accounting tool that enables us to estimate the resource consumption and waste assimilation requirements of a defined human population or economy in terms of a corresponding productive land area”.<sup>44</sup>

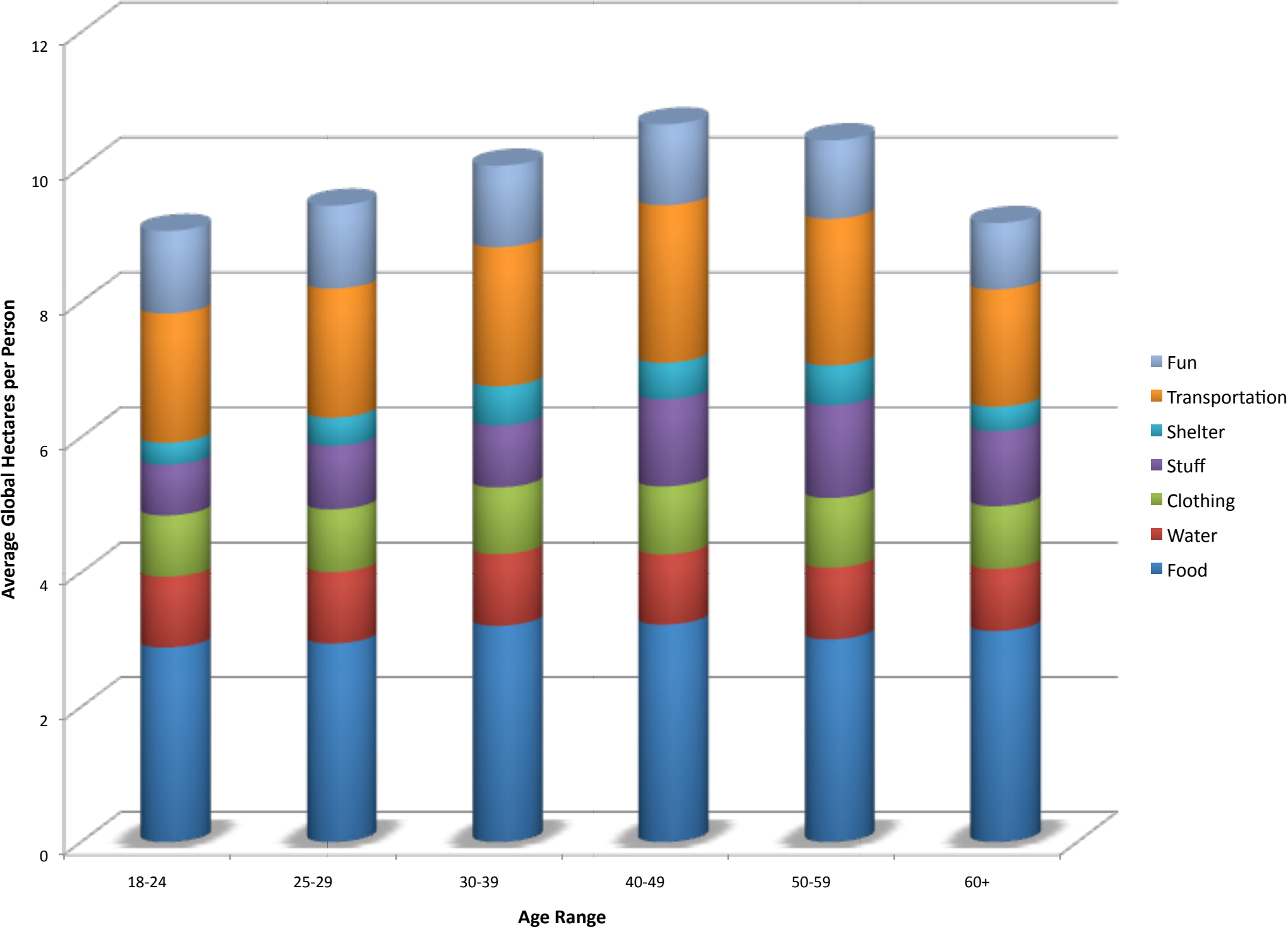
Starting in September 2009, students in Environmental Studies classes have been asked to gather information pertinent to the current reality in the ecological pillar by finding out Camrose residents’ Ecological Footprints. They are using various means of outreach such as door-to-door canvassing, approaching shoppers on the street, and attending community group meetings in order to reach a wide range of demographics. The intention of this exercise is to raise awareness about the concept ecological footprint analysis, and to give people an understanding of their contribution to resource consumption. This information will contribute in part to the understanding of the current reality of the ecological pillar of the MSP. The survey covered the following area in its calculation of resource use: water use, clothing, material goods (stuff), shelter needs, transportation needs, recreation and leisure (fun), and food consumption.

Two student research projects were also completed as part of the analysis of the ecological footprint survey data. The data from the surveys was analyzed by the students and as a result a variety of comparative graphs and charts were created which were shown at the November public consultations meetings. The survey methodology used was convenience sampling and therefore may not be representative of the population. The data gathered is represented through graphs and charts to compare the amount of resource use in each of the surveyed areas. This provided an interesting point of comparison for people wanting to know how their personal resource use could be altered, or what was typical for someone in their age category in Camrose. In addition to these comparative charts and graphs, a second student prepared spatial analysis of the data. For this project, the student represented the surveyed individuals on a map of Camrose using their postal code as a method of area identification, and identified a group of footprints by color. This provided a visual comparison of neighbourhoods and footprints.

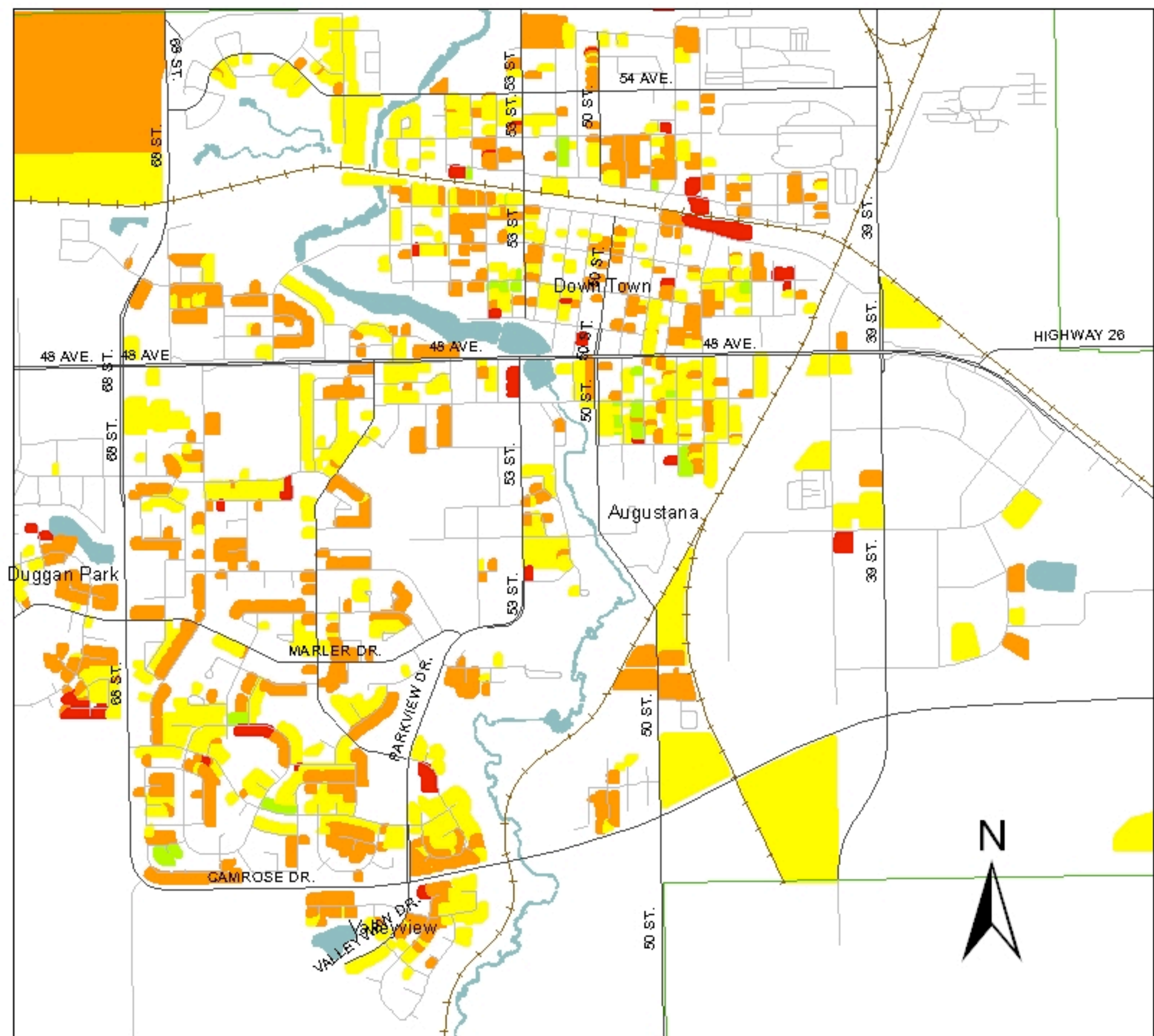
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<sup>44</sup> Wackernagel, Mathis, and William Rees. *Our Ecological Footprint. Reducing Human Impact on the Earth*. Gabriola Island: New Society Publishers, 1996.

# Total Ecological Footprint of Camrose Residents



# Total Ecological Footprints of Camrose Residents Surveyed by Postal Code



Global Hectares used per person



0 500 1,000 2,000 Metres

1:25,000

### Newspaper Advertising

In the October 5 and 12 editions, advertisements for the October 14 and 15 public consultations were included in both of the city's newspapers, the Camrose Booster, and the Camrose Canadian. These advertisements were featured on the page sponsored by the city to promote various community events and public participation opportunities that affect the municipality.



Figure 9 Students survey the Ecological Footprint of the Dean of the University of Alberta, Augustana Campus, Roger Epp and Mayor Clarence Mastel.

Photo courtesy of the Camrose Booster

On October 12 an article was run in the Camrose Booster featuring a picture of two Augustana students surveying the Mayor of Camrose and the Dean of the University regarding their ecological footprint as part of a student project involving gathering data on Camrose residents' ecological footprints.

**“Envisioning Sustainable Camrose in 2055”**

**When:** Monday, November 23 or Thursday, November 26 (same format, your choice of date)

**Where:** Edgeworth Centre, Rooms 2 and 3 upstairs (follow the signs)  
7:00 pm presentation, followed by discussion and questions

**Snacks and refreshments provided**

This public consultation is part of the process of writing the Municipal Sustainability Plan for the City of Camrose. This endeavor is a partnership between the City of Camrose and the University of Alberta's Augustana Campus. [www.Camrose.com/index.aspx?NID=508](http://www.Camrose.com/index.aspx?NID=508)

Figure 10 Newspaper advertisement featured on the weeks of November 9 and 16 in local newspapers

Through the weeks of November 9 and 16, advertisements were run on the city's page in both of the local newspapers advertising the upcoming public consultation meetings on November 23 and 26. Included

in this advertisement was an article written by the Municipal Sustainability Plan Coordinator outlining the MSP process, the importance of the plan for the future of the city of Camrose, and ways in which residents and stakeholders can get involved.

### **The City of Camrose Envisions Its Future**

Imagine the future in a city that has a flourishing and diverse local economy, where people want to live and do business. In this city there is effective, inclusive participation, transparent, and inclusive decision-making, and accountability to the community. There is a high quality natural and built environment, with resident involvement in sustaining the environment. This city is harmonious and inclusive, promotes social inclusion, contributes to a high quality of life, promotes active living, and supports diversity; it is a vibrant and festive community.

The City of Camrose has an opportunity to create this future. We can choose to take steps to move further toward these goals or we can choose not to.

### **Which road will Camrose take?**

The City of Camrose is working on a Municipal Sustainability Plan (MSP) in a unique partnership with the University of Alberta's Augustana Campus. Through this process, the intention is to create a living document based on sustainable governance as well as economic, ecological, social, and cultural sustainability. The current reality in each of these pillars is being explored in a variety of ways, including student research, and community outreach. In addition, an exploration of precedents and best practices in all five areas of sustainability in other municipalities will provide comparable scenarios. Camrose can look to these examples as it considers its future direction. While this information is being gathered, simultaneously there is an effort to gather resident input in two different sessions.

Please go to [www.Camrose.ca](http://www.Camrose.ca) and click on the MSP newsflash for further information, or look at [www.Augustana.ualberta.ca/sustainability/msp](http://www.Augustana.ualberta.ca/sustainability/msp) for detailed information about the purpose and process of writing an MSP.

The project has already included a public consultation meeting, open to all residents and stakeholder groups in the City of Camrose called "Sustainability in Camrose Today" where information was gathered about the current reality. A second round of public consultations is going to take place on November 23 and 26. These sessions will consist of the same presentation and visioning exercise, but on two evenings to accommodate schedules. The purpose of these consultations will be to collectively create a vision for an even more sustainable Camrose in the future. It is important that those who reside, work and use the services in Camrose are a part of the process for the future vision of the city. The input from these meetings and other sources, will influence the future path that Camrose. Don't miss out on the opportunity to contribute.

### **"Envisioning Sustainable Camrose in 2055"**

**November 23 or 26**

**Edgeworth Centre, Rooms 2 and 3 upstairs (follow the signs)**

**7:00 pm**

**Refreshments provided**

The Municipal Sustainability Plan will provide an opportunity for the City of Camrose to move into the future with a focus on sustainable approaches in all five pillar areas. Since all the areas are related and none can

exist in isolation, it is important that the plan take an integrated approach. For successful future implementation of the initiatives proposed in this plan, it is vital that the community support the plan. The upcoming community consultations are a way in which individuals can express their visions, ideas, and possible concerns about the future of their City. All comments and concerns will be taken into consideration in the writing of the plan with the intention that it will lead to a plan of which residents can be proud of and take ownership for in the future.

Up to this point, the process of information gathering has already included student involvement in ecological footprint analyses of various groups and individuals in the City. You may have run into a student doing one of these surveys throughout the community as you were going about your business. Other projects include in-depth research into 16 key strategy areas which are relevant to Camrose including everything from solid waste management, natural areas, and seniors. All 16 of these research areas cross over into multiple pillars of sustainability. Looking at the subject areas in this way creates a more dynamic picture in each of the pillar areas.

It is an exciting time for Camrose. With increases in the City's population, the community has become socially and culturally dynamic. Camrose has an opportunity to create a plan that will help the city to continue to thrive in the future. By considering more sustainable ecology and maintaining a thriving and vibrant economy in the city, Camrose can look forward to success when other communities who have not prepared may struggle in the future. Ensuring that decisions are made in a transparent and accountable manner throughout the municipality with participation from residents and stakeholders will create ownership and pride in the City.

Be a part of the decisions made about your City's future TODAY!!

Lisa Eshpeter  
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Augustana Campus  
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[www.Augustana.ualberta.ca/sustainability/msp](http://www.Augustana.ualberta.ca/sustainability/msp)

Figure 11 Newspaper Article November 16, 2009

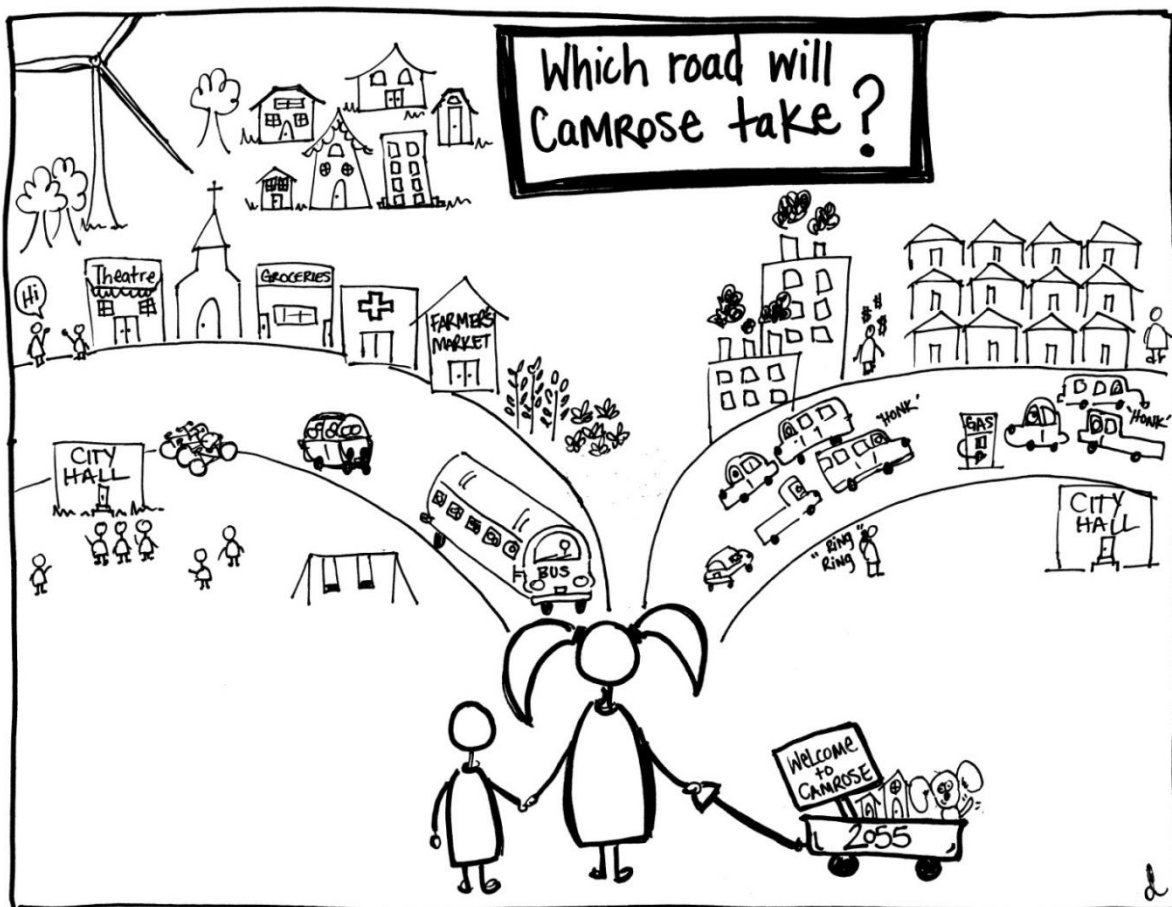


Figure 12 Graphic included with newspaper article November 16, 2009

### *Tricks for Eats*

On October 31 the Augustana Student's Association with the Residence Life organized their annual Tricks for Eats event to bring food to the Food Bank. This event sees students dress up and instead of trick or treating they ask for Food Bank donations. This year they decided to team up the Learning and Beyond office and deliver hand-outs explaining the University of Alberta's Augustana Campus's involvement in the Municipal Sustainability Plan. This was a way of allowing residents to see the different ways the students are involved in the project and the greater community as well as getting the word out for the public consultations that would be happening on November 23 and 26. It was important for the students to contribute to raising awareness of the MSP process as part of the Community Service-Learning (CSL) portion of the University experience, and to truly understand how a public engagement process works.

### *Camrose Ministerial Group*

From November 14 until the conclusion of the second round of public consultation meetings, information was circulated through the Camrose Ministerial Association's membership. This dissemination was done in a variety of ways through church bulletins, information boards and newsletters within the churches and their community associations.

### *Interagency*

Camrose Interagency is a group of 21 community organizations within the city of Camrose, and includes some agencies with jurisdictions that also encompass the greater Camrose area. The Interagency mission statement is: to promote the free exchange of information, concerns and solutions among human

service organizations in Camrose and area and to act as a body to facilitate collaboration among members with common goals. This organization was helpful in disseminating information through their email mailing list for both of the public consultation sessions.

### *Invitations*

One of the ways that was utilized to encourage attendance at public meetings was direct invitation. Contact was made with a number of community groups, business associations, and other stakeholders in Camrose that were identified as being important in the consultation process. This list was compiled using input from a combination of sources: city of Camrose administrative staff, Augustana faculty and staff, and the Camrose and District Help Book which is a guide to human services, clubs and organizations in Camrose and the surrounding area. These people were contacted by phone or email and provided with the information about the upcoming public consultation events for the October 14 and 15 meetings only.

In November, a personalized email invitation was sent to each of the individuals that participated in the interview process over the previous 6 weeks. These people had previously been identified as important stakeholders within city administration, and the community at large. These email invitation explained more about the MSP process and what would be happening at the upcoming public consultation meetings. The importance of continued participation and stakeholder engagement in the process was outlined along with pertinent details about how to participate in upcoming events.

For both sets of public consultation meetings, email invitations were sent to all Augustana faculty and staff through a campus wide email system. These emails briefly outlined the MSP process and how they could contribute to the process as community members and representatives of the Augustana community.

### *Website Coverage*

The city of Camrose website ([www.camrose.com](http://www.camrose.com)) was updated about the Municipal Sustainability Plan process on August 27, 2009. The newsfeed on this website updated people about the progress that was being made on the MSP, and provided information on how they could be involved in upcoming public consultation sessions. It also provided a link to the University's website where more extensive information was made available.

The University of Alberta, Augustana Campus's website was updated frequently from August 2009 throughout the project. The MSP link can be found at [www.augustana.ualberta.ca/sustainability/msp](http://www.augustana.ualberta.ca/sustainability/msp). At this site information was provided about the University-City partnership, background information about the MSP process, the current state of the process in Camrose, information about upcoming public consultation sessions and contact information for the MSP project coordinator. Further additions such as a podcast about the MSP process over the first 4 months were made available to the public through this site as well.

### Handout

The following was made available to individuals inquiring about the project, those who attended public consultation sessions and all stakeholders and individuals who were individually interviewed throughout this process.

#### **Why Municipal Sustainability Planning?**

This excerpt from the AUMA's Guide to Municipal Sustainability Planning will help to explain why communities across Alberta are participating in the Municipal Sustainability Planning process.

Alberta communities are facing many challenges. On one hand, some communities are facing challenges just to survive into the future, including depopulation, lack of employment opportunities, and a lack of cultural and educational opportunities for young people. On the other hand, some communities are facing the challenge of dramatic growth that can lead to ever-increasing costs to build and maintain infrastructure and to a decreasing sense of connection with fellow residents.

Challenges are not new to Albertans. Since the first settlers that traveled west, Albertans have always had a pioneering spirit and a positive attitude. As Alberta celebrated its 100th birthday in 2005, Albertans had the opportunity to reflect with pride on the unprecedented change of the past century and on the great province that Alberta has become. This type of reflection also causes pause to consider the future and ask "what the future will bring us?"

*The future is not something we enter. The future is something we create.*  
- Leonard I. Sweet, Author/Futurist

Municipal sustainability planning is an opportunity for municipalities to proactively address these challenges and move towards a sustainable future, one where a strong *economy* and participative *governance* models protect *ecological* integrity, contribute to a vibrant *cultural* scene and strong *social* cohesion.

Municipalities that have been successful with sustainability planning engage their residents to determine what their community would look like if it were sustainable and then to identify and implement steps towards this future.

Municipal officials are being provided with an opportunity to demonstrate leadership in the area of long-term, strategic, sustainable planning. Alberta communities will benefit from embarking on this planning exercise, as strong planning will yield positive results for our communities.

#### **Camrose is developing a Municipal Sustainability Plan**

In 2005, the federal government released a "New Deal for Cities and Communities" which outlined ways in which communities across Canada could access funds generated from federal gas taxes. The "New Deal" determines the amounts of money to be allocated by population. In Alberta, in order for communities to be eligible for this funding, they have to develop a document called an Integrated Community Sustainability Plan or ICSP which outlines ways in which the funding would be put toward projects that move your community toward a sustainable future. The ICSP can be derived from the process of developing a Municipal Sustainability Plan (MSP) document which is meant to outline the short, medium and long term goals of a community moving toward sustainability in the five pillars of sustainability outlined by the AUMA. The MSP will be used to inform future plans and initiatives in the City of Camrose in an effort to become fully sustainable under all of the 5 pillars listed above (economy, governance, ecology, culture and society).

**The University-City Partnership**

The City of Camrose has embarked upon a unique relationship with the Augustana Campus of the University of Alberta. They have developed a partnership and are working together toward creating a plan that will shape the future of the City, which is very important to both parties. One of the benefits of this unique partnership is the ability to utilize the eager and exuberant student body at the University in some of the process of developing the plan. Involving the faculty, staff and student body in the process of community outreach will allow for a broader base of individuals in the community to be reached. This is an important part of the MSP process, and it will be beneficial to get input and feedback from as many residents of the City of Camrose as possible in order to produce a plan that will be appropriate and functional for the City in the long-term. Through this outreach, it is the goal of both the City and the University to get feedback and input from as many residents of the City of Camrose as possible. Residents and stakeholder groups will be engaged in a variety of ways in order to garner the most input possible. They will be integral in helping develop the vision for Camrose in the year 2055, which will be the focus of the public consultation sessions and the cornerstone for developing the long term goals in this plan.

Both the City and the University are endeavoring to maintain a positive and vibrant relationship in order to implement the principles of this plan now and into the future. One of the key components of success is going to be implementation of monitoring protocol and creation of indicators of success in each of the five pillars. It will be important that the University and City work together toward attaining the goals that are set out in the plan. It is a partnership that will be mutually beneficial for both parties and for the residents of Camrose as well.

**What will this plan look like when it is finished?**

The plan will be written in five major sections, each representing the 5 pillars of sustainability: economy, governance, ecology, culture and society. Under each section, a description of the current reality in Camrose will outline the situation as it is now. For each of the pillars, a vision of what sustainability in that area would look like for the City of Camrose will set the stage for future plans and goals that should be achieved in order to realize that vision. This vision will be developed using Augustana student, faculty and staff input as well as information gathered using a variety of other public consultation techniques including public meetings which are open to all residents of Camrose to participate.

A series of short, medium and long term goals will be identified under each of the pillars of sustainability that will propel Camrose toward a truly sustainable future. This type of planning, known as “back-casting from principles” is a technique utilized by The Natural Step’s methodology designed to help create eco-municipalities around the world. Communities such as Whistler, BC have used this process to move toward sustainable practices and have received a lot of media credit, as well as economic and other success from this process.

For more information please visit [www.thenaturalstep.org](http://www.thenaturalstep.org)

Using these principles to set the stage for sustainability in the City in the year 2055, we are working toward steps that can be taken now, and over the next 46 years to attain these goals. We have already begun gathering information on the current reality here in Camrose, and are working toward creating a vision for sustainability in the near future. Many different processes have been put into place in order to create a comprehensive and useable document for the City.

**Current Projects related to the Municipal Sustainability Plan**

Starting in September 2009, students in Environmental Studies classes have been asked to gather information pertinent to the current reality in the ecological pillar by finding out Camrose resident's ecological footprints. They are using various means of outreach such as door-to-door canvassing, approaching shoppers on the street, and attending community group meetings in order to reach a wide range of demographics. The intention of this exercise is to raise awareness about the concept ecological footprint analysis, and to give people an understanding of their contribution to resource consumption. This information will contribute in part to the understanding of the current reality of the ecological pillar of the MSP.

In addition, senior level students at the University are taking this opportunity to become involved in researching various strategy areas pertinent to the MSP. Sixteen different areas are being explored, which cross over all five of the different sustainability pillars. The research in each of these areas will include analysis of the current reality here in the City of Camrose, research on best practices and precedents showing excellence in sustainable practices in their area. The results of this student work will be considered when the MSP for the City of Camrose is written and may be helpful for idea generation and setting Short-Term goals for action in the City. Some of this information will be presented at public information meetings to give residents the opportunity to respond to the research and contribute their opinion and thoughts about the positive things that are happening in Camrose and possible steps toward a more sustainable future. During this project, some students will be approaching City employees, important community stakeholders and social groups to engage them in dialogues about sustainability. Every effort will be made to include all demographics within the City to get an accurate picture of the current reality and a true understanding of the views of the residents of Camrose.

**Public Participation Opportunities**

There are two different sets of Public consultation meetings up-coming that everyone is invited to attend. On October 14 and 15, the same session will be offered on two dates for your convenience. At these sessions, a presentation about the principles of sustainability and municipal sustainability planning will begin the evening. This will be followed by a discussion and break-out sessions to discuss some of the issues in more depth. All residents of Camrose are encouraged to participate in these sessions as we work toward developing a vision for a sustainable City in the year 2055. The information that is gathered in these sessions will be used to inform the plan and formulate the vision.

In November, following the completion of a large portion of the student projects and extensive community outreach, two additional community consultations will take place. On November 23 and 26, the same session will be held on two nights for your convenience again. In this session, we will present the most recent findings about the current reality in Camrose in the 5 pillar areas and get feedback from the residents about the outline of the plan thus far. We will ask for more input into the visioning process, and ideas that could be put toward formulating short, medium and long term goals to reach the final vision. Again, all residents of Camrose are invited to attend and participate.

**Public Consultations at a Glance:**

Session 1- October 14 or 15, 7:00 pm in Rooms 2 and 3 in the Edgeworth Centre

Session 2- November 23 or 26, 7:00 pm in Rooms 2 and 3 in the Edgeworth Centre

**Contact and Further Information:**

Please visit [www.Camrose.ca](http://www.Camrose.ca) or [www.Augustana.ualberta.ca/sustainability/msp/](http://www.Augustana.ualberta.ca/sustainability/msp/) for more information. Feel free to contact us if you have any further questions or concerns.

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Augustana Campus

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Figure 13 Handout about Municipal Sustainability Planning

### *Public Consultation Results*

The following section contains the notes taken by multiple scribes at the public consultation sessions that occurred in October and November of 2009.



Figure 14 Public Consultation working group

### *Current Reality Data Gathering*

This consultation was conducted by asking participants the following questions:

- What is Camrose doing well in this pillar?
- How could we be more sustainable in this pillar?

The following section resulted from the notes taken by scribes in each of the groups at the consultation.

The notes have not been adapted; repeated ideas are due to repetition across groups.

#### *Cultural Pillar*

What Camrose is doing well:

- The Bailey Theatre project moving well (\$500,000 support)
- 3 million dollars for Performing Arts Centre
- Community band promotion
- Augustana's attractions in terms of international students, arts, sports such as soccer, research, promotion of library services such as the living library and musical renditions, attraction of internationally renowned speakers etc.
- United Church making space available for programs
- Art walk held during summer downtown
- Lots of theatre groups such as About Time production and Church Mice have year long programs
- Community registration night which attracted 60 groups and a thousand people
- Edgeworth centre attractions such as World Cup of Curling
- CRE programs throughout the year e.g. women's days, tourism conference
- Performing Arts Center
- Camrose library programs such as providing translators for new Canadians, developing skills such as weaving, beading
- Music and founders day
- Jaywalkers and Big Valley Jamboree
- 9-Foot Steinway (At Augustana)
- Theater Groups: Church Mice, Willow Tree, Kelsey Group, High School
- Dance Studios
- Camrose Camerata
- Rose City Roots Music
- Variety of art courses offered to a variety of demographics
- Public Art Exhibits, Art Walk
- Railway Museum, Camrose Museum
- Bailey Theater
- Distinct residential area history and preservation
- Seniors groups
- Businesses (eg. Merchants)
- Bands: Community, School, Martha's
- Augustana University, CLBI, Gardner
- Founder's Day, Founder's Park
- Aboriginal Day

- Car Show
- Big Valley Jamboree
- Nordic Center (The oldest in Canada)
- Churches
- Volunteer Based Groups: Meals on Wheels, Legion, Rotary, Kinsmen, Lions Club
- Sports: Augustana and Community
- Elk's Hall Shows
- Welcome Wagon

How Camrose could be more sustainable:

- Lack of coordination in terms of ads, word of mouth, consistency in promoting events
- Promotion and education of the arts culture to neighbouring towns, villages, older folks in Camrose
- Setting up of a dinner theatre
- Use of senior centre
- Set up multi cultural centre (even though lots of older folks frown upon the idea)
- Camrose being able to attract big programs
- Multicultural diversity not a strength
- Adopt an integrated marketing communication strategy which would require multiple points of contacts in getting Camrose out there via the Chamber of Commerce and other relevant bodies
- Use Augustana more as focus of attraction for Camrose: education and entertainment programs used to attract diverse culture
- The Chuck Maclean Arts Centre development which would offer arts classes, exposure and local talent development
- Passionate individuals and groups should mobilize to make Camrose a magnet in specific areas of culture
- Relook at the conservative roots in Camrose
- Heritage Festival
- Recognize cultural and religious diversity
- Performing Arts Center - Opportunities for conferences and concerts
- More advocates and advertising/ promotion of things going on - often
- people just don't know what's going on and what they can attend

- Awareness days
- Adult Learning Council - pass on / connect intergenerational skills
- Government needs to make culture a priority
- More connections between the Camrose community and Augustana
- Culture support groups to recognize diversity and provide opportunities to learn from one another
- Opportunities for youth entrepreneurship
- More Tourism links
- Variety of Public performances in accessible areas
- want to be mindful not to stretch volunteers to thin

### *Ecological Pillar*

What Camrose is doing well:

- City allocates 10% green space in development planning
- Low flush toilet rebate program
- Water Warriors education program
- Waste management survey that came with residential bills
- Centra Cam services
- Farmers Market
- Camrose Green Action Committee
- Composting programs
- Camrose Re-store, and other thrift stores
- Solar panels on the roof of the Camrose Composite High School
- Increased awareness of idling
- Green corridor down Stoney Creek
- Toxic waste round up
- Augustana Bike Share
- Ongoing interest in public transportation
- Outdoor clubs, Scouting groups, student clubs (all focused around environmental issues)
- Option of blue-bin recycling pick-up
- City staff hiring has reflected more receptiveness to environmental concerns
- Seeing re-usable shopping bags for sale in grocery stores

- City of Camrose website has good information about recycling facilities
- Ducks Unlimited
- Yellow Fish program
- Battle River Watershed Alliance
- Awareness of water issues is increasing
- Partnerships between City of Camrose and Camrose County
- Granulated active carbon plan (GAC)
- Great water
- Recycling Depot is accessible
- Park System
- Maintaining a good image
- Highway displays
- Green space
- Cleanliness
- Mirror Lake
- Water conservation practices
- Water Warriors
- Augustana
- Green Action Committee
- Wildlife + Stewardship
- Parks services
- Anti-idling
- New city hall- Create an efficient building
- Vehicles-More downsized vehicles or hybrids
- Battle River Watershed Alliance
- Environmentally-friendly bags
- Reducing Plastic
- Recycling
- Low Flush Toilet rebate
- 4 seasons environmental center
- Walking Trails
- Swans
- Creates image
- Vicki Cole teaches in school about environmental awareness + promotion
- Cows and Fish program
- Augustana
- Local food
- Community Gardens-can rent land for the year
- Outdoor club through Augustana
- Toxic round-up days

- Bottle Depot
- Landfill has 30+ years still
- Reducing rates of garbage
- Community composting
- Park system (Currently 10%) go for 20%
- Reforestation Projects Program
- 4 seasons Park
- Centra Cam for recycling
- More interest in youth
- Food box

#### How Camrose could be more sustainable:

- Be able to recycle all types of plastic, especially #5
- Reduce use of plastic bags in stores
- Maintain wetlands
- Better waste diversion – especially organics
- Boost composting program
- Create a no-idling bylaw
- Use of wind, solar, and geothermal energy
- Solar powered lamp posts
- Promoting re-usable containers (example: give a discount if customer uses their own container)
- Send stronger/unified message about reducing consumption (example: schools promote the idea of reduce, reuse, recycle”, and then hold fundraisers that encourage people to buy more stuff)
- Curbside recycling program
- Cosmetic pesticides by-law
- Creation of more natural green spaces, less ‘managed’
- More information, learning events, increased accessibility to info regarding: solar and wind energy, tips on how to recycle easily, development rules (what can you do with your own property?)
- Contain the built environment boundary (control urban sprawl)
- LEED standards for new developments
- Creation of mixed-use developments
- Increase density, social mapping
- Ban sale of bottled water

- Rebate programs for alternative energy (solar, wind, geothermal) use
- Long way to go
- Have some starts
- More accessibility to canoes from Augustana
- Enhance knowledge of things that ARE going well
- Put notes on garbage cans instead of mail
- More local food produced
- water consumption efforts
- More energy efficiency
- Housing + vehicles
- We are upstream of water (everything impacts it)
- Ecological education in schools + community
- Rural/Urban connections increased
- Recycling
- What more can we do??
- Provide proper bins
- Organic composting
- Reduce landfill
- Wind generators
- Clotheslines vs. Dryers
- Bicycle streets by roads
- "Necessity is the best teacher"
- Public Transportation
- Communication (Website, Newspaper)
- Educating Residents
- Educate baby Boomers
- Local flyers
- Papers
- Water- Collect rain water for watering your lawn
- Sustainability sharing group
- Group meetings
- Walking/talking group
- Local Food as a community
- Grow more gardens
- Awareness of community garden
- Public transportation
- Build up instead of out
- More walkable / bikeable downtown
- More curbside recycling
- Park systems

- Resident awareness
- Blue-box program paid separately
- More recycling
- Those without vehicles – to have more options to recycle
- More sustainable energy
- Co-op with battle river REA
- Improving community garden program
- Schools put them where they need to be, not where it's convenient
- Better community feel
- More sustainability
- More sidewalks
- Walkability
- Active transportation
- More recycling @ Centra Cam
- More local food

#### *Economic Pillar*

What Camrose is doing well:

- west end-creates jobs (low-paying retail and management positions) and generates money for economy, more people then want to invest here
- strong agricultural base
- diverse business-pipe companies, shopping centres, university
- downtown area
- ability to utilize government grants
- incentives for providing programs to encourage sustainability
- promoting local businesses-Christmas promotion downtown
- newspapers encourage local buying
- local events-Jaywalkers, Big Valley
- retirement community
- tourism
- central to other communities- 80% of shoppers from out of town/service centre for the hospital, two colleges and university
- TK environmental-local/environmentally friendly/focus on sustainable business(this is an example of a business that Camrose should be attracting more of)

- CRE does good job of supporting Camrose events
- Bethany group is a key employer and service provider
- a downtown in spite of the west end
- large area to service (lots of the surrounding area come to Camrose for services, and Camrose is far enough from Edmonton)
- have a fairly diverse business base... people don't need to go to Edmonton for much
- there are government institutions in the area (example given the university)
- active sports (for example the Kodiaks and previously the Viking cup)
- charitable section of the community is very strong
- Augustana Campus, University of Alberta
- very welcoming and friendly to new business (good first impression)
- there is land available zoned specifically for business/industrial
- Camrose decides how land will be used
- railroad line supports industry in Camrose
- no business tax which encourages business to move here and grow
- a very active chamber of commerce
- is diverse for example health services, manufacturing, small business
- appealing downtown sector (lots of events to promote downtown)
- caters to the main industries around (for example to service the agricultural industry you can get parts, there is a UFA...there are the correct services to support that industry)
- pipe industry (when they have contracts)
- regional services (retail, agriculture service)
- maintain vibrant downtown
- center for education (Augustana, CLBI, Gardner college)
- sports facilities
- west end (keep people from going to Edmonton)
- trails system brings more people to Camrose
- golf course brings people to Camrose

- Camrose has secondary living, a good health system and nursing program in Camrose (is an attraction to Camrose)

#### How Camrose could be more sustainable:

- large segment of the population depend on the oil industry (specifically contracts at the pipe mill) which is hard on pocket books and hard on moral
- lots of seasonal work (ex. Farmers with more than one income source)
- oil industry and agriculture are not dependable for a steady income
- careful how they develop for example the west end (the kinds of businesses that come and how they are laid out in the community)
- avoid urban sprawl
- rather have spending downtown than going to the big box stores
- promote sustainable energy projects (eg. biomass heating)
- need to attract business that's not dependent on oil
- improve retail and service industry
- do more to attract seniors
- need for public transportation
- need for all levels of housing to support growth/development
- grow the University
- have brought in many low income jobs...Camrose needs more jobs that can support families
- affordable housing (no low end...not many rental properties... high prices)
- move away from the retirement city concept
- focus on a more diverse community (not solely seniors)
- promote more green energy (businesses that would promote green services and education of the importance of green services to help create the market)
- need for governance structures that can create/support cooperatives (need to bring the interest for cooperatives into a place where discussion/dialogue can take place)

- farmers markets- expand?/depends on demand/more local farmers to supply food to Camrose?
- Need more tech companies-university have role in promoting computer tech/way for cities to entice these companies?/could Camrose be a place to manufacture sustainable technology?
- City Council could entice young people to stay in Camrose through grants, scholarships, bursaries or internships
- Economic development should not always mean "big development"-is this type of development sustainable?
- Incorporate more green practices into development/manage development responsibly
- Do more promoting of local businesses as incentive to stay around
- As a general idea, we need to reexamine our economic model and the given that "Growth is good"/what does it mean to live within our means, rather than constantly beyond them, as our economic model prompts us to do
- Casino as a lesson to be learned and chance to reflect on as a poor development choice for economy and social side of Camrose
- University and city should be partnering for more projects- practicums and practical application of knowledge
- City Council should look for more ways to be a creative economy-look outside community for ideas
- Promote local economy and especially local businesses through "Camrose dollars"
- Needs more local restaurants (not chains)
- Focus on attracting more industry/ manufacturing/ professional businesses to Camrose-need a base of good paying jobs(meaningful work) to keep younger people around
- Expanding out of the "Camrose as retirement community" mindset-need a more dynamic and vibrant way to attract people to Camrose
- How does economic development manifest in Camrose? -need more resident input for

development decisions (ie. walkable communities/what would resident members actually want to see for housing/ businesses/ aesthetic in Camrose?)

#### *Governance Pillar*

What Camrose is doing well:

- Media is present at Council meetings and they are also usually televised
- Decision makers are personable and accessible
- There are members of the public on every committee
- Police service runs programs and the chief is visible and involved in the community
- There is a website with phone numbers of city officials which makes them easy to contact
- Committees allow for community input
- Council is fiscally responsible
- Initiative to get grants
- Open door shelter
- Transparency
- Development of the web-page
- Meetings open to public
- Layout/development of the city
- Aesthetics are unique
- Involved in providing employment
- Involving Augustana -Taking a step back

How Camrose could be more sustainable:

- Better technology center
- Poor development of the Affordable Housing Plan
- Red tape in governmental programs is detrimental
- Fine print
- More resources for shelters
- More public consultations
- Find a better way to advertise and get people involved
- More rental regulations
- Better informed landlords and tenants about current regulations
- People don't know who to talk to

- People feel under-qualified to volunteer to sit on committees and boards (Resident academy may help improve this)
- Pressure the Alberta government
- Council is still very conservative
- Poor voter involvement
- Need other ways of getting residents involved
- Use diverse technology
- Ascendancy of government
- Reliance on volunteers
- Better promotion of our culture
- Community may wonder about progress on projects that are using city funds (Bailey theatre), make known that tours are available? More updates on progress?
- Engaging youth in city process, making them aware and getting them involved. Perhaps a youth committee or spot for a youth on each committee?
- Create forums for discussion regarding important issues, especially near elections. Voter turnout and apathy may be a reflection of an uninformed community.
- Promote involvement in schools, maybe a bulletin board with current issues being faced by the city and city Council?
- Perhaps a designated position for someone to relay information from city Council to the media because reporters tend to distort information.
- More women on Council to accurately represent the community.
- Training opportunities for foreign people coming to Camrose to work in the service industry.
- A better system for hearing the opinions of the community
- An accessible person to talk to get ideas off of the ground
- Council should get on facebook to get in touch with youth.
- language barrier with many new business owners- should provide training for them

### *Social Pillar*

What Camrose is doing well:

- Sports - Edgeworth is a regional centre for sporting events. It enables community members to be involved. There is a move for subsidization for families who would not normally afford to have their kids on sports teams and involved in other such activities
- There are many services to support any ones situation in life ie. Developmental disabilities, at risk youth, social supports etc. however such services are underfunded
- Value is starting to be placed on social well being
- Camrose is a volunteer rich community
- Augustana and Community Service-Learning has had a very positive impact on community
- Edgeworth for holding social events
- Camrose's natural areas are well maintained and an important place for family and gatherings as well as enjoying outdoor activity.
- Social development strategy and thinking ahead - ideas are on the table and being considered. However there is need for more improvement and action
- The women's shelter and foodbank. The women's shelter also supports other communities such as Stettler who do not have such services.
- the open door for at risk youth
- accessible health care
- churches in Camrose are contributing as good support services
- Camrose District Support Services
- Centra Cam, habitat for humanity, the restore and Rose City residential society
- Camrose is a safe and secure place because of the Police Service, people feel safe
- There are a lot of safety nets in Camrose, that is a positive, however it is sometimes difficult for people to be aware of them.
- Recreation programs and areas\* (something that was mentioned by all of the small groups)

- There are community members promoting involvement and support for different/more social programs
- Newspapers and newsletters for keeping people informed and aware
- Camrose Association for Community Living, Cooking up a Story and learning
- 2 local newspapers
- Community events in paper
- Variety of extra-curricular events
- Club sign up night
- 3 gyms in town
- Augustana theme events and social events
- Music, skiing, hockey etc.
- Knowledge sharing
- Vibrant downtown
- Music on main
- Art walk
- Lots of green space for a town this size, trail systems
- Social networks to improve quality of life
- Brigantia Place
- Boys and Girls Club
- CALC
- Open Door
- "Small town" feel
- Social cohesion
- "Walkable" town
- Social Development Strategy
- Groups looking into history and preservation
- Founder Days
- Big Valley Jamboree
- Churches closely tied to many social groups ie. Open Door-government couldn't/wouldn't address these services as well
- Small enough for personal interaction
- Inclusiveness, easy to become accepted
- Churches
- Always many social campaigns ongoing
- Social networking takes place at coffee shops such as Fiona's
- The fact that there are organizations like Brigantia Place, CALC
- Lots of youth programs
- Sports
- Service Options for Seniors (S.O.S.)
- Walking track at Community Centre
- Very social (a place to meet/talk with people)
- Affordable
- Other services offered or held at the Community Centre
- After school care (OSCAR)
- Pre-school program
- Arts Club (Craft Society)
- Home Support
- Meals on Wheels
- Volunteer Centre
- Big Brothers Big Sisters
- PACE
- Walking path system
- Parent Link
- Mirror Lake
- Edgeworth Centre- Thankful it's not just about hockey
- Fitness centre
- Information available from City website
- Clubs and organization directory
- Help Book (human services)
- Social Planning Advisory Committee (SPAC formed in 2002)
- Social connections through Chamber of Commerce, Railway Museum
- Hosting events
- Welcoming new community members
- Theatre groups-partly because of University
- So much going on compared to similar sized places ie. Okatoks
- Not just a commuter town
- Centra Cam
- Edgeworth
- Physical activity
- Access, availability
- Open Door, Brigantia Place
- CAFCL
- Augustana Campus, Gardner College, CLBI
- 2 major newspapers plus the Morning News
- Information on community events
- Camrose Minor Sports

- Slow-pitch Association
- Coalitions and groups to deal with social issues
- Camrose Healthy Lifestyle Coalition
  - Holistic approach to wellness
  - Advocate for increased trails, recycling, healthy workplaces
  - Falls under the larger umbrella of Alberta Health Services
- Starting to focus on youth

How Camrose could be more sustainable:

- Difficult to retain immigrants due to small size (tend to prefer larger places like Toronto, Edmonton)
- No longer offering adult upgrading
- Starting to be more services geared towards this area but could use more
- Difficult to admit these problems but they need to be addressed
- People need to feel safe
- Certain times/areas where people feel safe walking
- If people don't feel safe they won't be able to think about much else
- The red tape involved in government incentives
- More communication
- A more feasible plan for affordable housing
- There is no animal shelter
- We need better housing regulations for renters and more public health inspectors
- more programming for youth at risk
- more awareness of all the services and programs
- more attention to the arts and such programs for youth
- There needs to be more focus on youth especially for those who don't fit into what is available
- There seems to be a strong hockey focus (and in the summer softball) but what about others?
- Edgeworth compared to other centres for example in Leduc and Millennium Place

which seemed to be not as focused on one sport- hockey

- More ways of getting information out there/Coordination among different groups- some exists but there could be more
- Not easy to bicycle
- No trail across town
- Demise of Senior's Centre/ Not as much networking for seniors-No exercise there anymore (Tai chi used to be held there)
- If youth aren't in the above mentioned groups (mostly sports) there may be a lack of groups available to them
- not enough advertising about alternatives or lack of access because of no public transportation
- Public transportation
- Affordable housing
- Lack of awareness, education
- Lack of child services- Schools have trouble getting Child Services to come when needed
- Open Door has a minimum age requirement of 11 years
- Needs to be more options in terms of emergency shelter
- On any given night there are around 15 people on the streets generally between the ages of 9 and 17 (they may be brought to the hospital but the hospital is not equipped to provide long term mental health services so they may be given 1 hour surveillance)

### **Interagency, November 9, 2009**

#### *Cultural Pillar*

What Camrose is doing well:

- Events in the City
- The University has enhanced cultural activities
- There is a range of sporting events
- Art- there is an increase in drama and concerts
- Currently losing Scandinavian identity
- The culture of activity is based on sports
- Rose City Music- touring acts
- Active Arts Society- lots of events going on

- Bailey Theatre
- Performing Arts Centre
- Good host of festivals
- Hockey
- Big Valley Jamboree
- CRE
- Events
- Amateur theatre
- Churches
- Community registration night
- Augustana, Arts Centre
- Lots of opportunities for people to participate in the arts
- CRE hosts many events
- Not open or welcoming to other cultures- there are visible minorities, few minorities or first nations
- Other cultures are taught in the school system

How Camrose could be more sustainable:

- Not multi-cultural, diversity is an issue
- There is a question about the community being welcoming
- Need more all age activities
- Need non-formal youth activities
- Need a seniors drop-in centre
- Increase in number of coffee shops
- Need a heritage festival
- Need to celebrate local history, both recent and past
- Need to find ways to promote the events more effectively
- Jaywalkers- Could shift from eating, shopping etc

#### *Ecological Pillar*

What Camrose is doing well:

- Recycling/Land Fill
- Green Space
- Rebate Programs
- Community Pride
- Main Street Restoration project
- Good park and trail system
- Environmental awareness is increasing

- Lots of playgrounds, greenspace, outdoor ice, etc
- Walking trails outdoor and indoor
- Great recreational facilities
- Recycling is available
- University Bike Share
- Centra- Cam- lots of expansion, lots of information, but room for more expansion- lots of flyers delivered
- Water- lots of waste

How Camrose could be more sustainable:

- No public transportation
- Need more awareness
- Less packaging- more bulk buying
- Need to expand recycling operation
- Need to increase recycling
- Need public transportation
- More bike racks
- Increase community gardens- make bigger, increase local food producers
- City can be more creative with land uses
- Car-centric, lack of public transportation
- City could sponsor workshops about conservation of water
- Could have curbside pick-up
- Economic Pillar
- What Camrose is doing well:
- Unique businesses
- Established businesses support new businesses
- Commuter hub
- Diverse economy
- We have attracted big box stores
- We are well advertised- promoted
- Small town atmosphere- Big Valley, Hockey Tournaments
- Mall and downtown are full- they have the lowest vacancy rate in a long time
- We are good at attracting people to move to Camrose
- Business Witch program helps businesses
- Active Chamber of Commerce
- City Centre Programs- volunteers are willing to serve on these

- Successful recruiting of retail
- Diversity of economy- large relative to population base (agriculture/retail/health services)
- Redevelopment of main street
- We are social services based rather than industry based
- It is a struggle to find mid-high level jobs
- High cost of living- low vacancy rate
- Restoration of downtown businesses
- Jobs aren't bringing in families
- School rates are down
- There are a lot of new buildings but not a lot of new people

How Camrose could be more sustainable:

- Lack of economic diversity
- Lack of unique restaurants/fine dining
- Limited fundraising capacity for non-profits
- Need to convince more people to shop in Camrose and businesses
- Public Transportation is needed
- Property tax- need more business input to lower cost to individuals
- Economic diversity needed
- Increase diversity in industrial areas
- More awareness of local small businesses
- Need public transportation

#### *Governance Pillar*

What Camrose is doing well:

- There is improved communication between government and people
- Leaders have more of a social conscience
- Governance is transparent/ open
- Less of the "old boys club"- that is starting to break down
- There are opportunities for community engagement
- Transparency- cable 10 televises council meetings
- Communication through print media
- Council seems to be all the same: dissenting voices are "troublemakers"
- APATHY

- Dismal voter turn-out
- Loss of confidence in local officials based on past elections
- Things are done by the same people all the time
- Officials should reflect the variety in the community

How Camrose could be more sustainable:

- Involvement by the community, low voter turn-out, lack of engagement
- Little youth involvement
- Need more acceptance of the reality in Camrose- that it is not just a seniors community
- Need to work on being more diverse in decision-making
- Recruiting those that are not normally targeted
- Continued electronic information access- keeping current papers, etc.
- Broad public consultation should be done more
- There needs to be more accountability for long-term decision that are made- could affect the ability to access funding from other levels of government
- Need to develop a vision to guide business development
- More opportunities to discuss community issues
- Could have a youth council

#### *Social Pillar*

What Camrose is doing well:

- There is a good array of services
- Intervention, prevention and enforcement services available
- People are out and about- on the trails
- There is a sense of neighbourly communities
- There is a good sense of reality
- We are becoming more ethnically diverse
- There is more attention paid to aboriginal issues lately

- Strong police services with local accountability
- Not enough youth social programs
- Hard for newcomers to break in
- People move here because it is a great place to live, but it is hard to feel at home- resulting in depression, addiction
- Volunteer Centre- newcomers meeting
- Drug use is a symptom/indicators of a bigger problem- it is not the driving force for policy-problems like isolation, poverty, addiction

- The at-risk population does not access the services they need
- Things are wither senior focused or youth focused

How Camrose could be more sustainable:

- Need to be a more open community
- Need to be more welcoming
- Need more diversity
- Need to be more intentional about what we offer- coordinate and collaborate

### *A Vision for Camrose in 2055*

This consultation was presenting the visions in each of the pillars as had been developed by the Municipal Sustainability Plan coordinator using public consultation input and current reality data gathering done to that point. Participants were then asked the following questions:

1. Do you agree with the vision statements that were presented in each pillar? How would you change them?
2. What visions are missing in each pillar?
3. What are the first steps that you think we should take in each of the pillars?

The following section is the result of note-taking done in each of the groups during this discussion.

Concepts or ideas that are repeated are a result of simultaneous conversations among different groups that have been put together:

#### *Cultural Pillar*

- there needs to be a focus on the relevance/connection between this pillar and others, role for culture in other areas
- create opportunities for intergenerational programs ex. Gardening, canning, sewing, etc
- need more about youth in visions and other groups as well to emphasize that everyone needs to have access to all pillars and all goals within them
- block party – neighborhood party to promote community building/bonding
- how do you spark excitement in people for being involved in a bigger vision?
- Populations are happy with the cultural impacts – having music, art, events, drama
- That all parts of community are a part of culture (not just the elite, or those who can pay, keeping it affordable)
- Helps to bind a community

- Creates common ground and preserves culture
- Viable source of economic income
- small towns often there is more money for sports than arts
- Arts bring the community out and starts a place for dialogue and sharing
- Question – is sports cultural?
- For a small city there is a lot happening in Camrose.
- “One of the biggest things that happened to Camrose was the *takeover* of Augustana” supporting an economic influx, new library, performing arts centre, being known as a university town...
- Challenge to many of the cultural events is the volunteer base. Wondering how you can promote volunteerism in the city? Getting new folks involved? Could groups or clubs “sponsor” cultural events and provide the volunteers?
- Working community gathering spaces into the development plans of the city

- University will be here – which is unique. How do we foster that?
- University brings a different age group, with energy and ideas
- Knowing the history of where Camrose comes from, where the roots are is built into culture
- Fostering the development of this young and new culture (prairie culture?)
- Canada is designed to be a multicultural country – which creates huge potential for new culture here
- cultural events bind community and can affect the economy by bringing in revenue
- need to have a balance between sports and cultural events – both have important values
- cultural events can be used as a way to encourage dialogue about issues around town
- make cultural events affordable to avoid elitism
- encourage knowledge of local culture to create a feeling of place, but at the same time maintain and welcome diversity
- need to attract volunteers to keep going
- U of A - huge to Camrose!!
- maybe we need to get rotary involved in making music Camrose a club, maybe it will be more successful in a club.
- attract students to stay in Camrose
- Downtown core, a natural environment to bring community together, very important.

#### *Ecological Pillar*

- mixed use in downtown area – both residential and business
- truck diversion to stop them from going through town- done by adjusting traffic bylaw
- planning to ensure ring road is equipped with fueling station so that trucks do not need to go into town to fuel up
- car cooperative
- also need resources/information available on how to do something like this

- as well need government support/ openness to new ideas/ways of doing things
- curbside recycling a great idea
- junk day – everyone puts out junk and others can sort through and find things they like, idea of sharing
- Public transit for 2055!
- composting-curbside pick up
- we need to develop a consciousness of waste
- charge per bag of garbage
- local community member pick up
- more drop off facilities
- improve recycling - more jobs
- get companies to be involved - changing food containers
- improve infrastructure
- Mandating the type of materials used, what kinds of toilets for example can go into public buildings? Homes?
- Incentives for local things/resources, solar, selling energy back to the system, composting toilets
- Water – the thing which will hurt Camrose. At present the water is not in good condition and there is not enough.
- Paying the true costs – or being aware of the true costs of food, of water...
- Is there a way for Geothermal heating in Camrose? Or centralized heating by housing block? Co-generation?
- Clear goals in reductions
- Mandated ecological goals – like idling legislation
- Food – creating food security
- Eg. Salt Spring island – each person is boating in approx 15000 pounds a food a year.
- Importance of local food, or bans on herbicide/pesticides in the city.
- Planting more trees.
- Public transit – what are the things we can do to afford this in the community? How do we set this precedent?

- Composting – with changes coming with the negotiation of a new garbage/waste contract in the spring – what are the ways which can allow for a new approach to composting and garbage in Camrose? What are the limitations (things like facilities – Centra Cam can't take much more...)
- What are the ways which the community can raise consciousness about the 'real costs' associated with garbage, collection, composting etc? Where can we model from (suggestions of Sherwood Park). What would happen if we charged extra (negative response from residents?)
- Could there be central collection areas in each neighbourhood? How does that impact the elderly, or those without vehicles?
- Could there be a change where there is one community person for each neighbourhood who does the collecting?
- Creating a new format of garbage collection and processing of the materials? Jobs generated through this?
- encourage conservation measures through bylaws/legislation
- water as a big concern
- push for true costs in all areas
- set goals and then find ways to get there/mandate goals through legislation
- IDLING BAN
- food security as an ecological concern
- reclaim public space
- short term goals toward long term success
- in the summer close down main street for cars and halve the whole block a big outdoor farmers market!
- what is green infrastructure?
- big role for tourism
- economic decisions need to be made with other pillars in mind
- Steps forward:
  - petitions province for grey water licenses
  - come up with solid economic strategy
  - improve farmers market
  - create resources to help small businesses ex. Information systems
  - both current and new businesses
  - canning cooperative
  - support CDSS in promoting financial literacy/understanding/knowledge
- more of a cooperative economy eg. lawnmower share – why do 20 houses on same block need 20 lawnmowers?
- fiscal advantages to sharing, helping, etc
- incentives to encourage and maintain population/demographic concerns
- intergenerational skill sharing – mentors- in business and money use
  - use of building and community space development to encourage this
- want regional population to be part of community, not just come in to buy products and leave
  - solution: reciprocal trading with regional people, especially in food
- role of institutions (hospitals, government, restaurants) in facilitating this by buying from local producers
- population base – ensure immigrant peoples achieve adequate well-being
- Globalization is a challenge to a healthy small community. How do you insulate our economy and community from external catastrophes?
- Camrose has moved away from a focus on aesthetics to a focus on business (actively encouraging development). The city needs to parallel economic development with aesthetic, making Camrose a 'unique' and

#### *Economic Pillar*

- make sure Camrose is isolated enough to not be affected by global downturn.
- local products sold first - support food security
- increase farmers market, build around it
- we need to parallel economics and aesthetics. aesthetics should be first it will make us unique

thereby desirable place to be. There needs to be a shift allowing for aesthetics and uniqueness to be more important than traffic flow. Creating a focus on the “sacred” things which are part of the community, the things which bring uniqueness, like trails and parks – as that is what retains people in a community.

- Finding ways to promote at a municipal level ways to integrate community and life.
- Idea: market days on Main Street during the summer months (may-sept) to bring people onto Main Street. Blocking off the street (as is done with Music on Main or Jaywalkers) in collaboration with the businesses and market.
- Question: what does green energy infrastructure mean?
- Development in suburbs
- Power sources
- Solar initiatives
- How do we create a cooperative economy? Eg – why does each house need a lawn mower? Why can't there be one for the block that people share?
- How do we create support for more bartering?
- Challenge to population – right now in Camrose there are 1.6 births to each 2 deaths - we are not “replacing ourselves”. Encouraging population is crucial at this time, especially to support the aging baby boomers- Done with Childcare benefits? Are there supports for working parents? Healthy communities need a population base, especially with educated people (including trades)
- Encouraging skill sharing across age demographics
- Challenge to single parent families – skills are not being passed on in the same ways as they were.
- Mentoring! Business – building in mentorship programs
- Training in debt – knowing the difference between good and bad debt for residents

- Regional economy – what happens when we look bigger than Camrose? When we include Daysland, Hardisty...
- Building community throughout the intercommunity. Eg. Buying food – if stores in Camrose were sourcing from the area directly around Camrose the dollars stay in the region. Paying farmers – who then come to town, spend their money, get paid....
- Creating community policy about local first
- Supporting the local area's return to creating things for the local needs. Eg. Blue pear
- Part of their policy and local choice Eg. AUC buying local, possible model for the Hospital (bringing in the prepared food from Edmonton), senior's facilities, restaurants...
- Challenge to make that change from the agribusiness model
- Agree with many of the goals (from the vision statements)
- Needing more population – finding ways to integrating the new people, and welcoming them.
- Don't “abuse” the newbies with the poor paying jobs
- Supporting them so they (and their kids) stay.

#### *Governance Pillar*

- compulsory education/voting
- create opportunities for youth to want to be engaged and to allow their voices to be heard.
- need governance literacy-take steps to promote this eg. Education
- take steps to encourage engagement - government literacy
- advertising – make Council agendas more easily available and set them sooner to give people chance to look at them
- better reporting on Council affairs
- give residents time to speak in Council meetings ex. Other communities have 15 mins of open floor

- Creating partnerships between school jurisdictions, faith groups, Gardner College, Augustana, CLBI and the county to promote regional approaches to decision making, services and activities.
- Move toward compulsory voting
- Ways to incorporate young people and youth in politics and political processes.
- change in representation
- involve young people more – possibly a high school community service component
- make Council more diverse
- better communication – increase personnel
- How to educate people on governance - through grade school
- it is the responsibility of Council, community groups, etc. to encourage and facilitate youth involvement
- address apathy
- bottom up governance
- Presently we have “first past the post” how can we move to more proportional representation
- How do we involve young people in governance – right now it is generally business folks (often retired)
- What can we do to have a Council that is more diverse?
- Could we create a program in high school, built into curriculum to support learning about governance
- Example of the Edmonton Youth Council, which advises the city Council – and actually has a voice for youth to be represented and involved in more than a ‘token youth’ kind of way
- How do you engage folks?
- PSAs to get the info out – how do you make it personal so that people come? Students are a captive audience?
- Programs assume initiative, where if it were a program where they didn’t have a choice
- Question of trusting youth – giving space to be involved in a meaningful way. Something

which is integrated into the structure to be a part of it – not a negotiable ‘extra’

- Mandatory voting
- Question of the project? How do you look 45 years a head? What about smaller steps? 10 years? 30 years? 50 years?
- Educating the older populations
- Apathy among voters – because they feel they cannot change anything.
- Challenge of bureaucracy – people entire with good intention and motivation and get bogged down by the “machine”
- Looking at the formal and informal way that things work
- How we can move the government from the bottom up as well as the top down. Different models for different ideas/needs.
- find ways for the city to work more collaboratively with the county. Example given of ‘countries’ in Germany (where the city and the county are all one) supporting ways of bridging the economic and social gaps - and allowing new forms of social programming.
- establish a ‘country of Camrose’

#### *Social Pillar*

- Awareness of immigrant populations
- Support of security (the police service)
- Recruiting residents of ALL ages, not just seniors – finding a balance and promoting diversity
- Ensuring a livable wage – localizing the economy (and local producers)
- Education surrounding understanding what is “affordable”
- If the city wants a McDonalds or Walmart – understanding that there will then be people working for those kinds of wages
- Costs of programs, how do we afford them? (eg. Person/family returning to a situation of abuse because of not being able to afford to go anywhere else that is still safe and clean)
- Challenge of capacity

- Community responsibilities, not just government – supporting informal social supports
- Where are the places of meaningful connection?
- Beginning with education – breaking cycles, education with the very young.
- Change in perceptions (question – change to what then? )
- Perception of contribution to communities – more than fiscal. How do we value skills? Etc Eg. Crossing guards, Centra Cam, finding ways to value opinions, values, and other contributions
- low income individuals are often left out, often elderly.
- support for the old, sick, new community members, injured, young, at risk, mentally ill and disabled is imperative for a healthy community. This need must be filled by more than the Council/government. The city could have a coordinating role in ensuring that the services that were available were reaching those in need.
- one of the strengths of the community at present is all the programs, opportunities and clubs which are available.
- Are the services well attended by everyone? Or just the middle and upper income brackets?
- many sporting opportunities for younger people and children and many clubs for more elderly, but question about what is available for the more middle age groups?
- loss of Music Camrose has impacted the City and music community. Challenges to the music festival.
- Stressing the importance of social programs, especially in times where the economy is depressed as the need for the programs increases.
- not just a seniors town – encourage diversity
- livable wage idea is tied to localized economy
- social programs must be affordable – both for users and providers  
-community responsibility to cover some of the cost  
-informal systems also plays big role
- understanding that everyone is important – ensure that no one is written
- placing value in skills
- placing value in peoples opinion/ideas
- idea of livable wage is hard to define  
-also questions about the role municipal government can play in this goal  
-but there is likely a connection between this goal and other goals in that this follows from the others
- Steps Forward: get going on the Wildrose Arena site
- Where do people go when they have nowhere to go, can't make wage, etc? We specifically need a place that directly helps with this. Social assistance is only monetary, we need a community!
- We've lost music Camrose and that is bad.
- We need a performing arts center and we will revive that part of the city.
- Women's shelter, we need an expansion although our ultimate goal for 2055 is to not need a women's shelter. We need ways to bring the outside communities surrounding Camrose to support. Perhaps we could have community billets?
- We need to find ways to not compartmentalize out communities via income etc.
- We need different options for different incomes, like rental homes all throughout town, not in their own little areas.

## Appendix B: Cultural Current Reality

### *Parks/Open Space*

- Camrose Urban Park System
- Centennial Park
- Century Meadows Park
- Jubilee Park
- Kinsmen Park
- Multi-Use Trails
- Rotary Park
- Victoria Park

### *Outdoor Cultural/Recreational Opportunities*

These opportunities include but are not limited to:

- 15 km of nature trails
- 1750 ha of park and open space
- 21 km of paved walking trails
- 25 playgrounds
- All Weather running track
- Augustana Fencing Club
- Baseball and Football Fields (these must be scheduled for use)
- Baseball Diamonds
- Basketball Courts
- Beach Volleyball courts
- Biathlon
- Campground
- Driving Ranges
- Golf Courses
- Luge
- Mini Golf
- Minor Baseball
- Nordic Ski Program, Cross Country Skiing
- Outdoor Club
- Outdoor skating rinks
- Picnic Site
- Playgrounds
- Public skating
- Rotary Skateboard Park
- Skateboard Park
- Ski Hill
- Soccer Fields

- Soccer fields, basketball, tennis and beach volleyball courts
- Tennis Courts
- Wilderness Family Club
- Shinny hockey

### *Arts/Cultural Opportunities*

These opportunities include but are not limited to:

- About Time Productions
- Alberta Genealogy Society
- Art Walk
- Arts Benevolent Fund (in its infancy). This fund has potential to create opportunities to lower income individuals and families through subsidized fees for arts programming.
- Augustana Campus, University of Alberta drama program
- Bailey Theatre Restoration Project
- Battle River Railway Modellers
- Beyond Images Program
- Big Valley Jamboree
- Bill Fowler Center
- Boys and Girls Club
- Camrose and District Centennial Museum
- Camrose and District Craft Centre
- Camrose and District Music Festival
- Camrose and District Support Services (CDSS)
- Camrose Arts and Recreation Program
- Camrose Community Centre
- Camrose Country Opry Association
- Camrose Camera Club
- Camrose Piano Association
- Camrose Public Library
- Camrose Railroad Museum (Canadian Northern Society)
- Camrose Regional Exhibition (CRE)
- Canada Day celebrations
- Children's Camerata Choir
- Chuck MacLean Arts Centre
- Churches

- Churchmice Players
- City Centre Camrose
- Community Band
- Community Crossroads
- Community Drum Circles
- Community Events Magazine
- Community Registration night
- Creative Arts Summer School
- Downtown Action Plan
- Duggan Cinema
- Fiona's
- Founders Days
- Golden Tones
- Horticultural Centre
- Interagency
- Jaywalkers Jamboree
- Legion
- Meals on Wheels
- Merchants
- Mirror Lake Art Club
- Music with Children
- Newcomer Welcome Sessions
- Newspapers (Camrose Booster and Camrose Canadian)
- Open Door Society
- Piano Lessons
- Pottery
- Quilting Club
- Railroad Museum
- Rose City Roots Society
- Senior's Center
- Service Options for Seniors (SOS)
- Social Halls (up to 18 rentable spaces from capacity of 50 to 800)
- Toastmasters
- University of Alberta's Augustana Campus
- Voice Lessons
- Weaving
- Woodworking
- Volunteer Centre
- Aquatic Center
- Ballet Camrose
- Bowling Leagues
- Camrose Academy of Dance
- Camrose and District Soccer Association
- Camrose Badminton Club
- Camrose Community Youth Basketball
- Camrose Cygnets Synchronized Swim Club
- Camrose Kodiaks Jr. A Hockey
- Camrose Minor Ball Association
- Camrose Minor Hockey
- Camrose Minor Sports Association
- Camrose Running Club
- Camrose Sea Serpents Swim Club
- Camrose Skating Club
- Camrose Ski Club
- Camrose Spirals Skipping Club
- Camrose Table Tennis Club
- Curling Rink
- Drill Hall
- Edgeworth Center
- Fastball – Ladies
- Football Association - Rose City
- Football Camrose High School Trojans
- The Force Boxing Club
- Fox Taekwon-Do
- Gun Range
- Highland Dancers
- Hockey - All Nighters
- Hockey - Good Timers
- Indoor Ice Arenas
- International Folk Dancers
- Recreational Folk Dance Club
- Rose City Square Dance Club
- School Gyms
- Slow Pitch League – Mixed
- Soccer - Adult Indoor
- Special Olympics Camrose
- Taoist Tai Chi
- Veselka Dancers
- Vikings Gymnastics Club
- Volleyball, Ladies and Mixed Leagues
- Wildrose Dance Club
- Youth Bowling of Canada

### *Other Recreational Opportunities*

These opportunities include but are not limited to:

- Alberta 55 Plus

### *Educational Opportunities*

These opportunities include but are not limited to:

- Alberta Employment, Immigration and Industry
- Augustana Campus, University of Alberta
- Camrose Adult Read and Write Program
- Camrose and Area Adult Learning Council
- Camrose Arts and Recreation Program- put out by Camrose Arts Society
- Camrose Camera Club
- Camrose Healthy Lifestyles Coalition
- Camrose Open Door
- Camrose Regional Exhibition
- Canadian Lutheran Bible Institute
- Chester Ronning Centre for the Study of Religion and Public Life at the Augustana Campus, University of Alberta
- City of Camrose
- Community Education: Emergency Medical Responder Certificate, Emergency Medical Technician Certificate, Paramedic Diploma, First Aid refresher courses
- Creative Arts Summer Program
- Early Childhood Education
- Gardner Bible College

## Appendix C: Ecological Current Reality

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### *Secondary Suites Grant Program*

The City will provide a maximum of \$15,000 for the development of a new suite or renovation of an existing suite, subject to a five-year operating agreement with the City. The grant will cover up to 70% of the construction costs for the suite, to the maximum eligible limit. The grant program can be utilized to

1. Create a new rental secondary suite in a new or existing dwelling
2. Upgrade an existing secondary rental suite to comply with the Alberta Building Code.<sup>45</sup>

See Appendix F for complete information on the program.

### *Wastewater System*

The wastewater system is a complex system of over 160km of pipes that transports water from homes and businesses to the lagoon area south of Camrose. Once in the lagoons the water undergoes a natural treatment process, where no chemicals are added, instead the water is aerated to speed up the natural breakdown of wastes.<sup>46</sup> This process takes approximately one month but the water may remain in the system for up to six months. This is because the City only discharges its wastewater twice each year, in the spring and fall, so that it does not severely disrupt the natural stream flows in Camrose creek, which would result in increased erosion and other problems. Because of this cycle it is very important that the potable and waste water in Camrose be treated with the most effective techniques. The water source is a part of the Battle River Watershed. There are a number of concerns with the long-term sustainability of this water source.

### *Recycling Options*

Currently, the city diverts 18% of its waste to the various recycling facilities available. 82% of waste is sent to the landfill. Initiated in 1985, the recycling program within Camrose has increased dramatically over the past 25 years. The City contracts Centra Cam to operate the recycling depot on behalf of the City, using recycling utility fees to offset operating and capital expenditures. Selection of collected items determined between City and Centra Cam, depending on market for recycled materials and the needs of residents. The City is currently reviewing the results from a waste survey which should help them to determine the directions that waste collection and recycling initiatives in the city should take in the short-term. TK Recycling is a private company that works within the City offering curbside recycling pick-up service for a monthly fee; they are not affiliated with the City.

### *Compost, Christmas Tree Recycling & Pumpkin Recycling Program*

The City of Camrose operates a compost bin at the Centra Cam recycling depot which permits City residents to compost grass clippings, leaves, etc., removing these items from disposal at the landfill. Each year, the City also accepts Christmas trees and Halloween pumpkins as part of the program.

### *Other Recycling Options*

A number of other recycling options are available within Camrose; not affiliated with Centra Cam which include: bottles & cans, clothing, furniture, household items, used books, unused medicines & sharps, reusable home renovation materials such as Habitat for Humanity Restore and various thrift stores.

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<sup>45</sup> The City of Camrose website. Available from <http://www.Camrose.ca/>. 2009

<sup>46</sup> City of Camrose, Water Systems Brochure. Available from <http://www.Camrose.ca/>. 2009

## *Transportation*

### *Multi-Use Trails*

Camrose enjoys an extensive network of sidewalks and trails both along and outside the roadway network, which facilitate both recreational and purpose-based non-motorized travel. There is a need to extend the network, fill in missing links and improve continuity within developed areas of the city. There are approximately 22 kilometers of paved multi-use trails around Mirror Lake and in Jubilee and Stoney Creek Parks which also extends out into other areas of the city.<sup>47</sup> There are 15 kilometers of natural trails used by the ski club, runners and cyclists, and 2.5 kilometers of shale trails through Rudy Swanson Park and Kinsmen Park. There are currently no designated bicycle paths in the City, but where possible sidewalks have been widened to accommodate for bicycle travel. In 2007, the City implemented a five year walkway and trails program as part of their Transportation Master Plan which is currently in implementation stages.

### *Public Transit*

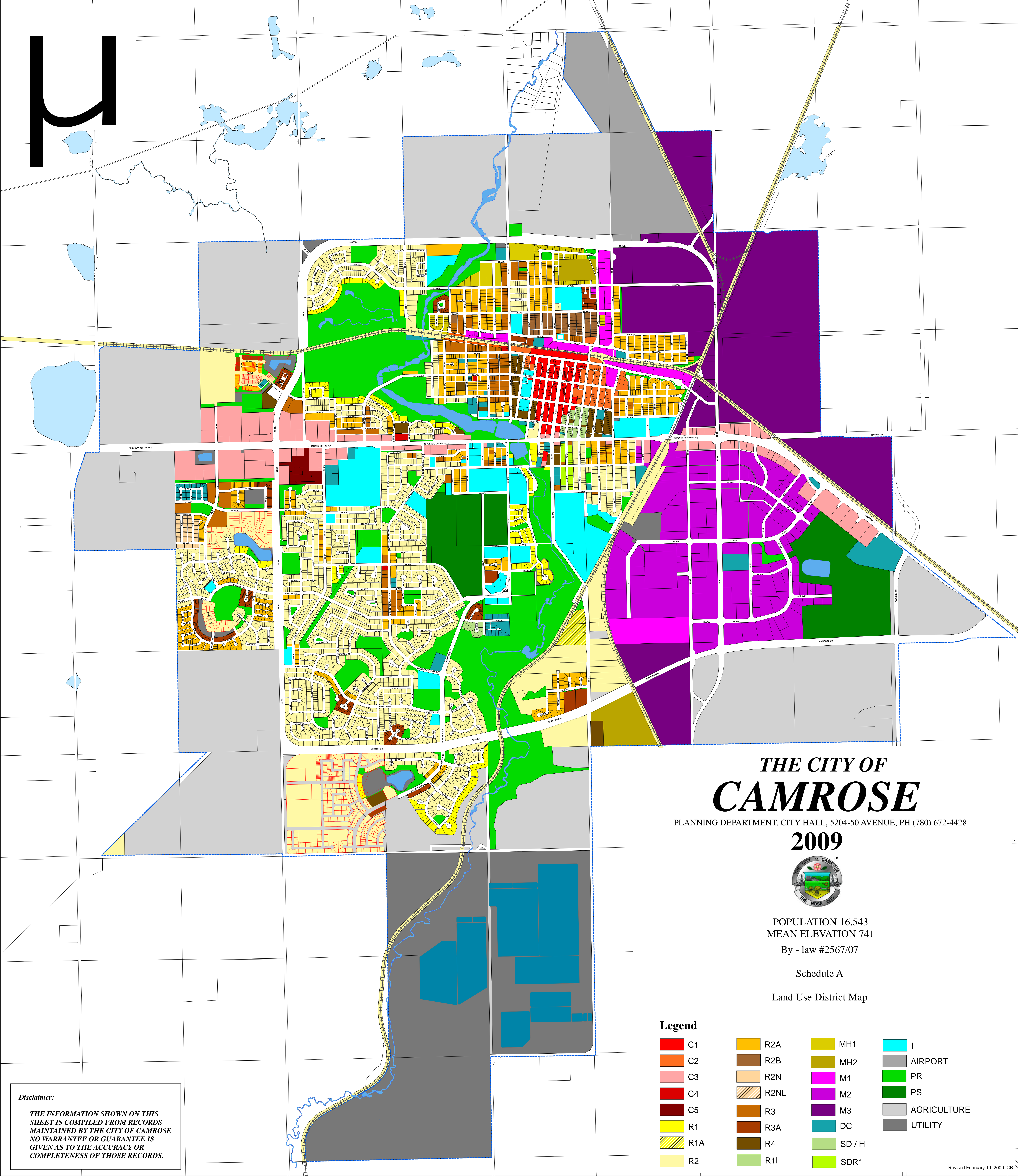
A Public Transit Feasibility Study was completed by the City in 2008. The main recommendation from this study was that a "starter" public transit system was feasible for Camrose, and outlined the various restrictions and limitations which would impede its cost-effectiveness. This report recommended that the City require new subdivision designs to support effective pathway and sidewalk connections to potential transit routes & bus stop locations. A public Transit system was not approved by City Council as a result of this study. There are no plans to implement a public transit system in the future. It was noted through the public consultation process that a number of residents are interested in the City continuing to pursue a public transportation system. A copy of the transit feasibility study can be found at <http://www.camrose.ca/DocumentView.aspx?DID=1290>

### *Anti-idling Policy*

City Administration staff developed an anti-idling policy for internal City purposes. While not officially reviewed and approved by City Council, this internal policy has been implemented for City vehicles. A review of most internal departments shows that most City employees strive to comply with this policy.

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<sup>47</sup> The City of Camrose website, 2010



**THE CITY OF  
CAMROSE**

PLANNING DEPARTMENT, CITY HALL, 5204-50 AVENUE, PH (780) 672-4428

**2009**



POPULATION 16,543  
MEAN ELEVATION 741

By - law #2567/07

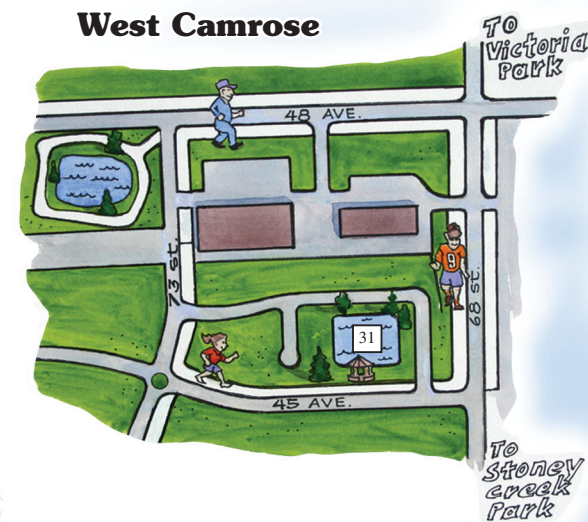
Schedule A

Land Use District Map

**Legend**

C1	R2A	MH1	I
C2	R2B	MH2	AIRPORT
C3	R2N	M1	PR
C4	R2NL	M2	PS
C5	R3	M3	AGRICULTURE
R1	R3A	DC	UTILITY
R1A	R4	SD / H	
R2	R11	SDR1	

**Disclaimer:**  
THE INFORMATION SHOWN ON THIS SHEET IS COMPILED FROM RECORDS MAINTAINED BY THE CITY OF CAMROSE. NO WARRANTEE OR GUARANTEE IS GIVEN AS TO THE ACCURACY OR COMPLETENESS OF THOSE RECORDS.



### Etiquette for safe use of the trail system

**BE ALERT** Be sure the trail ahead is clear of obstructions such as overhanging or fallen branches. Be aware of sharp bends in the trail, bridge crossings, intersections and hills. Watch for hazardous conditions or vandalism that might be unsafe to other users and report to the City of Camrose.

**BE CAREFUL AT INTERSECTIONS** Slow down and look both ways and behind yourself before crossing road and trail intersections. Pedestrians always have the right of way.

**BE VISIBLE** Ensure your visibility at night by wearing light-colored clothing with reflective material. Outfit your bicycle with lights, reflectors and a bell.

**SHARE THE TRAILS** The trails were established with the intention of allowing a wide variety of user groups. All users, including those accompanied by pets on leashes, must stay to the right of center and must use only half the width of the pathway. Ride single file except when passing.

**KEEP PATHWAYS CLEAR** Move completely off the trail when stopping. There are benches provided for your convenience.

**KEEP YOUR TRAIL SYSTEM CLEAN** Garbage receptacles have been provided. When walking pets, owners should carry proper equipment to clean up.

**WARN OTHERS WHEN PASSING** When approaching other cyclists or pedestrians from behind, shout out a friendly “hello” or “passing on your left.” Alert, don’t alarm. Sound your horn or bell early and pass safely. Do not pass on the right.

**USE PROTECTIVE EQUIPMENT** where necessary. We recommend the use of helmets, bells or horns when bikes are involved.

**BE AWARE OF MAINTENANCE VEHICLES** No motorized vehicles unless authorized by the City of Camrose shall be permitted on the trail system. For everyone’s safety, please do not walk on ski trails in the winter when the track is set.

**WASHROOMS** These facilities are located along our trail system. Please keep them clean.

**Share our trail system –  
an enjoyable outdoor experience for everyone!**

### Paved and Shale Travel Distances (Total distance approximately 18.905 km)

1. Stoney Creek Park Trail – 3.31 km (44 Avenue to Trestle/Campground)
2. Mirror Lake Small Loop Trail – 0.908 km (East of walking bridge)
3. Mirror Lake Walking Bridge Loop Trail – 2.15 km
4. Kin Park Trail Shale – 1.628 km
5. Jubilee Park (48 Ave. to 44 Ave.) Trail – 0.973 km

## Map Directory

- 1 – Golf Course
- 2 – Bullrush Park
- 3 – Toboggan Hill
- 4 – Boat Dock
- 5 – Grand Drive Park: gazebo, picnic area, basketball court and ball diamond.

- 6 – Mirror Lake Park
- 7 – Mirror Lake Centre
- 8 – Kamifurano Park gazebo and viewpoint
- 9 – Chuck MacLean Arts Centre
- 10 – Bill Fowler Centre/ Tourist Information
- 11 – Arbor
- 12 – Washroom Facilities

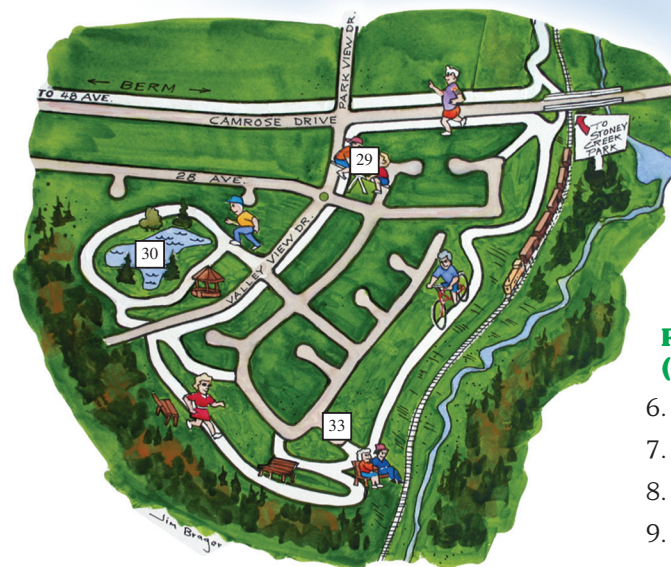


### Camrose Regional Exhibition Area

- 13– Nature Mural
- 14 – Rotary Park (Fountain)
- 15 – Jubilee Park
- 16 – University of Alberta Augustana Campus
- 17 – St. Mary's Hospital
- 18 – Museum
- 19 – Skateboard Park
- 20 – Community Centre
- 21 – Rudy Swanson Park (Aquatic Centre, Edgeworth Centre, Max McLean Arena)
- 22 – Spray Park
- 23 – Kin Park (shale trail/ball diamonds, playground)
- 24 – Stoney Creek Park
- 25 – Lions Club Memorial Grove
- 26 – Campground/Stoney Creek Centre
- 27 – Ski Hill/Snowboard Hill
- 28 – Ski Trail/Nature Trails
- 29 – Playground/Picnic Areas
- 30 – Valley View Pond
- 31 – Westpark Pond/Gazebo
- 32 – CRE: Camrose Regional Exhibition
- 33 – Valleyview Viewpoint



### Valleyview Area



### Paved and Shale Travel Distances (continued)

6. Bullrush Park Trail – 0.756 km
7. West Park Trail – 1.8 km (45 Avenue/73 Street/48 Avenue/68 Street)
8. 68 Street Trail-Berm – 4.07 km (48 Avenue to Camrose Drive Bridge)
9. ValleyView Trail – 3.31 km

## *Community Services Department*

### *Waste Heat Utilization*

At the Edgeworth Centre arena, the compressors that create waste heat in the ice cooling process. The heat is 'captured' and sent to a 'heat exchanger' (a unit that 'exchanges' the heat from the ice plant to the building heating system). The building system then uses this heat to heat various spaces in the building rather than using conventional means (furnaces/boilers etc.). Additionally, the waste heat from the zamboni process is captured and rerouted to be used by the heating system. The entire front end (both floors) of the building is heated using waste heat from the ice plant. All of the dressing rooms are heated this way as well.

### *City Tree Planting Program*

Every year, Community Services plants between 2,500 and 3,000 seedlings and caliper-sized trees within the City of Camrose. Trees are planted in City parks as well as within roadside boulevards. This program is possible due to the Alberta Naturalization Network and their association with Tree Plant Canada whose corporate sponsors provide the seedlings for free to areas all across Canada to be planted.

### *Urban Parks Program*

The City of Camrose is very fortunate to have an urban park system that incorporates the natural beauty of Stoney Creek, Mirror Lake, and a variety of developed green areas nicely placed throughout the community. Our park system allows residents of all ages to enjoy many exciting aspects of the outdoors during all four seasons of the year.<sup>48</sup> It was noted through public consultation that the impression of the community is that the City is doing a great job in terms of creating useable green spaces in the City, and keeping the parks and trails clean. The map provided shows the current parks found within the city.

### *4 Seasons Environmental Centre*

The Stoney Creek runs through the City of Camrose. Greenspaces adjacent to the creek contain walking trails, cross-country ski trails, scenic rest areas and much more for residents and visitors to explore, learn about and enjoy. The Camrose Four Seasons Environmental Centre strives to offer information about the cultural and natural history of this unique portion of our community so the Stoney Creek Valley is readily accessible for individuals of all ages and outdoor experience.

### *Camrose Wildlife and Greenspace Stewardship Project (CWGSP)*

The Community Services department supports and is a leading member of the CWGSP, a public awareness program focused on environmental aspects as it pertains to our community. Each summer, the CWGSP supervisory committee hires a summer coordinator to promote effective wildlife and greenspace management and to provide related interpretive programs for the community. In the summers, weekly meetings are held at the Stoney Creek Centre, and the summer coordinator also works with the City's summer day camp program to engage kids in environmental issues over the summer.

### *Community Gardens*

The community gardens in Camrose were first established for a church group that was interested in urban agriculture. The intention was to allow those without access to gardens to utilize them. A plot can be purchased for \$10 for the year. Originally there were 50 plots in the area. Because there was low interest shown in purchasing plots, the number has been drastically decreased over the years. The following image shows what the gardens looked like in September of 2009.

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<sup>48</sup> The City of Camrose website, 2010



Figure 17 Camrose Community Gardens

### *Household Hazardous Waste Round-up*

The Public Works Department holds this event bi-annually to give residents an opportunity to properly dispose of their hazardous goods. The City's website offers updated information about times and locations of these events. Materials commonly brought to a Household Hazardous Waste Round-Up or other hazardous waste collection sites include:

- Abrasive cleansers
- Acetone
- Aerosol paints and sprays
- Air fresheners (aerosol)
- All-purpose cleaners (solvent-based)
- Ammonia
- Ant/wasp spray
- Antifreeze
- Auto body filler
- Barbeque starters
- Bleach
- Brake and transmission fluid
- Butane refills
- Carbon tetrachloride
- Car (lead-acid) batteries
- Car waxes and polishes (solvent and water based)
- Contact cement
- Degreasers (petroleum based)
- Disinfectants
- Drain cleaners
- Fabric softeners
- Floor wax strippers
- Fungicides
- Furniture polishes and waxes
- Gasoline
- Glass cleaners
- Glues (solvent and water based)
- Hair coloring
- Hair perm solutions
- Hair sprays (aerosol)
- Insecticides
- Kerosene
- Laundry starch
- Laundry stain removers
- Lighter fluid
- Liquid cleansers
- Lye
- Mildew removers
- Muriatic acid
- Nail polish and remover
- Oven cleaners
- Paint thinners and strippers
- Paints (oil and water based)
- Photographic chemicals
- Propane gas cylinders
- Rechargeable Batteries
- Rubbing alcohol
- Rug and upholstery cleaners (both water and solvent based)
- Rust removers
- Septic tank degreaser
- Shoe polish
- Silver and brass polish
- Solvents, turpentine, varnish, lacquers
- Spot removers
- Spa and pool chemicals
- Toilet cleaners
- Tub and tile cleaners
- Used oil (where recycling not available)
- Weed killers
- Windshield washer solution containing methyl alcohol
- Wood preservative<sup>49</sup>

<sup>49</sup> The City of Camrose website, 2010

### *Kids Camrose*

Since 2001, the City of Camrose has been operating Kids Camrose, which is the City's main public education program geared specifically towards school-aged kids. The strength of the program is that it is tailored directly around school curriculum. It is implemented through a number of initiatives, including facility tours, presentations, workshops, community action projects, and public communications (newspaper articles, paid advertisements in the papers and on the radio). Some of the programs that Kids Camrose has initiated are: Water Watchdog, Yellow Fish Road, Tree Planting, water treatment plant tours, wastewater treatment plant tours, Water Festival and the "Be wise with Water" campaign through which the City actively promotes water conservation, which involves public and classroom education, rebate programs (water conservation kits, low flush toilets, water capturing rainbarrels). Through this program, the City created its own water conservation mascot "Wayne Drop" who appears at schools, in parades & fairs, and in local papers & ads, promoting the wise use of water. Through videos & learning materials, people become aware of just how much water we use and how much we depend on our water.

### *Other Community Initiatives*

- More options for re-useable bags have been made available throughout the City's retail sector
- Solar panels have been installed on the roof of the Camrose Composite High School
- The City has a number of outdoor clubs, scouting groups and student clubs (all focused around environmental issues)
- Thursday and Saturday Farmer's Markets
- *The Cows and Fish program*—The Alberta Riparian Habitat Management Society, also known as "**Cows and Fish**", is a non-profit society striving to foster a better understanding of how improvements in grazing and other management of riparian areas can enhance landscape health and productivity, for the benefit of landowners, agricultural producers, communities and others who use and value riparian areas.<sup>50</sup>

### *Projects Initiated by the City*

The following section outlines the various projects that the City is currently working on with respect to ecological sustainability. This information is accurate up to January, 2009. Any initiatives which have begun since this date are not included in this section.

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<sup>50</sup> Cows and Fish Website. Available at <http://www.cowsandfish.org/about/about.html>. Retrieved January 31, 2010.

Summary of City "Green" Initiatives

<u>Department Lead</u>	<u>Name of Initiative</u>	<u>Type of Initiative (capital project, bylaw / policy, planning document, program, etc.)</u>	<u>Topic</u>	<u>Description</u>
Planning (Engineering)				
1	Municipal Government Act (MGA)	Provincial statute	background info	The MGA is the single most important provincial statute which governs the rights & responsibilities of a municipality. It covers such things as the ability to create bylaws, owning and operating public utilities, the ability to annex lands from a neighbouring municipality, powers to assess properties & to tax property owners, the creation of land use planning documents (Land Use Bylaw, Municipal Development Plans, Area Structure Plans, etc.), procedures to be followed for subdivision and development applications, etc.
2	Land Use Bylaw (LUB)	Bylaw (2008)	Green space	LUB encourages private (on-site) green spaces through: minimum building setbacks from property line for all principle and auxiliary buildings, maximum property site coverage %ages, etc.
			Green space	LUB requires developments intended for multiple families to provide a minimum of 10% of property as green space, and to provide recreational equipment on that green space
			Green space	LUB encourages public green space through provision of appropriate zonings (MR, UTL)
			Historic spaces	LUB encourages the preservation of historic communities through provision of appropriate zonings (SD/H, SDR1)
			Pollution control	LUB limits off-property runoff of sediments by requiring driveways / parking areas to be hardsurfaced (i.e. paved or equivalent) when street or alley is hardsurfaced
			Pollution control	LUB allows Planning to require enclosures for garbage bins on multi-family developments
			Pollution control	LUB prevents the keeping of livestock within the City limits, except upon special permission from Planning
			Storm management & Pollution control	LUB limits off-property runoff of sediments by requiring minimum topsoil depths to be maintained on stripped properties, or re-seeding of stripped lands to prevent runoff. Also, LUB requires landscaping & plantings to be completed within 6 months of building occupancy.
			Traffic congestion	LUB reduces congestion of traffic on roadways by requiring minimum #'s of off-street parking stalls for all types of developments
			Traffic congestion	LUB reduces congestion of traffic on roadways by requiring minimum #'s of off-street loading stalls for delivery vehicles (not included in parking stall requirements)
			Urban densification	LUB encourages increased urban densities through provision of multi-family residential zonings (R2A, R2B, R3, R3A, R4, MH1, MH1L, MH2, I, DC)
			Other	The LUB speaks to a number of other important items which may have an indirect impact on environmental issues
			Other	Planned additions to the LUB will likely include: requirements for bike storage stalls / equipment for commercial, industrial, institutional, and multi-family residential developments
3	Municipal Development Plan (MDP)	Planning document (1999)	Green space	MDP sets guiding principle of protecting and developing "Camrose's unique natural environment"; MDP reaffirms the need for open space for active and passive recreation, and has set up various policies to support this need (preservation of natural resources, separation of housing developments from Creek valley, ongoing development of trails and connectors, future parks within newer developments, etc.)
			Green space	MDP supports the practice of requiring the maximum allowable dedication of municipal reserve (i.e. park) lands from a developer at the time of subdivision, as permitted in the MGA
			Green space	MDP supports the designation of lands within the flood plain as environmental reserve, to protect unnecessary damage of buildings & facilities from flooding damage
			Pollution control	MDP supports continued development of industrial properties at the east end of Camrose (downwind of majority of residential properties)
			Pollution control	MDP supports the need to establish a buffer between residential properties and the landfill & wastewater treatment facilities
			Pollution control	MDP sets guiding principle of "safe, efficient, and reliable utility systems which are environmentally responsible"
			Pollution control	MDP supports the need to continue treating sanitary wastewater to AB Environment standards to minimize impact on the environment
			Storm management	MDP requires all new developments to implement stormwater management to minimize environmental impact of developments
			Traffic congestion	MDP sets guiding principle of provision of "an effective transportation system, serving all sectors of the community"
			Traffic congestion	MDP supports the need for transportation upgrades as needed, to relieve congestion on Camrose roadways and to service new growth areas
			Urban densification	MDP promotes multi-family dwellings, while providing for a large market of single-family dwellings; a higher population density will be encouraged in the "nucleus" of the City within walking distance of employment and trade centres
			Waste reduction	MDP supports the need to reduce waste through ongoing reduce / reuse / recycle initiatives
			Water conservation	MDP supports the need for water conservation to extend the life of existing water treatment, storage, and distribution facilities, as well as wastewater collection & treatment facilities
			Other	The MDP speaks to a number of other important principles & policies which may have an indirect impact on environmental issues
4	Flood Risk Mapping Study	Planning document (1998)	background info	This study has determined those areas within the City of Camrose which have the potential of flooding in a large (1:100 year) storm event
5	Development Standards (DS)	Planning document (2002, currently being updated)	background info	This document is used by Planning / Engineering / Community Services when dealing with potential developers. It outlines the City's minimum requirements for such items as water pipes, sanitary pipes, storm ponds, landscaping, road and alley construction, sidewalks & trails, etc. Through this document, the City ensures that new residential and industrial developments (i.e. subdivisions) will be to City standards.
			Storm management	DS requires all new residential subdivisions to provide a storm pipe in street to provide weeping tile drainage from homes, leading to less chance of basement flooding, as well as less chance of overloading of sanitary sewer system (& overflows to environment). This has been a requirement of all new homes constructed since ~1994.
6	Lot Grading Policy (LGP)	Policy	Storm management	LGP requires proper grading of property so that stormwater will drain away from building foundations, while still promoting some groundwater recharge (keeping some water on the property). Also addresses dropspout extensions.
7	Off-Site Levy Policy & Bylaw (OSL)	Policy & Bylaw	background info	This document is used by the City to ensure that "development pays for development". That is, the cost of new or expanded facilities that is specifically due to City growth will be paid 100% by future development. Existing taxpayers or utility-rate payers will only be responsible for their component of new or expanded facilities.

Summary of City "Green" Initiatives

Department Lead	Name of Initiative	Type of Initiative (capital project, bylaw / policy, planning document, program, etc.)	Topic	Description
			Traffic congestion	The OSL helps the City pay for expanded facilities including new arterial roadways (including new trail connections adjacent to those roadways) and WTP and WWTP upgrades
8	2006 Growth Study	Planning document (2006)	background	This document outlines the anticipated growth of the City, based on historical growth rates. Assuming similar development densities, this document predicts the land requirements for future growth. This document does not specifically deal with need for increased densification, but does outline land requirements at current land densification rates
9	Downtown Action Plan (DAP)	Planning document (2007)	Green space	DAP promotes the creation of new green spaces at key locations within the downtown, to improve livability and walkability
			Urban densification	DAP promotes development of mix-use buildings in downtown core, to allow residential dwellings overtop of 1st storey commercial buildings; minimum of 4 residential dwellings per standard-sized lot for new building constructions
			Pollution control	DAP requires driveways / parking areas to be hardsurfaced (i.e. paved or equivalent)
			Traffic congestion	DAP promotes building design and set-back restrictions to enhance pedestrian-friendly streetscapes; also, DAP promotes a full range of goods, services, and activities that are readily available to downtown residents without the need for a car
			Traffic congestion	DAP promotes development of new off-street parking (both public and shared-private)
			Traffic congestion	DAP promotes the possibility of a future City-wide transit system
Engineering				
10	Transportation Master Plan (TMP)	Planning document (2007)	Background info	This document looks at current and predicted future traffic volumes, and makes recommendations for future roadway improvements.
			Pollution control	TMP recommends the development of a traffic noise pollution policy to define when and how the City will respond to traffic noise complaints in the future (roadways)
			Traffic congestion	TMP identifies a number of upgrades which are required to reduce traffic congestion. Also addresses current pavement conditions, through a related document "Municipal Pavement Management System"
			Traffic congestion	TMP identifies potential trail improvements which also reduce traffic congestion; also recommends a wider roadway cross-section for arterial roadways to permit construction of trail on one or both sides of roadway (improved trail connectivity); TMP recommends minimum widths of 3.0m for all major future multi-use paved trails, and reduced widths for trails with less anticipated traffic. TMP also confirms need to address any accessibility issues in trails & sidewalks.
			Traffic congestion	TMP recommends undertaking study on feasibility of public transit within Camrose; implementation would provide another green option for travel within Camrose
11	Train Whistling Report	Report (2006)	Pollution control	This report (completed for the Engineering Department by an outside consultant) looked at the feasibility of eliminating train whistles from Camrose. It reviewed current procedures that must be followed by a municipality for the banning of train whistles, including the installation of fencing and crossing arms at all roadway & pedestrian crossings. This report found that the cost of required installations would be approximately \$500k (2006 dollars), plus an increase in operating and maintenance costs. The report also outlined the steps required to proceed with this option.
12	Public Transit Feasibility Study	Planning document (2006)	Traffic congestion / Pollution control	This report looked at the feasibility of public transit within Camrose. Main recommendation was that a "starter" public transit system was feasible for Camrose, and outlined the various restrictions / limitations which would need to be implemented to ensure that the system is as cost-effective as possible. Report also recommended that the City require subdivision designs to support effective pathway / sidewalk connections to potential transit routes & bus stop locations.
13	Construction of new Roundabouts	Capital Projects / Policy (under development)	Traffic congestion / Pollution control	The City of Camrose is currently investigating the feasibility of installing additional roundabouts within Camrose. Studies have shown that roundabouts, when properly designed and constructed, are an efficient and safe alternative to signalized intersections. In addition to eliminating power consumption through traffic lights, roundabouts have been shown to effectively move traffic at busy intersections with minimal net delays to traffic flowthrough in all directions. This leads to reduction in fuel consumption, due to less deceleration / acceleration.
14	Sanitary Sewer Master Plan (SaMP)	Planning document (2007)	Background info	This document looks at current conditions and anticipated City growth areas to identify needed upgrades to sanitary sewer network.
			Pollution control	SaMP identifies a number of potential constrictions within the current system which could lead to basement flooding and/or sanitary discharges to Camrose Creek in heavy (1:100 year) storm events. Upgrades were recommended to eliminate these risks (new pipes, upgrades to pumping stations, etc.)
			Pollution control	SaMP also identifies minimum servicing requirements to accommodate future City growth.
			Storm management	SaMP confirms the City's policy to requires all new residential subdivisions to provide a storm pipe in street to provide weeping tile drainage from homes, leading to less chance of basement flooding, as well as less chance of overloading of sanitary sewer system (& overflows to environment)
			Background info / Energy conservation	Due to the topography of Camrose, the majority of the City's sanitary sewer system is drained by gravity to the Camrose Creek / Mirror Lake valley. There are currently only three sanitary pump stations within the City to lift wastewater to a place where it can flow again by gravity. (There are very few cities on the Prairies the size of Camrose which would only have 3 sanitary pump stations.) Through the SaMP, sanitary pipes are conceptually designed (elevations, sizes, etc.) to ensure that the majority of future growth areas will also be serviced through gravity sanitary pipes, reducing the number of future pump stations which will be required. (The SaMP predicts that ~4-5 new sanitary pump stations should be required within the next 50 years of development. The Engineering department is responsible for ensuring that future developments service their properties to allow for the future growth of the City.)
15	Wastewater Treatment Plant Master Plan (WWTP MP)	Planning document (2003)	Background info	This feasibility study identifies the need for likely upgrades to the existing WWTP to accommodate future City growth, as well as more stringent treatment requirements from AB Environment. (Existing WWTP has sufficient capacity for existing City size, and is currently meeting existing treatment requirements. At the end of our existing AB Env approval, the City will need to update the system to meet the treatment requirements of the day.) Upgrades are anticipated between 2009 and 2019 (within the next AB Env approval period).

## Summary of City "Green" Initiatives

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			Pollution control	The WWTP MP anticipates that a significant upgrade (between \$24M and \$42M in 2002 dollars) will be required to accommodate future growth & to meet anticipated AB Env requirements. New facility will continue to treat sanitary wastewater to an increasingly tight standard, further reducing the effect on the environment. Although currently only in the prelim design stage, the Engineering Department is hoping to design and construct this facility as a sustainable facility, with the initial goal of attaining LEED Silver certification.
16	Stormwater Master Plan (StMP)	Planning document (2008)	Background info	This document looks at current conditions and anticipated City growth areas to identify needed upgrades to storm sewer network.
			Storm management	StMP identifies a number of potential constrictions within the current system which could lead to flooding of private properties and major roadways in heavy (1:100 year) storm events. Upgrades are recommended to reduce risks (new constructed storm ponds, pipes, drainage swales, etc.)
			Storm management	StMP recommends that within existing services areas, on-site stormwater management be required at the time of property redevelopment on all parcels larger than 0.5 hectares to reduce the risk of flooding on downstream storm facilities and adjacent properties. Storm management for smaller properties will be encouraged at time of redevelopment, where appropriate.
			Storm management / Pollution control	StMP recommends that stormwater management facilities be required in all future development areas to control flows and runoff water quality. A number of future storm outfalls, pipes, and ditches may be required to service future development areas. There are currently a total of 17 storm retention ponds within Camrose, with a number of new storm retention ponds planned within the next few years.
			Storm management / Airport operations	Due to the need to protect human safety, StMP recommends that new storm retention ponds in the area of the airport be designed and constructed as dry ponds or as wet ponds with minimal open areas & naturalized shorelines to discourage the presence of waterfowl which can pose a threat to aircraft.
			Wetlands	StMP recommends the protection of existing wetlands, water bodies, and overland drainage courses, where possible. Also, the StMP recommends the use of existing wetlands & water bodies as storm retention ponds, to preserve their presence and function within Camrose.
			Background info / Energy conservation	Due to the topography of Camrose, the majority of the City's storm sewer system is drained by gravity to the Camrose Creek / Mirror Lake valley. There is currently only one storm pump station within the City to lift stormwater to a place where it can flow again by gravity. (There are very few cities on the Prairies the size of Camrose which would only have 1 storm pump station.) Through the StMP, future storm ponds & pipes are conceptually designed (elevations, sizes, etc.) to ensure that the majority of future growth areas will also be serviced through gravity storm pipes, reducing the number of future pump stations which will be required. (The StMP predicts that no new storm pump stations should be required within the next 50 years of development. The Engineering department is responsible for ensuring that future developments service their properties to allow for the future growth of the City.)
17	Alberta Wetland Policy (AB WP)	Provincial document	background info	The AB WP is a document currently under revisions by the Province (an interim policy already exists). The policy will likely require avoidance of wetlands by future developments. Where this is not possible, the Province will require some sort of compensation to offset the loss of the wetland function. Anticipate full implementation by AB Environment before the end of 2009.
18	Camrose Wetlands Assessment (CWA)	Planning document (under development)	Background info	Given the upcoming implementation of the AB WP, the City of Camrose wanted to proactively initiate a study to inventory the sizes and types of all wetlands immediately surrounding the City - particularly those areas within the existing City limits which have not yet been developed, or those areas within future growth areas. Recognizing that the City will likely continue to grow, the City wanted to determine what wetlands are priority wetlands to be preserved (and/or incorporated into the overall storm drainage system). The remaining wetlands which would not be preserved will be identified & assessed. This will allow the City to create a Wetlands Policy to set standards for potential development in the vicinity of wetlands, and will assist the Province in implementing the AB WP within the Camrose region. The conclusions of the CWA will be in agreement with the StMP, as well as other key planning documents (including the planned Green Spaces Plan - see below).
19	Recycle with Centra Cam recycling depot (Centra Cam)	Capital Project / Program (ongoing)	Waste reduction	Initiated in 1985, the recycling program within Camrose has increased dramatically over the past ~25 years. The City contracts Centra Cam to operate the recycling depot on behalf of the City, using recycling utility fees to offset operating and capital expenditures. Selection of collected items determined between City and Centra Cam, depending on market for recycled materials & needs of City residents. Current items recycled include: paper / cardboard, fluorescent tubes, glass, electronic waste, tin cans, plastics, paints, milk containers. Due to extensive use from City & County residents, the City expanded the recycle depot site in 2007/08.
20	Compost bin, Christmas Tree recycling & pumpkin recycling	Program (ongoing)	Waste reduction	The City of Camrose operates a compost bin at the Centra Cam recycling depot which permits City residents to compost grass clippings, leaves, etc., removing these items from disposal at the landfill. Each year, the City also accepts Christmas trees and Halloween pumpkins as part of the program. Compostable materials are used as soil conditioner for City planting beds and landscaping projects, and as a final cover for the landfill.
21	Other recycling options	Program (ongoing)	Waste reduction	A number of other recycling options are available within Camrose (not specifically offered through Centra Cam), including: bottles & cans, clothing, furniture, household items, used books, unused medicines & sharps, reusable home renovation materials.
22	Composting workshops	Program (under development)	Waste reduction	Over the past number of years, the City and Centra Cam have offered a program around composting options for residents. This program is currently under review and will likely be changed in the future to improve effectiveness.
23	Composting rebates	Program (under development)	Waste reduction	The City is investigating the possibility of offering rebates to residents for the purchase of a commercial composter or for the construction of a homemade composter.
24	Commercial composting	Program (under development)	Waste reduction	The City is currently investigating composting options available for key commercial businesses (i.e. restaurants, groceries, etc.). This will likely lead to the development of a new program geared to remove compostable items from the garbage stream from these facilities.
25	Garbage Bylaw	Bylaw (2000)	Waste reduction / Pollution control	This bylaw regulates how garbage is collected and disposed of for the City of Camrose. Topics include: how waste is collected (residential vs. commercial / industrial / institutional / multi-family residential); the types of residential / non-residential waste that will be collected by the City & how the garbage will be stored on a property prior to pick-up; etc.

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26	Waste Review study	Planning document (under development)	Background info	In 2009, the City of Camrose will be undertaking a study to review the options available for residential garbage collection. As part of this review, the City will investigate who would be responsible for collecting garbage (external contractor vs. City crews). As well, the City will look at various garbage collection options, geared specifically at waste reduction ("pay as you throw", bag limits, etc.). The results of this study will be completed prior to the end of 2009: if the City continues to use an external contractor for residential garbage collection, then the recommendations of the study must be incorporated into the new collection contract, which is up for renewal in early 2010; if the recommendation is for the City to take over garbage collection, then the City must have sufficient time to procure the necessary personnel and equipment. Engineering plans for this review to also have a public consultation component to it, to ensure that the concerns of the public are properly addressed.
27	Camrose Regional Sanitary Landfill (CRSL)	Capital Project / Program (ongoing)	Background info	The CRSL is operated by the Camrose Regional Solid Waste Authority, which is comprised of representatives from the City of Camrose, Camrose County, and the Village of Bittern Lake. Residential and non-residential wastes accepted at this facility include: household waste, animal carcasses, asbestos waste (if properly bagged and clearly marked), etc. The current landfill site was only expected to serve the area for ~35 years, although waste reduction and better landfilling techniques have extended this to over 60 years (to approx. 2045). Further waste reduction efforts will likely further extend the life of the facility.
			Pollution control	The CRSL operates in a manner to reduce the risk of off-site pollution. Current cells are designed and constructed to capture landfill "leachate", which can be treated by a number of different methods prior to safe release to the environment. If not captured and treated, the leachate would have a significant adverse effect on the environment (specifically groundwater resources). The CRSL maintains 8 groundwater monitoring wells around the landfill, to ensure that no leachate is affecting the surrounding groundwater aquifers. Permanent and temporary fences are used on-site to control the effects of wind, and to capture loose garbage from the landfill area. Each day, a layer of soil is used to cover the waste to control minimize odors / litter, to reduce the risk of fires, to minimize the production of leachate, and to control the spread of diseases through birds and rodents.
			Pollution control / Storm management	The CRSL has been designed and constructed with on-site storm management ditches to keep uncontaminated stormwater runoff from mixing with the active landfill area. At the same time, storm runoff from the active landfill area is directed to a separate storm retention area, where it is tested and/or treated prior to being released to the environment.
			Waste reduction	The CRSL includes a number of areas designed to accept specialized wastes which can be recycled or reused. The types of recyclable products accepted at the CRSWL include: empty agricultural chemical containers, batteries, waste oil and oil containers, metal appliance & scrap metals, compostable materials (trees, grass clippings, etc.), and waste concrete & asphalt. On-site monitoring of plants and other biotic organisms occurs around key areas in the landfill (such as around the chemical container storage area) to ensure that no chemicals are affecting the ground surface.
			Other	As part of its operation of the landfill, the Camrose Regional Solid Waste Authority is responsible for the ongoing monitoring of the landfill facility for at least 25 years after the final closure of the landfill. This helps ensure that the environmental impact of the facility is minimized well after wastes have been placed there.
28	Household Hazardous Waste (HHW) Roundup	Program (ongoing)	Waste reduction / Pollution control	Every fall and spring, the City of Camrose holds a household hazardous waste roundup. This program allows for the safe collection and disposal of such items as paints & paint thinners, detergents, glues and cements, aerosol sprays, pesticides, etc, keeping these products out of the landfill, sewer systems, or environment.
29	Safer Cleaning program	Program (ongoing)	Pollution control	The City offers educational brochures outlining how people about the use of hazardous chemicals in and around their homes. The brochures provide safe alternatives to common household wastes (such as detergents, polishes, cleaners, etc.), and promotes the HHW roundup program.
30	Kids Camrose program (KC)	Program (ongoing)	Background info	Since 2001, the City of Camrose has been operating Kids Camrose, which is our main public education program geared specifically towards school-aged kids. This program has been developed by Vicki Cole, a registered teacher employed with the Battle River School Division (but paid by the City). The strength of the KC program is that Vicki understands the school curriculum, and can tailor the education directly into what a student is learning at that time (offloading most of the work from, and providing additional resources to, the school teacher). KC is implemented through a number of initiatives, including facility tours, presentations, workshops, community action projects, and public communications (newspaper articles, paid advertisements in the papers and on the radio). In addition to working with the schools, Vicki also maintains a number of the City's public educational programs. For more info, see the individual program descriptions below.
31	Kids Camrose - Water Watchdog (KC WW)	Program (ongoing)	Pollution control	KC WW involves riparian health inventories and water quality assessments of Camrose Creek by ~300 students annually (grades 4, 5, & 8). Includes water testing for nitrates, pH, dissolved oxygen, & turbidity, as well as assessment of bank erosion & plant life (riparian health), and a clean up of all garbage along the creek (part of "Pitch In Canada" program). Collected data is submitted to Alberta Water Quality Awareness (AWQA) and Saskatchewan River Basin websites for further tracking. As a social action outcome of this program, many schools have adopted sections of the creek as their own, planting trees & bushes to build up riparian areas (see below), and continue to make efforts to increase the overall health of the creek.
32	Kids Camrose - Yellow Fish Road (KC YFR)	Program (ongoing)	Pollution control	KC YFR is a program, sponsored in part by Trout Unlimited Canada, which raises awareness of the effects of hazardous wastes on the environment. Students paint yellow fish symbols near storm drains in the City to remind citizens that stormwater drains directly to our streams and lakes. Substances that enter storm drains can have a detrimental affect on our environment. The program also involves a door-to-door brochure campaign to explain the important aspects of the program, and to promote the HHW Roundup. Target audiences include: grade 4 science ("waste and our world" unit), grade 5 science ("protecting our wetlands" unit), plus the various goals of the Cubs & Scouts, Sparks, Brownies, Girl Guides, and Air Cadets.
33	Kids Camrose - Water Treatment Plant (WTP) tours	Program (ongoing)	Pollution control / Water conservation	The City of Camrose provides funding for bussing City school children to the WTP; many rural schools also take part in these tours, thanks to funding assistance from the Battle River Community Foundation. The tours are very popular with School Division teachers. As part of the tours, Vicki Cole gives classroom presentation to give appropriate background on water and water use. WTP tours are very hands-on: students are given samples of dirty pond water, and are guided in a hands-on demonstration of cleaning of the water while they walk through the facility. Approx. 800 students tour the facility and take home brochures and info packages on water conservation each year. Target audiences include: grade 4 science ("waste and our world" unit), grade 5 science ("protecting wetlands" unit), grade 8, grade 9, grade 10, grade 11, parents & teachers who come along on the tours, teachers (as part of extra Professional Development day tours)

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34	Kids Camrose - Wastewater Treatment Plant (WWTP) tours	Program (ongoing)	Pollution control / Water conservation	Done in concert with the WTP tours, tours are also given of the Camrose WWTP. Students learn how wastewater is treated in Camrose, how all of the water we use is used & treated by upstream communities, and how the water we treat is reused by communities downstream. Through this, students learn about environmental stewardship. See above for more info
35	Kids Camrose - Camrose Water Festival (CWF)	Program (ongoing)	Pollution control / Water conservation	Every two to three years, Camrose holds the CWF, to correspond to Environment Week in June. It is an opportunity for the community to appreciate their water, to learn the benefits of water conservation, and to learn how water is cleaned & managed within the prairies. In addition to a school component, the CWF also has an evening event geared towards adults featuring many of the same topics. Topics covered during the CWF include: "Mirror Lake Critters", watershed awareness, groundwater protection, AWQA day water testing, riparian and shoreline protection, etc. This program is put on with support from Battle River Community Foundation, AWQA, Cows & Fish, the Camrose Wildlife Stewardship group, the Augustana Campus of the U of A, Ducks Unlimited, the Battle River Watershed Alliance, and Alberta Environment (among others). Through the CWF, funds were raised to help support the Four Seasons Environmental Centre.
36	Kids Camrose - Tree Planting	Program (ongoing)	Pollution control / Riparian health	As alluded to earlier, KC is also involved in promoting healthy riparian areas within Camrose. Through the tree planting program, students, parents, & teachers plant trees near the shoreline of Camrose Creek to repair affected riparian areas. These trees, provided in part by the Tree Canada Foundation, are chosen to represent native trees for the Camrose area. As the trees grow up, they will improve bank stability and reduce the erosion potential of Camrose Creek in heavy rainfall events. By doing this, Kids Camrose is working to repair some of the human effects we have had on our environment.
			Other	Kids Camrose has received additional support from the Parks section of the Community Services department, through additional manpower leading up to and during tree planting days. As well, Parks has agreed to allow the planting areas to become "naturalized", which helps to re-establish a healthy riparian area in the floodplain portion of the creek valley.
37	Kids Camrose - Recycling Depot and Landfill Tours	Program (ongoing)	Waste reduction	Similar to the tours for the WTP and WWTP, this tour takes students to the Recycle with Centra Cam recycling depot and the Camrose Regional Sanitary Landfill. These tours give students experience in how solid waste is managed within AB, and why it is important to divert waste from the landfill. During the tours, students are encouraged to bring items from home that can be recycled, so that they can see firsthand the impacts of their efforts. Each year, over 800 students take part on these tours, which specifically target students in grade 4 and in grade 9.
38	Kids Camrose - Waste Reduction Week	Program (ongoing)	Waste reduction	The City of Camrose supports this National waste reduction campaign, not only through the elementary schools, but also to the general public and to Camrose businesses so that everyone can understand their role in waste reduction, helping them learn how to "Paint Your World Green". In the schools, Kids Camrose engages the students using a variety of fun and interactive opportunities (wasteless lunches, waste audits, etc.); all students receive activity booklets & brochures to take home, so that they can share this info with their parents. For the general public, the City produces a lot of news articles and paid advertising in the local papers, and uses awards and other incentives to encourage continued waste reduction efforts within the community.
39	Kids Camrose - Worm Composting (KC WC)	Program (ongoing)	Waste reduction	KC WC is an exciting way to teach students about the benefits of composting. Using worms to break down organic material, students learn about the purpose and process of composting, as well as the various composting services offered by the City. Presentations and on-going support are offered by the KC program to the teachers of more than 1,000 students (from kindergarten to grade 6) wishing to maintain worm composters within the schools.
40	Green Schools (GS)	Program (ongoing)	various	With the assistance of the KC program, all 5 elementary schools within Camrose have become involved in the GS initiative, sponsored by the SEEDS Foundation (Society, Environment, and Energy Development Studies). The program encourages students to take action to enhance the environment, to communicate to others about the environment, and to demonstrate the wise and sustainable use of resources that make up the environment. Students are involved in many school-wide programs and presentations including: composting, water conservation, school recycling activities, and garbage clean-ups. (One of the elementary schools has achieved an "Earth School" status, with more than 1,000 environmental projects completed to date; two other schools are within 100 projects of also earning "Earth School" status. As well, through its efforts in the GS program, one of the local schools was a recipient of a "Carbon Buster" award.)
41	Kids Camrose website	Program (ongoing)	Pollution control / Riparian health / Water conservation	The Kids Camrose website provides fun-filled pages that students, teachers, and parents can browse to find out more about all of the exiting Kids Camrose programs. The website is used by teachers for classroom instruction before facility tours to introduce topics, and after tours to review what has been learned.
42	Water Distribution Master Plan (WDMP)	Planning document (2008)	Background info	This document looks at current conditions and anticipated City growth areas to identify needed upgrades to water storage and distribution systems. The WDMP examined past water consumption records to determine current water consumption rates (350 L / person / day, which is about 75% of the water consumption of the average North American, but is still much higher than the world average). While encouraging continued water conservation efforts, the WDMP used current consumption rates to predict when major infrastructure upgrades would be required (additional storage, pumping station and watermain upgrades, etc.)
43	Water Treatment Capacity Evaluation & Planning Study	Planning document (2002)	Background info	This document looks at current operations at the City's WTP, as well as anticipated City growth to determine the capacity of the existing WTP. Using current water consumption rates, significant upgrades to the WTP will be required within the next 5-10 years (2014 to 2019). While the intent of this report is to predict when infrastructure upgrades are required, it also drives home the need for additional water conservation to extend the life of existing infrastructure. Partly as a result of this study, the City has developed a number of different programs related to water conservation, including the Kids Camrose program, and a number of education-based or incentive-based rebate programs.
44	Cast Iron Watermain Replacement Program	Capital Project / Program (ongoing)	Water conservation	In the past, a variety of materials have been used for new watermains. One type of watermain used in the past, cast iron, has been particularly problematic for corrosion, which can lead to watermain breaks. Over the past 40 years, the City has been systematically replacing cast iron watermains with newer materials (concrete, or more recently with PVC plastic). This has resulted in a drastic reduction in the number of watermain breaks each year, from over 200 to less than 30 breaks per year.

## Summary of City "Green" Initiatives

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45	"Be Wise with Water" campaign	Program (ongoing)	Water conservation	The City actively promotes water conservation through this program, which involves public and classroom education, rebate programs (water conservation kits, toilet, rainbarrels), etc. Through this program, the City created its own water conservation mascot "Wayne Drop" who appears at schools, in parades & fairs, and in local papers & ads, promoting the wise use of water (he even has his own theme song). Through videos & learning materials, people become aware of just how much water we use and how much we depend on our water.
			Background info	The City of Camrose is not a net "consumptive" use on the Battle River. Each year, the City removes ~2.1 million cubic metres of water from Driedmeat Lake. After use and treatment, almost all of this water is returned to the Battle River (some losses due to watering of lawns, etc.). In fact, due to infiltration of stormwater into the sanitary sewer system (which is also treated at the WWTP), the City returns ~3.3 million cubic metres of treated wastewater back to the Battle River (over 1/3rd of the wastewater treated at the WWTP is actually groundwater and surface stormwater which has infiltrated into the sanitary sewer system).
46	Water Metering	Capital Project / Program (ongoing)	Water conservation	100% of all businesses and residences in Camrose are metered. Studies have shown that municipalities with a high proportion of water meters have a much lower water consumption rate per person than municipalities with lower proportions of metered buildings.
47	Consumption-based water & wastewater utility rates	Bylaw (2009)	Water conservation	Studies have shown that municipalities and private utility companies which charge for water on a per unit volume basis have a much lower water consumption rate per person than municipalities and utilities which charge their utility rate payers on a flat rate basis. Within Camrose, as outlined in bylaws # 2605/08 and 2606/08, utility charges for water and wastewater are proportionate to the amount of water used (in addition to a flat charge per month for each account). The City is currently undertaking a review of its utility rate structure, and may further revise the methodology used to calculate utility rates to further encourage water conservation.
48	Wastewater Bylaw (formally referred to as "Sewage Bylaw")	Bylaw (1994, currently under revision)	Pollution control	The City's wastewater bylaw (bylaw # 1905/94) regulates the discharge of materials into the City's sanitary sewer and storm sewer systems. Through inspection and enforcement measures, the City can ensure that residents and business / property owners are not depositing materials (liquids, solids, etc.) into the wastewater systems which could potentially damage City infrastructure and/or the downstream environment.
49	Water Conservation / Water Use Bylaw & Policy	Policy & Bylaw (2006)	Water conservation	These documents deal with how the City would implement varying levels of outdoor water conservation measures within Camrose in times of water shortage (drought, infrastructure repairs, problems at WTP or pumping stations, etc.). Conservation measures may involve any or all of the following: voluntary conservation, mandatory conservation, mandatory prohibitions on outdoor water use, etc. These measures, which would be implemented at the discretion of the City Manager, would remain in effect until such time as the water emergency has passed. However, the restrictions would not apply in some circumstances, such as where water rationing would result in an adverse impact on public health, or where it would result in significant financial impacts to a business or industry (such as golf course greens or car washes).
50	WTP Backwash Water re-use system	Capital Project / Program (ongoing)	Water conservation	In 2006, the City's WTP initiated a new capital program to reuse water from the facility. Under normal circumstances, the WTP filters are backwashed periodically to remove built-up contaminants within the filters; this backwash water is non-potable, and is pumped to the sanitary sewer system for treatment and return to the environment. At the same time, the City's Parks department requires large volumes of water in the summer for the watering of trees and flowerbeds. This water re-use program will allow the Parks department (or other private companies) to use the WTP filter backwash water for non-potable purposes, such as landscaping. This will result in less wastewater treatment costs, a recharge of the shallow groundwater aquifers, and a reduction in overall outdoor water use.
51	Dust Proofing policy	Policy	Pollution control	This policy deals with the use of dust proofing agents, such as calcium, on gravel roadways. The policy attempts to balance the use of chemicals on roadways (which can potentially wash off into the storm system) and the need to control dust pollution.
52	Excavation Permit policy	Policy	Pollution control	This policy deals with excavations within public lands (i.e. boulevards, roads, etc.). The policy requires that the size of the excavations are kept to a minimum, and that the excavations are restored to the City's satisfaction as soon as possible. In addition to preventing damage to City facilities, this helps prevent the movement of sediments from an excavation site.
53	Snow and Ice Removal policy	Policy	Pollution control / Storm management	This policy deals with the clearing of snow and ice from City streets (as well as from the airport runway), as well as the use of sand and salt to prevent slippery conditions. City facilities are cleared based on the priority of the roadway (considering traffic volumes, safety conditions, and other factors). The use of pickled sand (sand mixed with salt to prevent freezing in the storage piles) is balanced between the safety concerns of the roadway, and the environmental impacts of runoff during melting conditions. In the spring, boulevards on major roadways are swept to push sand & salt back onto the roadway for pickup; sweeping of boulevards is generally not completed on lower priority roadways, due to the costs involved.
54	Salt Management Plan	Planning document	Pollution control	As noted above, the City of Camrose adds salt to its road sand to help prevent the sand pile from freezing in the winter. During rain events in the spring, summer and fall, salt can potentially leach out of the pickled sand pile and enter the storm sewer system and/or the environment. In 2004, the Federal Department of the Environment established a Code of Practice for the Environmental Management of Road Salts. While this Code of Practice only applies to organizations which use a minimum of 500 tonnes of road salts per year on average (more than double the amount that Camrose uses each year on average), the City of Camrose decided to proactively study the extent of upgrades that would be required to comply with this Code of Practice. In 2009, the City is planning to implement some of the recommendations of the Salt Management Plan study, including the tarping of its pickled salt pile to prevent the risk of the leaching of salts during rainfall events.
55	Snow Removal bylaw	Bylaw (2003)	Pollution control / Storm management	This bylaw deals with the clearing of snow and ice from public sidewalks adjacent to private properties. The bylaw restricts the use of sand and salt on sidewalks, as well as the depositing of snow into catchbasins & over the ends of culverts (which could lead to upstream flooding).
56	41 St Snow Dump site	Capital Project / Program (ongoing)	Pollution control	In 2006, the City constructed a new snow dump facility in the industrial park. This site, which is open to both public and private snow removal contractors, has been engineered with a settling pond to allow sediments to settle out of the snow melt prior to discharge to the downstream storm sewer system. Water quality testing is done periodically on the snow melt water to ensure water quality does not adverse affect the downstream environment.
57	Camrose Airport Aerial Applicators policy	Policy	Pollution control	This policy controls the use of the Camrose Airport by commercial aerial applicators to ensure protection of the airport and the environment. Aerial Operators wishing to use the Camrose Airport as a base for operations must submit an operations plan to the Airport Manager prior to commencement of activities. Plan addresses handling and storage of chemicals, and must include an emergency plan.

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58	various other policies & bylaws		various	There are many other policies & bylaws for the City of Camrose, some of which having varied levels of "green" impact. Examples include the Smoking bylaw, the Health & Safety policy, the Ozone-Depleting Substances regulations, the Purchasing policy, the Municipal Tree Care policy, the Unsightly Premises bylaw, etc.
59	Solar-powered traffic stop light flasher (54 Ave & 53 St)	Capital Project / Program (ongoing)	Energy conservation	Approx. 10 year ago, the City installed a new red flasher light above a stop sign at the NE corner of the intersection of 54 Ave and 53 St. Due to the excessive cost of running new power cabling to this location, the City decided to power the flasher with a solar panel.
60	Riparian Health Assessments	Program (ongoing)	Riparian health	Every 2-3 years (starting originally in 2004), the City of Camrose takes part in a voluntary assessment in the riparian areas (i.e. stream banks and shorelines) of Camrose Creek and Mirror Lake. Assessments look at such things as native vegetation, bank stability, and overall health of the shoreline. Partners include: County of Camrose, the Augustana Campus of the U of A, and the "Cows and Fish" organization.
61	City / County partnerships	Program (ongoing)	Pollution control / Riparian health	For the past ~10 years, Engineering has partnered with Camrose County on a variety of environmental programs, including solar-powered cattle watering programs, and riparian health assessments. These voluntary partnerships are key, as the majority of the "watershed" feeding Driedmeat Lake lies outside of the boundaries of the City limits (where the City has no jurisdiction for policy-making or enforcement).
62	Reduction of Street Lighting levels (pilot)	Program (under development)	Energy conservation	A number of other Canadian municipalities are currently investigating the benefits / setbacks of lowering street light levels on local and some collector roadways, particularly at times when pedestrian movements are very minimal (such as between midnight and 5am). The City is currently considering the implementation of a trial project within Camrose, to investigate the buy-in from the Camrose community. Key considerations include: actual vs. perceived reductions in property security, accident statistics, number of complaints / inquiries received from the general public, etc. Based on the results of the trial project, the City may investigate the feasibility of expanding this program City-wide.
63	Traffic Light Bulb replacement program	Capital Project / Program (ongoing)	Energy conservation	The City is currently in the middle of a multi-year capital program geared toward the replacement of existing traffic signal lights from the existing solid bulbs to high-efficiency LED lights. The new bulbs, which last at least 10 times longer than the existing bulbs, operate with less than 10% of the power consumption of the normal bulbs. To date, the has replaced approximately half of the traffic bulbs within Camrose with the newer bulbs.
64	Traffic Signal Optimization project	Program (ongoing)	Traffic congestion / Pollution control	In 2004, the City of Camrose retained an external consultant to review the timings of all traffic signals along 48 Avenue. As part of this work, the City & the consultant optimized traffic signal timings to reduce the overall level of traffic delays within the City. Distinct timing programs were created to handle different traffic scenarios (am rush, pm rush, lunch hour, regular evening mode, etc.). While the process has identified a few timing signal loop failures, which are currently being repaired to ensure the overall efficiency of the entire system, the changes to the signal timing program has improved traffic flow through the City and reduced the overall amount of idling.
Public Works (Engineering)				
65	Inspections (PW)	Program (ongoing)	Water conservation / Pollution control	For all new developments, the City (through the Engineering Services and/or Public Works sub-areas) installs or oversees the installation of all new utilities. This ensures that new infrastructure was properly installed, reducing the possibility of watermain leaks and/or unwanted infiltration into the sanitary & storm systems.
66	Environment Plan	Program (under development)	Pollution control	Public Works is currently reviewing its practices for the handling and disposal of recyclable fluids, such as antifreeze or oils. Such practices as the use of secondary containment for storage tanks, etc., will better protect the sanitary / storm sewer systems, as well as the environment, in the event of accidental spills.
67	Vehicle Maintenance	Program (ongoing)	Pollution control	Public Works (which is responsible for the maintenance of all City-owned vehicles) maintains a rigorous vehicle maintenance schedule for all vehicles to ensure that each vehicle is operating in the most efficient manner possible. Items checked include: fluid replacements, tire pressure / wear, daily & scheduled maintenance. As well, all City staff are responsible for daily inspection checks (walkarounds) for all City vehicles prior to use, to ensure that leaks are caught before they damage the environment or the vehicle.
68	Vehicle Purchasing	Program (ongoing)	Pollution control / Waste reduction	The Purchasing department at Public Works (which is responsible for the purchase of new City vehicles) works hard to ensure that the best vehicle is purchased for the individual job. In many cases, vehicles can be chosen based on the overall life-cycle cost of the vehicle (which is due in part to lower fuel efficiencies). In some cases, pickups and other service vehicles can be downsized to ensure that the City is not wasting money or fuel for its operation. Finally, since the City sticks to a strict vehicle replacement policy, which includes putting away money into a vehicle reserve account to pay for vehicle replacements, the City can maintain a relatively new fleet at all times. This leads to less wear and tear on vehicles, which results in less fuel consumption.
			Background info	The City is currently investigating the use of hybrid options for key vehicles, such as pickup trucks and smaller units.
69	Regular Building Maintenance	Program (ongoing)	Waste reduction / Energy conservation	Similar to the buildings in the rest of the City, all Public Works facilities are cleaned and maintained on a regular basis. Replacement of air filters and the clean-up of spills helps to reduce the risk to human health or the environment. When possible, lighting is replaced with high-efficiency ballasts and bulbs.
70	Furnace Upgrades	Capital Project / Program (ongoing)	Energy conservation	Public Works shops have been retrofitted with make-up air heating units, which are more efficient than traditional space heating units. As well, many of the office heating systems have been installed with programmable step-back furnaces to reduce energy consumption in off-peak hours.
			Energy conservation	Most of the Public Works shop areas are kept at lower temperatures (typically 15°C) to conserve energy. These lower temperatures are actually preferred by the PW mechanics, as they find that warmer building temperatures cause them to overheat in their regular work.
71	Overhead Shop Door Openers	Capital Project / Program (ongoing)	Energy conservation	New automatic door openers have been installed in the overhead shop doors. This results in less heat loss to the facilities, due to less time that the doors are open by PW staff.
72	Public Works Shop upgrades	Capital Project / Program (under development)	Energy conservation	The main shop area at Public Works will shortly be re-insulated to reduce heat loss from the facility. At the same time, the inside of the building will be re-tinned, to provide better lumination inside the building, leading to less lighting demands.

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73	Cold Storage facilities	Capital Project / Program (ongoing)	Energy conservation / Waste reduction	Public Works has a number of facilities which provide cold storage for summer-use equipment. These facilities, which are kept slightly above freezing, permit the City to not need to "winterize" the equipment, resulting in less waste. For a number of other facilities, equipment can be stored outside at sub-freezing conditions, particularly if they will not be needed during the winter, but do not have the same winterizing requirements.
74	Fuel Storage	Capital Project / Program (ongoing)	Pollution control	The Public Works department operates and maintains two separate fuel storage facilities (an above ground facility at the Public Works compound, and a below ground facility at the Camrose Airport). These facilities have been designed and constructed to meet the AB Environment certification requirements for fuel containment facilities. Certification includes such items as daily logging of fuel removed / delivered (to account for losses), inspections of facilities (to look for leaks / spills), and cathodic protection and groundwater monitoring of underground facilities.
75	Driver Training	Program (ongoing)	Pollution control / Energy conservation	City drivers undergo ongoing driver training to ensure that they are driving in a safe and efficient manner. Such items covered include: idling, aggressive driving, etc.
76	Water Treatment Plant (WTP)	Capital Project / Program (ongoing)	Background info	The City's WTP is designed to protect human health. Water is taken from Driedmeat Lake, and is treated using a variety of physical and chemical means to remove physical, chemical and biological contaminants which could affect human health.
			Waste reduction	The WTP is equipped with chemical proportioning systems (peristaltic pumps, etc.) to ensure that the exact doses of chemicals are used in the WTP processes. This helps the City ensure that the correct dosages of chemicals are used, which reduces waste.
			Waste reduction / Pollution control	The WTP is equipped with environmental alarms on all critical components of the WTP. Through this, any leaks are detected and repaired immediately, resulting in less chemical loss.
			Waste reduction	As part of the treatment process, the WTP uses lime to assist in softening its water. Waste lime (lime that has been used in the WTP and has settled out of the water) is recycled: the waste lime is removed from the WTP and temporarily stored at the WWTP lagoons; agricultural users take the stored waste lime, and use it to optimize pH levels in their fields. The City does not charge for the use of the waste lime.
			Energy conservation	The operation of the WTP is governed by computer programs which work to minimize energy losses from pumps. Also, only the areas within the WTP which are regularly manned (control room, lab, coffee room, etc.) are heated; the remainder of the WTP is kept at ~10°C. For most of the year, the temperature of the water is enough to maintain that normal operating temperature of 10°C.
			Energy conservation	Natural lighting (sky lights) is used in the WTP and at the lake pumping station. Future upgrade to the WTP will include: replacement of existing hot water heaters with on-demand (tankless) hot water components, electrical upgrades (panels / breakers) which have less losses, etc.
77	Granular Activated Carbon (GAC) facility at the WTP	Capital Project / Program (ongoing)	Background info	In February 2009, the City will commission its new GAC facility, which will further improve the quality of the drinking water in Camrose. This upgrade will include the addition of Granular Activated Carbon filtration, as well as improvements to the chemical and UV disinfection systems.
			Energy conservation	The new GAC facility has been designed and constructed with a number of energy conservation measures incorporated. Windows have been installed on the East, South, and West walls to permit natural lighting. High efficiency ballasts and fluorescent lights have been used for artificial lighting. All pumps have Variable Frequency Drive (VFD) motors, to allow pumps to operate at lower speeds, and also at maximum speeds when required.
			Waste reduction	The City is currently looking into methods to re-use GAC material after consumed. Various options are available, including the use of waste GAC to pre-treat landfill leachate prior to final treatment in the City's WWTP.
78	Upgrades to Water Meters	Capital Project / Program (ongoing)	Energy conservation	The City is currently in the process of upgrading all water meters throughout the City from a manual-read to a radio-read meter. Once completed, this will allow meter readers to drastically reduce the time required to read water meters, using a radio receiver on a computer to read the meters as the PW employee drives around the City. As a result of this project, water meters in the entire City will be read in just one day (as opposed to the current practice of having one PW employee devoted full-time to meter reading, with each meter being read once every 2 months). This will result in less fuel consumption for PW vehicles, as well as the ability to use the PW employee on other projects. The changeout of all water meters within the City started a number of years ago, and will be complete in ~5 years (budget and manpower constraints restrict the City from completing this project sooner).
			Water conservation	The new water meters have a number of built-in components which will drastically improve flexibility and customer service levels, including the ability to detect leaks within the house, or the ability to have up to the minute information on water usage.
79	Leak Detection Program	Program (under development)	Water conservation	The City is currently investigating the possibility of adding a leak detection program to its water operations. This program would involve City staff systematically testing existing watermains, valves, etc., throughout the City with the goal of catching small leaks before they escalate to large-scale watermain breaks. This will result in less treated water being lost to the environment prior to human use, which will reduce the amount of water required by the City's WTP.
80	Utilities Pumping Stations (all)	Capital Project / Program (ongoing)	Energy conservation	All new motors and most older motors used in the various pumping stations have been installed with or changed out to VFD motors; allows motors to run at variable speeds according to demands, rather than 100% on / 100% off. Results in less power used. As well, pumping stations are operated by computers, which results in less wasted power and better pumping optimization than manual operation.

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81	Wastewater Treatment Plant (WWTP)	Capital Project / Program (ongoing)	Pollution control	The City's WWTP exists to protect the environment. Human sanitary wastes are conveyed to the WWTP, where they are treated by a variety of physical and biological means. The operation of the WWTP is closely regulated by AB Environment, as are the allowable discharge limits for the treated wastewater to the environment. Currently, wastewater is treated through a number of aerated lagoons; aeration is provided to encourage biological breakdown of the wastes into components which are safe for the environment. After treatment, wastewater is stored in large lagoons for up to 6 months; in the springs and in the fall, AB Environment allows the City to release the treated wastewater back to the environment.
			Energy conservation	Aeration pumps in the WWTP blower station are operated to assist in the biological breakdown of wastes. Blower pumps are used only as needed to conserve energy. As well, one of the four pumps is always on standby, to allow each pump to be taken down for regular maintenance and cleaning.
			Waste reduction	Some of the heavier components of the wastewater is untreatable in the aerated lagoons. This component, which settles out as sludge in the first stages of treatment, is used as soil conditioner for nearby agricultural users. WWTP sludge is removed every 2-5 years on average, and is a valuable commodity to farmers, as it reduces the need for fertilizers. (The City does not charge for its sludge.)
			Water conservation	Once treated, the stored wastewater can be re-used for a number of applications. Any application which does not need drinking-quality water (such as road watering & dust control, or irrigation) can access the City's storage lagoons.
			Background info	As noted above, the City is currently in the process of reviewing its wastewater treatment plant operation. Due to tighter restrictions from AB Environment, the City will likely undertake a significant upgrade to the WWTP. The City expects that the upgraded WWTP will include disinfection of treated wastewater, which will result in recreational quality water leaving the WWTP storage cells. As part of the new WWTP, the City anticipates that it will be able to capture methane gas which are produced; this methane can be utilized for heating buildings and electricity production.
82	Closed-Circuit Television (CCTV) for Sewer mains	Program (ongoing)	Pollution control	Public Works uses CCTV cameras to inspect sanitary and storm sewer pipes and manholes. This allows PW to proactively look for leaks and cracks in sewer pipes. Catching smaller leaks in these sewer pipes allows PW to proactively fix the leaks before they become large sinkholes in roadways or in park areas.
			Energy conservation	Because leaks in sanitary pipes can result in stormwater infiltration to the sanitary sewer system, the City currently treats a large amount of stormwater at its WWTP. (As noted above in item # 45, stormwater can account for over 1/3rd of the wastewater treated at the WWTP.) Reducing leaks into the sanitary sewer system (through the use of CCTV inspections, and other means), can reduce the amount of wastewater treated at the WWTP, which significantly reduces the energy consumption at the same time of extending the life of the facility.
83	Uni-Directional Flushing (UDF) program	Program (ongoing)	Water conservation	Despite treatment at the WTP, certain amounts of very fine sediments can sometimes enter the water distribution system. Over time, biofilm growth can occur on the inside edges of watermains throughout the system. As a result of this build-up growth of biofilm and sediments, cities typically flush their watermains on a regular basis, thus improving the quality of the water in the distribution system. After years of development, the City's UDF program improves the efficiency of watermain flushing by isolating individual watermains to ensure that water is flushed through only one section of watermains at a time (this results in higher velocities in each watermain, which improves the scouring action of the flushing). The result is less water used to flush watermains than traditional watermain flushing programs. Typically within Camrose, UDF crews flush half of the City each year (the City did not run the UDF program in 2003, due to extreme drought conditions).
			Pollution control	As part of this program, water is flushed to the storm sewer system. Due to the presence of chlorine-based disinfectants in the water, UDF flush water is de-chlorinated before the flush water enters the storm sewer system (and ultimately, the environment).
			Water conservation	As part of the UDF program, UDF crews "exercise" (or close / open) each water valve within the City every two years. As part of this work, leaky or corroded valves can be identified, which results in their repair / replacement prior to the escalation of the problem (watermain breaks at the valves, etc.).
84	Utility Material Recycling	Program (ongoing)	Waste reduction	Whenever components are removed from the ground or removed from service (valves, hydrants, pipes, manholes, pumps, meters, concrete curbs and sidewalks, removed asphalt, etc.), PW salvages all recyclable materials from those components. For example, brass, stainless steel, and cast iron all have salvage value, and are removed from the removed utility component. Finally, concrete and asphalt is moved to the concrete compound at the landfill for crushing & reuse elsewhere in the City. This drastically reduces the amount of waste buried in the landfill.
Community Services				
85	Green Spaces Plan (GSP)	Planning document (under development)	Background info	This planning document will involve a review of the major plans and policies for the Community Services department. It will investigate the long-term planning for growth to the City parks system, and will provide recommendations as to the preferred use of each green space (naturalized vs. developed park vs. some combination thereof). As well, the plan will review current mowing and pesticide use practices, to ensure that the City is using best management practices. Finally, this plan will create an "Integrated Pest Management Plan" for the department, which will look at how the department manages all types of "pests" typically encountered within the City (mosquitoes, weeds, gophers, etc.). Community Services will use an external consultant to assist in much of this work, and will engage Camrose citizens as part of the process.
86	Outdoor parks	Capital Project / Program (ongoing)	Green space	The City of Camrose maintains over 1,750 hectares of park and open green space, as well as over 21km of paved trails and over 15km of nature trails. These facilities are open to the public, and are free of charge. In addition, there are over 25 public playgrounds and a variety of outdoor sporting facilities within the City (also free of charge).
87	Valleyview Campground	Capital Project / Program (ongoing)	Green space	The City of Camrose maintains the Valleyview Campground, a summer-use overnight camping facility within the Camrose Creek valley. The site of this facility is overtop of an abandoned landfill, which allows for a beneficial use of the former refuse site.
88	Valleyview Cemetery	Capital Project / Program (ongoing)	Green space	The Valleyview Cemetery is the main internment location within the City of Camrose.
89	City Tree Planting	Program (ongoing)	Green space	Every year, Community Services plants between 2,500 and 3,000 seedlings and caliper-sized trees within the City of Camrose. Trees are planted in City parks as well as within roadside boulevards.

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90	Camrose Arbor Day	Program (ongoing)	Green space	The CWGSP hosts the Camrose Arbor Day event. Community members join the City and the CWGSP in re-naturalizing the previously treed areas in the Valley that had been removed during past construction projects. In 2007, over 250 trees on Arbor Day; Community Services planted the remaining trees, amounting to a total of 2500 trees planted in the Stoney Creek Valley. Trees were donated as part of the "Keeping Alberta Green and Beautiful" initiative by a number of organizations, including the Tree Canada Foundation.
91	Mulching	Program (ongoing)	Green space / Waste reduction	Whenever a City-owned tree requires pruning, Community Services mulches as much of the tree as possible using a chipper unit. These wood chips are used in flower beds and shrub beds to retain moisture and assist in keeping healthy soil. This practice reduces the amount of material which must be disposed of at the landfill.
92	Grass Clippings	Program (ongoing)	Green space / Waste reduction	Excess grass clippings are picked up in City parks and are composted. The composted material is used at the City-owned tree nursery and at the Valleyview Cemetery for grave topping and general landscaping.
93	Parks Garbage Collection	Program (ongoing)	Pollution control	Community Services staff are required to pick up any litter from City parks prior to mowing, to protect City equipment and to reduce the spread of litter in City parks. All large mowers are equipped with a bucket to store collected litter.
94	Parks Bottle Recycling	Program (ongoing)	Pollution control / Waste reduction	Every day in the summer, Community Services staff are responsible for picking up cans and bottles which are discarded in the City parks by the general public. These cans and bottles are delivered to the recycling depot. Money collected from the recycled cans and bottles are used to subsidize the staff pop / juice / water fund.
95	Pesticide Use	Program (ongoing)	Pollution control	The spraying practices for the City's Parks department follows a "terms of reference" document which is based on a provincial Code of Practice (initiated by the AB Environment Pesticide Applicators License). The City's Parks section has 2 licensed pesticide applicators. The City's philosophy is to use low volumes of herbicides for the control of dandelions and other nuisance weeds; rather, the City makes use of cultural practices such as ongoing mowing programs. Insecticides are used minimally. Insecticidal soaps and bacterial agents are used when required. The City has not sprayed for mosquitoes since 1994. Rodenticides are used using strict guidelines during a small window in the spring; after that, gophers and moles / voles are controlled by non-chemical means such as trapping.
			Pollution control	Similar practices are used at the City Golf Course. Cultural practices are preferred over chemical practices. When pesticides are used, golf course staff investigate the fertility rates and the soil moisture levels of the turf ; also, spot spraying is used instead of a blanket chemical application.
96	Fuel Storage	Capital Project / Program (ongoing)	Pollution control	The Community Services department operates and maintains two separate above-ground fuel storage facilities (at the Parks compound, at the Golf Course maintenance shed). These facilities have been designed and constructed to meet the AB Environment certification requirements for fuel containment facilities. Certification includes such items as daily logging of fuel removed / delivered (to account for losses), inspections of facilities (to look for leaks / spills), etc.
97	Oil Recycling	Program (ongoing)	Pollution control / Waste reduction	Community Services has installed a certified oil containment system to recycle used oil from parks equipment (at both the Parks compound, and the Golf Course maintenance shed).
98	Edgeworth Centre construction	Capital Project / Program (ongoing)	Energy conservation	Much of the new Edgeworth Centre is heated (winter) and cooled (summer) using "waste" energy from the ice plant. Similarly, waste heat from the ice plant is used to pre-heat domestic hot water for the building. This saves significantly on natural gas & electricity consumption for the facility. The facility was also fitted with high efficiency ballasts and fluorescent light tubes for reduced energy consumption. Dressing rooms are installed with automated lighting controls.
99	Community Services indoor facilities (all)	Capital Project / Program (ongoing)	Energy conservation	All new motors and most older motors running the various facilities have been installed or changed out to Variable Frequency Drive (VFD) motors; allows motors to run at variable speeds according to demands, rather than 100% on / 100% off. Results in less power used.
100	Kin Park lighting	Capital Project / Program (ongoing)	Energy conservation	Installation of new lighting array on the outdoor field lighting at Kin Park. Through this installation, demand has been reduced by ~49% (from 331 kW to 161.5 kW), while increasing lighting by ~73% (from 5.27 million lumens to 9.09 million lumens).
101	Chemical Proportioning system	Capital Project / Program (ongoing)	Waste reduction	Community Services facilities / equipment requiring the addition of chemicals have all been installed with chemical proportioning systems (peristaltic pumps, etc.) to ensure that the exact doses of chemicals are used.
102	Chemical Container recycling	Program (under development)	Waste reduction	Within the next few weeks, Community Services is planning to implement a recycling program for cleaned chemical containers (#2 plastic)
103	Max McLean / Curling Rink lighting retrofit	Capital project (planned)	Energy conservation	Community Services is planning to replace all lighting & ballasts in the Max McLean arena & Curling Rink with new, high-efficiency ballasts & fluorescent lights, to reduce power consumption.
104	Golf Course paths	Program (ongoing)	Waste reduction	Rather than using new shale or gravel for cart paths and road aprons, maintenance staff attempt to use recycled materials such as used shale and pavement planings.
105	Golf Course Irrigation system	Capital Project / Program (ongoing)	Background info	The Camrose Golf Course contains an irrigation system to ensure that golf course fairways, tee boxes, and greens are kept in good condition. Rather than using treated municipal drinking water or groundwater from wells, the Golf Course is permitted by AB Environment to use untreated water from Mirror Lake. The City is currently in the process of upgrading its golf course irrigation system intake structure to reduce the amount of sediments drawn into the system. The new filter screen has been sized to protect aquatic life (small fish, etc.) which may be in the lake.
106	Aquatic Centre practices	Program (ongoing)	Water conservation / Energy conservation	Rather than using new water for the hot tub, older preheated and pretreated pool water is used to maintain water levels in the hot tub. This reduces the new amount of energy and water used to operate the hot tub. Some evaporative losses exist in the mail pool as well as the hot tub. Top-up water is used to maintain normal operating levels. Water is recycled and treated in the facility to reduce the amount of water that must be wasted.
			Waste reduction	The use of vinegar / water is preferred over chemical solutions for the cleaning of windows.
			Energy conservation	Sauna is controlled by a timer, which reduces energy use to only during program times. Dressing rooms and some lobby lights are governed through use of photocells (automatic lighting controls). During periods of inactivity, the building HVAC system automatically ramps down to reduce energy use. Most lights in facility have been replaced with more energy-efficient fixtures and lower wattage lights. Staff policies state that pool lights are turned off when there are no programs in the pool for over an hour; due to fixture design, it is still inefficient to turn out lights for shorter periods of inactivity.

## Summary of City "Green" Initiatives

<u>Department Lead</u>	<u>Name of Initiative</u>	<u>Type of Initiative (capital project, bylaw / policy, planning document, program, etc.)</u>	<u>Topic</u>	<u>Description</u>
External (Para-City)				
107	Battle River Watershed Alliance (BRWA)	External organization	Watershed protection	The City of Camrose is actively involved (and is a founding member) of the BRWA, whose vision is a "Battle River watershed that sustains the ecological integrity, social, and economic needs of the community it supports". The City of Camrose representative is currently serving as Chairman of the Board of Directors of the BRWA. As well, the City periodically submits news articles for inclusion within the quarterly BRWA newsletter.
108	"Caring for our Watersheds - Battle River" contest	External program	Watershed protection	This contest invites students to submit proposals that answer the question: "What can I do, create, invent, or improve to better care for the Battle River Watershed?" Students select a topic, develop a solution to an environmental problem, find community members to help develop their ideas, and create reports / presentations that display their topic & recommended solution. Winning entries receive cash awards each year, and many of these projects have been implemented (such as an expansion to the CCHS solar panel project, or the planned development of a constructed wetland on the Augustana Campus of the U of A). The City of Camrose provides in-kind support to this contest.
109	Camrose Wildlife and Greenspace Stewardship Project (CWGSP)	External program	Green space / Riparian health	The Community Services department supports and is a leading member of the CWGSP, a public awareness program focused on environmental aspects as it pertains to our community. Each summer, the CWGSP supervisory committee hires a summer coordinator to promote effective wildlife and greenspace management and to provide related interpretive programs for the community. In the summers, weekly meetings are held at the Stoney Creek Centre, featuring such topics as bats, snakes, songbirds, native flowers, trees, urban wetlands, riparian health, and much more. In 2007, the CWGSP was a finalist for the Alberta Emerald Awards within the Community Group category. In addition to presentations at these weekly meetings, the summer coordinator also works with the City's summer day camp program to engage kids in environmental issues over the summer.
110	Other			There are a number of other programs and organizations which could have also been listed here.
Administration (or City-wide)				
111	City Hall renovations	Capital project	Background info	The City of Camrose is currently planning to expand its existing City Hall facility. Although currently only in the prelim design stage, the City is hoping to design and construct this facility as a sustainable facility. As an initial step, the City has retained the services of a LEED-certified architect, with the initial goal of attaining LEED Silver certification on the new City Hall facility.
112	Bicycle Stand Installations	Capital project	Traffic congestion	To encourage bicycle travel over vehicle use, bike stands have been installed at a number of City facilities.
113	Recycling and Reduction Policy	Policy	Waste reduction	This policy was developed to promote recycling and reduction by the various departments of the City of Camrose. Through its adoption, City Council set the principle that City departments would provide a leadership role for Camrose residents and businesses to follow. This policy addresses such items as: centralized purchasing of environmentally friendly & recycled products, energy reduction within City buildings & facilities (energy audits), product recycling (bottles / cans, cardboard, office paper, ink cartridges), waste reduction, etc.
114	Anti-idling Policy (internal)	Policy (under development)	Pollution control	In response to environmental concerns, as well as to rising fuel prices, City Administration staff developed an anti-idling policy for internal City purposes. While not officially reviewed and approved by City Council, this internal policy has been implemented for City vehicles. Some exemptions apply, such as emergency vehicles waiting at an accident, or heavy equipment which require significant warmup times for proper operation. However, a review of most internal departments shows that most City employees strive to comply with this policy.
115	Anti-idling Bylaw	Bylaw (under development)	Pollution control	The City is considering the implementation of an anti-idling bylaw, which would apply for all private vehicles within the City of Camrose. This bylaw, which would likely be based on the restrictions of the internal anti-idling policy, would restrict the allowable idling times for private and commercial vehicles within Camrose. The introduction and implementation of such a bylaw would need to be carefully considered by City Council, as enforcement of the bylaw would likely take significant City resources.
116	Purchase of Green Power	Program (ongoing)	Waste reduction	At the latest renewal of the City's energy contract, which outlines the energy rates for the City for the next __ years, City Council decided to purchase 5% of its energy from "green" sources (wind power, etc.).
117	Power Load Sharing	Program (ongoing)	Energy conservation	Given the number of facilities that the City operates, and the significant amount of power that many of these major facilities demand, the City attempts to "block" or "load share" the power requirements of the different facilities to obtain an overall cost savings to the City. Some of the City's more complex facilities, such as the WTP or the Edgeworth Centre, have a certain amount of load sharing built in to the individual facility (e.g. at the WTP, the filter backwash pumps will not turn on until the centrifuge pumps have turned off).
118	Green Action Committee	Committee	Background info	The creation of this Committee was made by City Council on May 26, 2008. The stated objectives of this Committee are: 1) To serve as a "think tank" to generate proposals aimed at improving Camrose as a green community; 2) To research environmental "best practices" in other communities; 3) To provide an educational function by informing citizens of Camrose in order to create an enhanced understanding and appreciation of prudent environmental practices; 4) To accept referrals for further study from City Council; 5) To provide City Council with recommendations for green action.

# Appendix D: Economic Current Reality

## City of Camrose Labour Force Activity, Occupations and Industries by Population <sup>51</sup>

 **Figure**

### Labour force activity

	Camrose (CA)			Alberta		
	Total	Male	Female	Total	Male	Female
Total population 15 years and over	12,655	5,930	6,725	2,625,140	1,307,520	1,317,620
In the labour force	8,410	4,250	4,165	1,942,820	1,050,170	892,650
Employed	8,010	4,015	3,995	1,859,965	1,006,865	853,095
Unemployed	405	235	165	82,860	43,310	39,550
Not in the labour force	4,245	1,680	2,565	682,320	257,345	424,975
Participation rate	66.5	71.7	61.9	74.0	80.3	67.7
Employment rate	63.3	67.7	59.4	70.9	77.0	64.7
Unemployment rate	4.8	5.5	4.0	4.3	4.1	4.4

 **Figure**

### Occupation

	Camrose (CA)			Alberta		
	Total	Male	Female	Total	Male	Female
Total experienced labour force 15 years and over	8,375	4,240	4,140	1,928,635	1,043,790	884,850
Management occupations	770	475	290	187,240	121,045	66,195
Business, finance and administration occupations	1,180	305	880	340,430	86,675	253,755
Natural and applied sciences and related occupations	320	240	75	144,240	114,280	29,955
Health occupations	710	165	550	103,620	19,140	84,475
Occupations in social science, education, government service and religion	630	200	430	136,610	43,620	92,990
Occupations in art, culture, recreation and sport	150	65	75	45,160	18,530	26,630
Sales and service occupations	2,450	885	1,565	438,105	175,920	262,185
Trades, transport and equipment operators and related occupations	1,455	1,350	105	350,360	323,725	26,635
Occupations unique to primary industry	455	365	85	117,500	92,145	25,355
Occupations unique to processing, manufacturing and utilities	260	180	80	65,365	48,705	16,665

 **Figure**

### Industry

	Camrose (CA)			Alberta		
	Total	Male	Female	Total	Male	Female
Total experienced labour force 15 years and over	8,380	4,240	4,140	1,928,635	1,043,790	884,850
Agriculture and other resource-based industries	670	525	140	228,520	168,230	60,285
Construction	595	535	55	169,420	143,610	25,810
Manufacturing	570	425	150	138,365	102,725	35,640
Wholesale trade	260	180	75	85,515	59,860	25,650

<sup>51</sup> Statistics Canada Catalogue no. 92-591-XWE. Ottawa. Released March 13 2007. Available from <http://www12.statcan.ca/census-recensement/2006/dp-pd/prof/92-591/index.cfm?Lang=E>

 **Figure**  
**Industry**

	Camrose (CA)			Alberta		
	Total	Male	Female	Total	Male	Female
Retail trade	1,460	630	830	206,655	90,015	116,645
Finance and real estate	395	165	230	97,465	40,510	56,960
Health care and social services	1,250	255	995	175,200	27,060	148,140
Educational services	560	190	370	120,460	37,150	83,315
Business services	955	605	345	354,265	212,695	141,575
Other services	1,660	720	940	352,760	161,925	190,835

 **Figure**  
**Unpaid work**

	Camrose (CA)			Alberta		
	Total	Male	Female	Total	Male	Female
Population 15 years and over reporting hours of unpaid work	11,665,330	6,335	2,429,725	1,183,705	1,246,015	
Population 15 years and over reporting hours of unpaid housework	11,545,290	6,260	2,399,940	1,164,005	1,235,940	
Population 15 years and over reporting hours looking after children without pay	4,275,820	2,455	1,008,680	450,190	558,490	
Population 15 years and over reporting hours of unpaid care or assistance to seniors	2,290	910	1,380	440,110	182,555	257,555

## Income

### Percent of Population 15+ by Income Bracket - Camrose vs Alberta (2005)

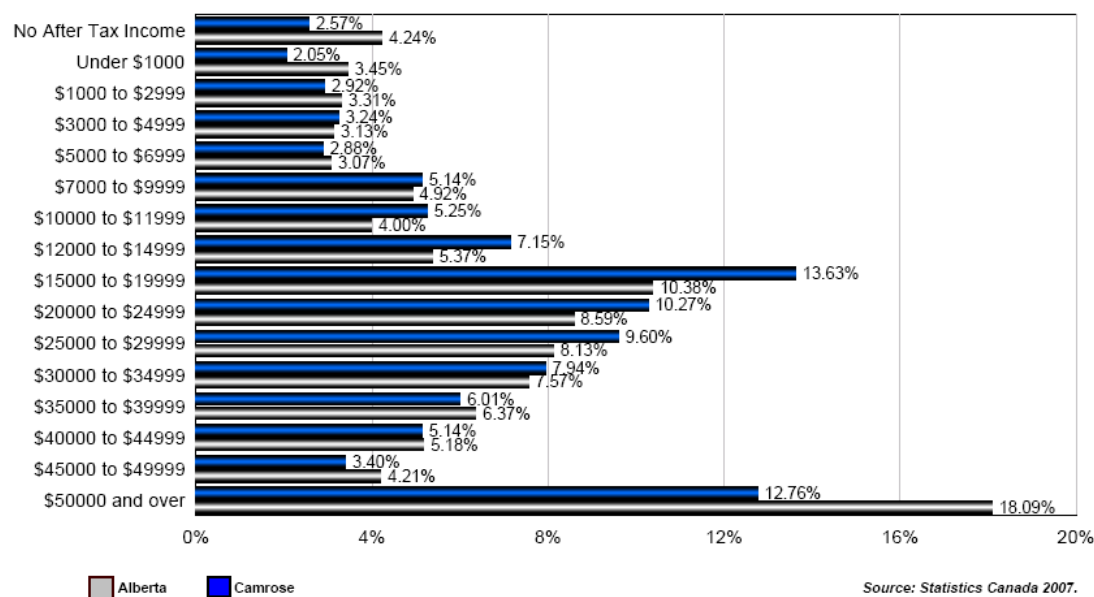


Figure 19 Incomes of Camrose Households <sup>52</sup>

## Educational Achievement of Camrose Residents

Educational attainment	Camrose (CA)			Alberta		
	Total	Male	Female	Total	Male	Female
Total population 15 years and over	12,660	5,930	6,725	2,625,145	1,307,520	1,317,620
No certificate, diploma or degree	3,620	1,815	1,800	614,865	312,965	301,900
High school certificate or equivalent	3,310	1,475	1,835	688,140	322,495	365,645
Apprenticeship or trades certificate or diploma	1,550	980	565	285,815	200,870	84,945
College, CEGEP or other non-university certificate or diploma	2,040	705	1,330	472,210	201,965	270,245
University certificate or diploma below the bachelor level	475	145	335	105,680	43,590	62,095
University certificate, diploma or degree	1,655	800	855	458,425	225,635	232,795
Total population aged 15 to 24	2,315	1,210	1,105	487,705	250,825	236,880
No certificate, diploma or degree	1,045	610	435	201,685	107,810	93,875

<sup>52</sup> Alberta First. *Profile of the City of Camrose*. 2010. Available from <http://www.albertafirst.com/profiles/statspack/20367.pdf>

Educational attainment	Camrose (CA)			Alberta		
	Total	Male	Female	Total	Male	Female
High school certificate or equivalent	855	425	430	185,855	96,525	89,330
Apprenticeship or trades certificate or diploma	90	60	30	21,285	14,085	7,195
College, CEGEP or other non-university certificate or diploma	165	50	115	42,045	17,535	24,510
University certificate or diploma below the bachelor level	30	10	20	8,655	3,770	4,885
University certificate, diploma or degree	130	60	70	28,180	11,100	17,075
Total population aged 25 to 34	1,690	805	880	472,605	238,435	234,175
No certificate, diploma or degree	225	120	105	64,195	36,355	27,845
High school certificate or equivalent	530	255	270	115,405	62,350	53,055
Apprenticeship or trades certificate or diploma	185	135	50	46,465	32,720	13,740
College, CEGEP or other non-university certificate or diploma	420	180	240	104,850	45,730	59,120
University certificate or diploma below the bachelor level	45	15	30	18,695	8,250	10,450
University certificate, diploma or degree	275	95	180	123,000	53,030	69,965
Total population aged 35 to 64	5,845	2,725	3,120	1,333,030	666,925	666,110
No certificate, diploma or degree	1,050	565	485	214,775	112,260	102,510
High school certificate or equivalent	1,465	630	835	318,925	139,280	179,645
Apprenticeship or trades certificate or diploma	955	600	350	176,860	125,345	51,515
College, CEGEP or other non-university certificate or diploma	1,160	385	775	283,385	121,575	161,810
University certificate or diploma below the bachelor level	255	80	175	64,665	27,040	37,620
University certificate, diploma or degree	965	460	500	274,420	141,420	132,995

Figure 20 Educational Achievement of Residents in Camrose<sup>53</sup><sup>53</sup> Hargreaves & Associates. *Social Development Strategy*. Camrose, Alberta: The City of Camrose, 2009.

*Healthcare Businesses and Services*

- Battle River Physical Therapy Ltd.
- Cair Co. Respiratory Services Inc.
- Camrose & District Ambulance Service
- Camrose & District Support Services
- Camrose Bioresonance Clinic
- Camrose Caregiving Services Ltd.
- Camrose Primary Care Network
- Camrose Rehab Centre
- Camrose Rehab Centre
- Canadian Cancer Society - Camrose Unit
- Canadian Mental Health Association
- Community Health Services
- Complete Family Med Orthotics
- Deer Meadows Assisted Living
- East Central Health
- Health by Design
- Health by Design
- Healthy Living Centre
- Infra-Red & Bio-Energy Clinic
- L.E.G. Massage & First Aid
- Leading Edge Medical Services
- Lifestyles Therapeutics
- O2 Radiance Ltd.
- Peace of Mind Home Support & Respite Ser. Inc.
- Plan It Consulting Inc.
- Rosehaven Day Hospital
- St. Mary's Hospital
- Summer Sky Holistic Healing & Education
- Treena's Natural Path
- VitalAire
- Ziff, Dr. Kevin P.

*Massage and Reflexology*

- Always Fit Massage
- Andreassen Massage Therapy
- Angela Ponto Massage Therapy
- Anne Marie's Aesthetic's & Massage Therapy
- Art of Calm, The
- Body Harmony Massage
- Bodybalance Clinic
- Calming Chaos
- CKU Therapeutic Bodyworks

- Cooke & Company Massage
- Enerchi Massage
- Havanatan Body Bronzing Studio
- Healing Spirit Massage
- Healing Well, The
- Kim Nordin Massage Therapy
- Knot Spot, The
- L.E.G. Massage & First Aid
- Lyndell's Massage Therapy
- Natural Care Massage Therapy
- Rest, Relax & Heal Massage Therapy
- Reta Quartly - Massage Therapist
- Sharon Payette RMT
- Softtouch Massage Clinic
- Andreassen Massage Therapy
- Hands on Feet
- Karen Anderson Reflexology
- Reflexology by Diane
- Om Sweet Om
- Source Reiki
- Yin-Yang Wellness Centre Ltd.

*Senior Care*

- Camrose & District Senior Centre
- Bethany Group, The
- RoseAlta Lodge
- Stoney Creek Lodge
- The Bethany Group

*Dentistry and Denturists*

- Main Street Dental Lab
- Camrose Dental Health Centre
- Dennis Fair Professional Corporation
- Dr. Darren Brooks Professional Corp.
- Duggan Mall Dental Centre
- McIver, Dr. Patrick G.
- Camrose Denture Clinic Ltd.
- Community Denture Clinic
- Hansen Denture Clinic & Assoc. Ltd.
- Wildrose Denture Clinic

*Clinics*

- Camrose Osteopath Inc.
- Gemini Health Medical Clinic

- Smith Clinic

*Chiropractic*

- Camrose Chiropractic Clinic
- Jones, Dr. A.C. Prof. Corp.
- Laser Tech Health Clinic

- Lynes Chiropractic Centre
- Martinson Chiropractic & Massage
- Parsons Chiropractic Centre
- Smith Chiropractic Clinic
- Starcheski Professional Corporation

## Appendix E: Governance Current Reality

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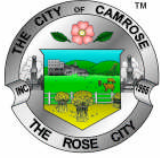
### *Committee of the Whole Council*

This committee made up of all of City Council and the Mayor was developed to review, make recommendations and refer matters to the applicable Standing Committees, Commissions, Boards and Authorities in the following subject areas:

- Environmental Development Services including planning and development control, subdivisions, land development, economic development and the Alberta Main Street Program.
- Environmental Health Services including water services, sewer services, public rest rooms, waste collection, disposal and recycling services,
- Finance and Personnel including budget review, staff requirements and salary surveys/adjustments.
- Fiscal Services including project financing and debt charges, local, provincial and Federal grants and requisitions.
- General Government Services including legislative and common services, treasury and finance, personnel matters, assessment services, and other government services.
- Other Services including special projects, programs and events and capital projects.
- Protective Services including Police, Fire, Emergency Medical services, Disaster services, inspection and licensing services, by-law enforcement, and safety programs.
- Public Health and Welfare Services including cemeteries and public housing.
- Recreation, Parks, and Cultural Services including all leisure facilities, services and programs, urban parks, boulevards, playgrounds and playfields, campground(s), arts and cultural facilities.
- Transportation Services including engineering, public works, airport, and road transportation services.
- Emergency Services
- Health and Support Services
- Land & Development & Tourism
- Leisure Services
- Public Works

### *Committees with Public Appointments*

- Affordable Housing Committee
- Assessment Review Board
- Camrose Airport Commission
- Camrose Green Action Committee
- Camrose/Japan Friendship Society
- Camrose Police Commission
- Camrose Public Library Board
- Camrose Regional Solid Waste Authority
- Social Planning Advisory Committee
- Subdivision and Development Appeal Board
- Emergency Management Committee

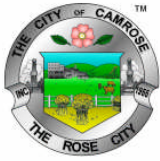


## CAMROSE AFFORDABLE HOUSING COMMITTEE

Authority: By-Law #2628/09

Membership	Comprised of: 1 Member of Council 4 -6 Members at Large: Must be residents of Camrose (Appointments – up to 3 years)
Mandate	As a Committee of Council, the Affordable Housing Committee will report to City Council at least once per year, or more frequently as indicated. Funding for Affordable Housing is available through the Government of Alberta's Affordable Housing Block Funding.
Meetings Held	As required.
Contact	City Manager <span style="float: right;">780 678-3027</span>
Committee Duties and Responsibilities	<ul style="list-style-type: none"> <li>- assume a role to support affordable, social and special needs housing initiatives within our City</li> <li>- provide input and supporting development and implementation of the City's Affordable Housing Plan</li> <li>- assist Council with advocating for the City's interests for affordable housing funding and projects and</li> <li>- solicit and receive stakeholder input.</li> </ul>

Membership	Expiry Date
Councillor Nielsen	2010
Leonard Bell	2011
Dale Bowal	2011
Don Kowalczyk	2011
Betty Friesen	2011
Alana Hogstead	2011
Lloyd Johnson	2011



## ASSESSMENT REVIEW BOARD

Authority: By-Law #2243/00

Membership	Comprised of: 1 Member from Council 4 Members at Large (3 year appointments)
Mandate	The Assessment Review Board is appointed by Council under the provisions of the Municipal Government Act. The Board hears and decides complaints against the assessments of any land, improvements, business or local improvements in the City of Camrose.
Meetings Held	Annually, dependant on number of appeals.
Contact	Assessment Department 780 678-3032
Board Requirements	It is preferred that interested persons have a background in one or more of the following disciplines: assessment, law, real estate, property management, property development, finance or accounting.

Membership	Expiry Date
Councillor McIsaac	2010
Ron Pilger	2010
Doug Sawle	2010
John Bibo	2011
David Kotyk	2012



## CAMROSE AIRPORT COMMISSION

Authority: By-Law #2516/06

Membership	<p>Comprised of:            5 Members at Large: 2 may be residents of Camrose County but must be the owner of a major shareholder of a company owning property within the City.            Remaining Members must be residents of the City of Camrose.            (3 year appointments)</p>
Mandate	<p>To recommend applications to Federal or Provincial Governments for such funds as may become available from time to time for land acquisition or improvements to the airport.</p> <p>To monitor the management, operation and maintenance of the Camrose Airport and recommend changes in policy to Council.</p> <p>To make recommendations to Council for such extensions and improvements to the airport as are necessary or required for licensed airports to ensure safety and optimum usage of the airport.</p> <p>Nothing in this By-Law shall be construed to empower the Commission to pledge, appropriate or expend any public money without prior approval of Council.</p>
Meetings Held	<p>The Airport Commission shall hold meetings for the transaction of such business as may be brought properly before it, at such times and places as may be determined by the Commission and/or City Administration from time to time.</p>
Contact	<p>City Engineer 780 672-4428</p>
Board Requirements	<p>Knowledge and interest in aviation</p>

Membership	Expiry Date
Advisors to the Commission:	
Airport Manager and City Engineer	
Wayne Watson	2010
Douglas Freeman	2011
Blain Fowler	2012
Barry Graham	2012

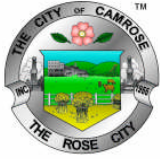


## GREEN ACTION COMMITTEE

Authority: Motion #237/08 as amended by Motion #472/08

Membership	Comprised of: 2 Members of Council 5-8 Members at Large (3 year appointments) One representative will come from the formal education systems and one will represent the youth.
Mandate	As a Committee of Council, the Green Action Committee will report to City Council at least once per year. Reports should be made prior to the annual budget deliberations in order that projects, which require funding, can be considered in a timely manner.
Meetings Held	As required.
Contact	Assistant Municipal Engineer 780 672-4428

Membership	Expiry Date
Councillor Max Lindstrand	2010
Councillor Ray McIsaac	2010
Cougar Klug	2010
Gary Gibson	2010
Konrad Schellenberg	2010
Maurice Samm	2011
Dittmar Mundel	2011
Barbara Olsen	2011
Ronelle Kiziak	2011
Joan Dewart	2012



## CAMROSE/JAPAN FRIENDSHIP SOCIETY

Authority: Motion #266/08

Membership	Comprised of: Five members at Large but no more than nine (2 year appointments)
Mandate	To promote and co-ordinate the friendship and goodwill between the City of Camrose, the Camrose Composite High School and our Japanese affiliates.
Meetings Held	As required.
Contact	Administration 780 678-3027

Membership	Expiry Date
Jim Ofrim	2010
Jon Lindstrand	2010
Michiko Rasmussen	2010
Alex Oliver	2010
Michael Steeves	2010
Donna Bigelow	2010

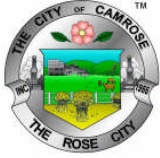


## CAMROSE POLICE COMMISSION

Authority: Motion #By-Law #2147/99 and Police Act

Membership	Comprised of: 2 Members from Council 5 Members at Large from the Community (3 year appointments)
Mandate	Under the provisions of the Police Act and the Police Commission By-Law, the Commission shall in carrying out its responsibilities, oversee the Police Service plus: <ul style="list-style-type: none"> <li>• allocate the funds that are provided by Council</li> <li>• establish policies, providing for efficient and effective policing</li> <li>• issue instructions, as necessary, to the Police Chief in respect of the policies</li> <li>• ensure that sufficient persons are employed for the Police Service for the purposes of carrying out the functions of the Police Service.</li> </ul>
Meetings Held	3 <sup>rd</sup> Tuesday of every month starting at 8 am
Contact	Manager of Corporate and Protective Services 780 678-3027

Membership	Expiry Date
Councillor McIsaac	2010
Councillor Nielsen	2010
James Cardiff	2010
Lee Katchur	2010
Lowell Knutson	2012
Mike Howard	2012
Kevin Hycha	2012



## CAMROSE PUBLIC LIBRARY BOARD

Authority: Motion #267/06, as amended by Motion #315/07  
and Libraries Act

Membership	Comprised of: 1 Member from Council 7 Members at Large (2 may be Camrose County residents) (3 year appointments) One Member from the Library Board shall be appointed to the Parkland Regional Library Board.
Mandate	To provide an excellent library service by collecting and main- taining and making available quality print and non-print materials and by providing services that meets the information needs of the City of Camrose and surrounding area.
Meetings Held	3rd Tuesday of every month starting at 7 pm
Contact	Library Director ( <a href="mailto:cpldir@libs.prl.ab.ca">cpldir@libs.prl.ab.ca</a> ) 780 672-4214

Membership	Expiry Date
Councillor Shillington	2010
Anjah Howard	2010
Teresa Roth	2010
Elaine White	2011
Dan Jensen	2011
Dawn Anderson	2011
Joan Carriere	2012
David Samm	2012

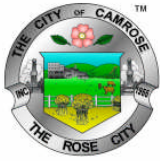


## CAMROSE REGIONAL SOLID WASTE AUTHORITY

As per Agreement between the  
City of Camrose,  
Camrose County and the Village of Bittern Lake  
(February 1996)

Membership	Comprised of 5 Members: 3 from the City of Camrose 1 from the Camrose County 1 from the Village of Bittern Lake
Mandate	The Solid Waste Authority establishes an efficient and environmentally acceptable solid waste management and disposal system.  The agreement between the three municipalities covers construction, ownership, maintenance, operation and use of the Regional Solid Waste Landfill Site.
Meetings Held	As required.
Contact	Director of Engineering Services      780 672-4428

Membership:
Councillor Galenza, City of Camrose
Councillor Lindstrand, City of Camrose
Councillor Shillington, City of Camrose
Councillor Miller, Camrose County
Councillor Debnam, Village of Bittern Lake



## SOCIAL PLANNING ADVISORY COMMITTEE (SPAC)

Authority: Motion #72/08

Membership	Comprised of: 2 Councillors 3-5 Members from related agencies 1 City of Camrose resident (3 year appointments)
Mandate	<ul style="list-style-type: none"> <li>• To act as the Steering Committee for a Social Needs Assessment.</li> <li>• To identify current social issues, needs and trends in the community, and provide information to Council and Administration regarding social issues.</li> <li>• To liaise with other groups and individuals charged with social issues, including other Committees of Council, community committees, and the general public, and also to be a liaison between these other groups and individuals and City Council.</li> <li>• To provide a voice to meet with other orders of Government</li> <li>• To work with the City Administration to develop a long-term social vision for the City, as part of the City's Strategic Plan.</li> </ul>
Meetings Held	Monthly meetings as deemed necessary
Contact	City Manager 780 678-3027
Board Requirements	Interest in social needs of our community.

Membership	Expiry Date
Councillor Howard	2010
Councillor Nielsen	2010
Denis Beesley	2011
Keith Elliott	2011
Margaret Holliston	2011
Rees James	2011
Audrey Morello	2011



## SUBDIVISION AND DEVELOPMENT APPEAL BOARD

Authority: By-Law #2433/04 and Municipal Government Act

Membership	Comprised of: 2 Councillors (one as alternate) 3 Members at Large (3 year appointments)
Mandate	To deal with subdivision and development appeals in accordance with the provisions of the Municipal Government Act and Subdivision and Development Appeal Board By-Law #2433/04.
Meetings Held	As required
Contact	Manager of Corporate and Protective Services 780 678-3027

Membership	Expiry Date
Councillor Pratt	2010
Councillor Shillington (alternate)	2010
Joe Furber	2010
John Bibo	2011
David Kotyk	2012

*Residential Property Taxes*2008 Residential Property Taxes Survey

Total Property and Business Tax Levy in 2008 for a Single-Family House in 2008 (thousands of dollars)							
City	Property Tax			Business Tax	Total Tax Levy	Residential as % of Total	Rank
	Residential	Non-Residential*	Total				
CAMROSE	14,251	6,605	20,860	-	20,860	68.3	5
Edmonton	585,078	388,673	973,751	86,033	1,059,784	55.2	3
St. Albert	72,168	12,837	85,005	-	85,005	84.9	9
Leduc	18,272	10,314	28,586	-	28,586	63.9	4
Fort Saskatchewan	11,504	15,255	26,759	-	26,759	43.0	1
Devon	4,921	1,061	5,982	-	5,982	82.3	8
Stony Plain	9,712	2,286	11,998	-	11,998	80.9	7
Spruce Grove	18,672	4,855	23,527	-	23,527	79.4	6
Morinville	6,761	1,049	7,810	-	7,810	86.6	10
Beaumont	10,447	767	11,214	-	11,214	93.2	11
Strathcona County	81,771	78,657	160,428	-	160,428	51.0	2
Average	75,778	47,487	123,265	7,821	131,087	71.7	-
Notes: * Non-residential property tax levy includes machinery & equipment levy, and/or linear assessment, except Devon.							

Figure 32 Residential Property Tax Comparison<sup>54</sup>*Guidelines for Public Presentations to City Council*<sup>55</sup>

Public participation in our democratic process is a privilege and responsibility and is welcome and appreciated, however, City Council does have some guidelines that presenters are asked to abide by. These rules are condensed from The Council Meeting Procedures By-Law #2435/04.

**ALL PRESENTERS ARE REQUESTED TO REVIEW AND ABIDE BY THESE GUIDELINES:**

1. City Council has the authority to rule on any aspect of a public presentation.
2. The Mayor is the Chair of the meeting and shall preside over the conduct of the meeting, including the preservation of good order, decorum and points or order and precedence.
3. All requests to make a presentation to Council shall be made to the City Administration in advance (minimum 4 clear days before meeting) and Council or the Mayor may grant permission to the request.
4. Presenters shall provide details of the subject matter of the presentation and may be asked to provide a copy of their presentation.
5. Information presented by the presenter(s) will only relate to the subject matter of the presentation.
6. Certain topics cannot be commented on in a public meeting and these would include legal matters, confidential or personnel matters.
7. All presentations shall be limited to less than 15 minutes, unless Council agrees to extend the time.
8. Public in the gallery may or may not be allowed to comment – if they wish to comment they are asked to raise their hand so they can be recognized by the Mayor. If the Mayor allows comment, the person will be asked to come up to the microphone, state their name and address and make their comment. Comments will not be tolerated when they are called out from the gallery.

<sup>54</sup> The City of Camrose. *Edmonton Region Residential Property Tax Comparison*. Edited by Assessment Department. Camrose, Alberta: The City of Camrose, 2009.

<sup>55</sup> The City of Camrose website. Retrieved February 10, 2010 from <http://www.Camrose.ca/DocumentView.aspx?DID=526>

9. Once a view point has been registered by the presenter(s) continued debate may or may not be allowed by the Mayor.

**Submissions to Council**

You can call or write the Mayor or Councillor(s) directly if you have a concern or to discuss an issue. Please refer to the City Council homepage for a telephone listing for Council. Please call City Hall at 780-678-3027 to express your concerns.

Letters addressed to Council should include the date, your first and last name, mailing address, daytime phone, fax numbers and/or e-mail address (if applicable). Please outline the details of your request providing background information or any other details you feel will be helpful in presenting your information to Council. Attach any documents that may assist Council in making a decision. You will be advised as to when this matter will appear on the Council agenda.

Letters addressed to Council must be received by the Corporate and Protective Services office prior to 4:30 p.m. on the Wednesday prior to a Council meeting.

In some instances, policies are already in place, and a request may be handled internally; either way you will be advised by the appropriate City Department.

All regular Council meetings are open to the public. You may choose to stay for the entire meeting or just for the items that interest you.

If you are making a Council presentation it should be limited to less than 15 minutes unless Council agrees to extend the presentation time. If you require the use of audiovisual equipment, please make arrangements with the Corporate and Protective Services office prior to the meeting so that arrangements can be made for a time to set up and test the equipment prior to the Council meeting. Guidelines are available that can assist you with your presentation.

In most cases, a decision is made at the Council meeting. However, there are occasions when additional information is required before Council can make an informed decision.

In this event, the item will be tabled to a future Council meeting until additional information is received. In any case, the Manager of Corporate and Protective Services (or appropriate City Department) will advise you of Council's decision

## Appendix F: Social Current Reality

### *Brigantia Place Programs and Services*

Brigantia Place adheres to the fundamental principle of respect for the dignity and worth of the individual person:

- All individuals have the right to security and protection under the law.
- All individuals have the right to live free of assaults, abuse and violence.
- No person should be forced to remain silent in a violent or abusive home because of the lack of alternatives.
- The right to integrity of the person includes the right to make informed choices among alternatives in one's own life decisions.
- Families should be protected from the invasion of their privacy except when the interests of individual family members and/or the interests of society are jeopardized.

Brigantia Place will:

- provide crisis intervention services to resident and non-resident contacts both in-house and over the phone
- encourage and support appropriate community referrals
- provide up-to-date information on the patterns and effects of family violence
- ensure the security and safety of families within the shelter accept referrals from community agencies relating to interventions in the family's home when prevention of domestic violence is identified and there is no other mandated service available to the client.
- provide in-home prevention, education and support detailing all aspects of intimate partner abuse, parenting, and life-skills to families
- provide basic counselling, emotional support, encouragement, life skills and problem solving skills to the family
- offer a weekly sharing circle group for residents and non-residents
- develop a family safety plan
- advocate with individuals for their link to community resources to continue the prevention process<sup>56</sup>

### *Crisis Intervention Program*

Crisis Intervention Workers provide 24-hour support to the women and children in the shelter, as well as to people who phone the Crisis Line; they help residents and callers to feel welcome and safe, and to support them as they identify their needs.

### *Outreach Program*

The Brigantia Place Outreach Program consists of three projects: Outreach, Follow Up and Preventive Education. All programs are free of charge and offer non-judgmental support. Services are available regardless of family status, however, risk assessment may be completed to ensure staff safety in visiting a client's home.

- The **Outreach Project** provides support to women, men and families who may not have previously utilized emergency shelter services, but who are affected by family violence.
- The **Follow Up Project** is offered to women and children as they make the transition from shelter to community living. Support services are also available to partners who may be abusive.
- The **Preventive Education Project** aspect includes facilitating educational presentations and/or workshops on a variety of issues.

<sup>56</sup> Brigantia Place. "Brigantia Place. A Camrose Society for a Women's Shelter." [cited 2010]. Available from <http://www.brigantiaplace.org/>.

*Family Support Program*

The Family Support Program exists to provide support in a child focused, individual and family context with the goal of enhancing and maintaining the spiritual, physical, emotional and social well-being of the family. In order to achieve this objective, Brigantia Place offers weekly Parenting Groups, Mom and Tot Play Groups, and Kids Groups. The **Parenting Group** allows women to share their stories and receive support. The group is also used for education surrounding the effects of abuse on children, and provides suggestions for parenting. The **Mom and Tot Play Group** gives moms a chance to play with their children in a structured format. The **Kids Group** focuses on how the children are feeling, the experiences they had at home and also gives the children a chance to interact with each other.

Brigantia Place offers extra programming in the summer for the children. Child care workers are responsible to plan age appropriate activities for the children at the Shelter. Brigantia Place cannot however offer babysitting services for children.

The Family Support Coordinator is in the shelter 5 days a week and is available to the women and children for one-on-one contact and any questions or concerns that may arise.

*School Program*

The School Program at Brigantia Place is operated by Battle River Regional School Division. We have a certified teacher and follow the Alberta Curriculum for all grades 1 to 8. During their stay at the Shelter, your child/children will be able to keep up in the math and language arts areas. The class sizes are small which gives the teacher more time to implement an individual program for each student. As well as academic instruction, we discuss the issues that brought the family to the Shelter. How are the children feeling and what do they do with these feelings?

The school day is from 9:00 - 11:45 AM, lunch break, 1:00 - 3:00 PM, Monday to Friday. We have a fitness program outdoors in the nearby parks and hiking trails daily. Parents and pre-school aged children are invited to come with us and enjoy an outing outside of the Shelter.



# THE CITY OF CAMROSE

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## SECONDARY SUITE GRANT PROGRAM INFORMATION

The City of Camrose and The Affordable Housing Task Force in conjunction with funding provided from the Government of Alberta's Municipal Sustainability Housing and Capital Enhancement Initiative, is introducing a new Secondary Suite Grant Program for property owners in Camrose. The grant program can be utilized to:

1. create a new rental secondary suite in new or existing dwellings
2. upgrade an existing secondary rental suite to comply with the Alberta Building Code

The City will provide a maximum of \$15,000 for the development of a new suite or for the renovation of an existing secondary suite, subject to a five-year operating agreement with the City. The grant will cover up to 70% of the construction costs for the suite to a maximum eligible limit.

Completed grant application forms will be processed in order of submission until program funding has been expended. Grant funding is limited to \$150,000 in total for the program, and will be expended on a first-come, first-serve basis based on the completed application form.

### ELIGIBLE PROPERTIES

Secondary suites can be developed in a single-detached dwellings within the districts that comply with the requirements of the Land Use Bylaw, the Alberta Building Code and Safety Code standards.

**Note: Review parking requirements of the Land Use Bylaw #2596/08**

For information on secondary suite development and permit requirements, refer to [Secondary Suites](http://www.camrose.ca) located at: [www.camrose.ca](http://www.camrose.ca) under the Engineering/Planning and Development heading.

### WHO CAN APPLY?

You must own the home that the suite will be located in, and have an approved development permit application for a suite dated after **July 14, 2008** (as per By-Law #2596/08)

Completed suites with approved secondary suite development permits are eligible to apply for grant funding if they meet the term and conditions of the Program.

## PROGRAM RESTRICTIONS

- Applicants will be required to complete and sign a Secondary Suite Grant Operating Agreement, which will be in effect for five (5) years.
- Suites eligible for grant funding must be rented on the open market, at or below the established rates (see average monthly rents).
- Tenants will be required to sign a yearly affidavit verifying their rent and duration of tenancy.
- Under the terms of the Operating Agreement, a portion of the grant must be returned if the property is sold, or if the suite remains vacant for a period of six (6) months.

## AVERAGE MONTHLY RENTS

- The maximum rents that can be charged for suites eligible for grant funding are based on the Core Need Income Threshold (CNIT) rates for Camrose.

2009 Core Need Income Thresholds for Camrose  
2008(Fall) Private Apartment Average Rental Market Report

<b>Bachelor</b>	<b>1 Bedroom</b>	<b>2 Bedroom</b>	<b>3 Bedroom</b>
<b>26,000</b>	<b>28,000</b>	<b>33,600</b>	<b>39,500</b>
<b>\$571/mo. rent</b>	<b>\$686/mo.rent</b>	<b>\$818/mo.rent</b>	<b>\$868/mo.rent</b>

Rents for Secondary Suites under the grant program shall include water, sewer, heating and parking costs and must not exceed these amounts to retain eligibility in the program.

**NOTE: There are no tenant income restrictions**

## COSTS TO THE APPLICANT

Developing a suite in a home is subject to development and building permit fees, which are payable by the applicant. The permit fees are not refundable through the grant program.

The property owner must fund a minimum of 30% of eligible secondary suite construction costs. Eligible construction costs will not include the labour or material costs of regular replacement and/or maintenance of mechanical systems, exterior building envelope components (such as roofing, soffits, eavestroughs, or windows other than the basement windows), appliances, window furnishings or furniture for the suite.

## APPLICATION CRITERIA

1. Applications will be accepted from:
  - a. Property owners registered on the land title. If more than one owner, all owners are required to sign the application
  - b. Future homeowners, provided a contract between the homeowner and homebuilder is submitted
  - c. Lawyers representing the property owners as a client. Properties that have an offer to purchase are not eligible to apply for grant funding until the property is registered in the applicant's name.
2. Grants are limited to properties within the City of Camrose boundaries.

### **APPLICATION SUBMISSION:**

The following information will be required for the grant application:

- The Development Permit Number (as issued by the City of Camrose)
- Copy of certificate of land title from the last 30 days. Certified land titles are available at registry offices. Refer to <http://www.servicealberta.gov.ab.ca/617.cfm> for registry office locations.
- A list of the work to be completed
- Two written quotations from certified contractors. Quotations are to be on company letterhead and signed by the company's officer.
- Written material quotations for owner-supplied labour will be accepted. No cash value will be attributed to labour provided by the homeowner.
- Submission of final invoices will be accepted if the application is for a completed legal suite that has a valid development permit.
- Invoices for work completed prior to the development permit application approval date will not be accepted.

### **GRANT APPROVAL PROCESS :**

Completed grant applications will be reviewed on a first-come first-serve basis, until intended funding for the program has been fully committed. The City will continue to accept grant applications should more funding become available for the program.

The City of Camrose will review your application for the proposed work and estimated costs. Incomplete applications will be advised of the supporting documents required. Your application will not be placed on the first-come, first-served list until the application is complete.

If the suite meets the criteria of the program, and funding is available, conditional approval of grant funding will be given, for 70% of construction costs up the maximum grant allowed under the program. GST costs will not be reimbursed.

Approved applicants will receive a letter of intent that specifies the grant amount approved, subject to the suite's completion. Grant funding approval will be revoked if the work is not completed within twelve (12) months of the date on the approved development permit application.

### **GRANT DISTRIBUTION PROCESS:**

The grant funds will be distributed upon completion of the following items:

- Final inspection of the suite for completion by the City of Camrose,
- Submission of final invoices by the applicant,
- Signing of the Secondary Suite Grant Operating Agreement,
- Submission of proof of insurance for the basement suite, and
- Submission of the certificate of land title at least forty-eight (48) days after the applicant or contractor indicated the renovations of the Suite were complete. The property title must be free of builder's liens and encumbrances prior to grant funding being released.

### **APPLICANT RESPONSIBILITIES:**

- The applicant is responsible for all construction contract management including dispute Resolution, Workmen's Compensation Board coverage, and payment of invoices for work completed
- The applicant is responsible to ensure that contractors have required insurance and provide evidence That they have obeyed the laws of the Provincial regulatory authorities, including Workers' Compensation.
- The applicant is responsible for all rental arrangements of suites and managing their properties Including disputes related to landlord and tenant agreements. Information on landlord and tenant responsibilities is available at: [www.servicealberta.ca](http://www.servicealberta.ca)
- The applicant is responsible for ensuring that the tenant affidavit is submitted to the City each year of the agreement on the anniversary date of the Agreement, stating the tenant's rent and length of tenancy in the suite, and relation to the landlord.
- If there is a change in tenants, the new renter will be required to complete a tenant affidavit within fourteen (14) days of residing in the suite.

**Information and application forms also available at:**

#### **CITY OF CAMROSE**

##### **Planning and Development**

**Mailing Address: 5204-50 Avenue, Camrose, AB T4V 0S8**

**Phone (780) 672-4428 Fax (780) 672-6316**

**Email: [planning @camrose.ca](mailto:planning@camrose.ca)**

##### **Office Hours**

**Monday – Friday**

**8:00 am – 12:00 pm**

**1:00 pm - 4:30 pm**

#### **NOTE: TEMPORARY OFFICE LOCATION:**

##### **MIRROR LAKE CENTRE**

**5415 – 49 Avenue**

**Camrose, Ab**

**(Mailing Address, Phone, Fax and Email remain unchanged)**

## **Other Funding Sources:**

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Canada Mortgage and Housing Corporation (CMHC) offers funding programs that residents may be eligible to apply for:

**1) Residential Rehabilitation Assistance Program (RRAP) for Secondary/Garden Suites**

Funding is available for the creation of affordable housing for low-income seniors and adults with a disability. Assistance is in the form of a fully forgivable loan up to a maximum of \$24,000 for new suites.

**2) RRAP Rental**

Financial assistance is available to landlords of affordable housing to pay for mandatory repairs to self-contained units occupied by low-income tenants. Assistance is in the form of a fully forgivable loan for the cost of mandatory repairs up to \$24,000 per unit.

**3) RRAP for persons with Disabilities**

Financial assistance is available to homeowners and landlords to undertake accessibility work to modify dwellings occupied for occupancy by low-income persons with disabilities. Assistance is provided as a forgivable loan of up to \$24,000.

**4) RRAP Homeowner**

This program offers financial assistance to low-income households who own and occupy Substandard housing to enable them to repair their dwelling to a minimum level of health and safety. Assistance is provided as a forgivable loan of up to \$16,000.

**5) Home Adaptations for Senior's Independence (HASI)**

The objective of this program is to help homeowners and landlords pay for home adaptations to extend the time that low-income seniors can live in their home independently. Assistance is available in the form of a forgivable loan of up to \$3,500.

For additional information and details on all CMHC programs contact:  
Canada Mortgage and Housing Corporation (CMHC) at (780) 423-8700  
or Website of : [www.cmhc-schl.gc.ca](http://www.cmhc-schl.gc.ca)

### *Seniors Housing Available in Camrose*

- Heritage Manor (Self Contained Living)
- Parkview Place (Self Contained Living)
- Wildrose Villa (Self Contained Living)
- Rosealta Lodge (65 Spaces, where couples can be accommodated)
- Stoney Creek Lodge (65 Spaces, where couples can be accommodated)
- Rosehaven Care Centre
- Lakeside Village (Life Lease)
- Hillside Village (Life Lease)
- Deer Meadows (Residential Living, 80 Suites)
- Bethany Meadows
- Faith House
- Shepard House
- Viewpoint
- Louise Jensen Care Centre (141 rooms for long-term care)
- Crown Care Adult Living Condo
- Grand Trunk Adult Living Condo
- Field Stone Adult Living Condo

### *Bethany Group Housing Initiatives in Camrose*

*Seniors Self-contained units:* rent is based on a rent-geared to income (RGI) formula

- Heritage Manor
- Parkview Place
- Wildrose Villa

*Lodges:* The mandate of the Seniors Lodge Program is to provide affordable room and board for senior residents who are functionally independent or functionally independent with the assistance of existing community based services:

- Rosealta Lodge
- Stoney Creek Lodge

*Life Lease:* Two facilities are available in Camrose with Life Leases. The apartments in both Lakeside and Hillside Villages are available through residential agreements, a form of lease, with entry fees ranging from \$94,010 to \$208,875. These entry fees will be refunded less a fee for building depreciation, when residents terminate their agreements. These units are not sold as condominium units

The Affordable and Community Housing Program provides subsidized rental housing to low income families, senior residents, and individuals with special needs who cannot afford private sector accommodation. Applicants whose income falls below local income limits are eligible to apply. There are 34 duplex units available in Camrose through this program. Each of the housing units is completely self-contained to provide independence.<sup>57</sup>

The Bethany Group also offers 78 spaces of assisted living (Designated Supportive Housing) in four separate locations:

- Bethany Meadows
- Faith House
- Shepherd House

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<sup>57</sup> The City of Camrose website, 2010

- Viewpoint<sup>58</sup>

The Continuing Care Program provides live-in assistance and support to people requiring nursing care or ongoing medical assistance. Services are provided in a warm, friendly living environment and include a variety of social and recreational programs. Continuing Care operates a total of 130 beds in two facilities:

- Louise Jensen Care Centre
- Bethany Meadows<sup>59</sup>

### *Other Affordable Housing Opportunities*

<b>Association/Program</b>	<b>Population Served</b>
Camrose Association for Community Living (CAFCL)	Individuals with disabilities and acquired brain injuries; families at risk
Rose City Residential Support Society	Handicapped adults (Sparling Manor)
Community Housing Program	Low and moderate income families; families that have dependent children unable to pay market rental costs
Habitat for Humanity Camrose	Low-Income families: no-interest, no-down payment mortgages
The Bethany Group	Disabled, elderly, infirmed and low-income individuals and families
Community Crossroads	Seniors who wish to stay in their homes
Secondary Suites Grant Program (implemented in 2009)	All home owners in the city wanting to provide rental spaces
Wild Rose affordable housing project- To be Developed	

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<sup>58</sup> The City of Camrose website, 2010

<sup>59</sup> The City of Camrose website, 2010

### *Members of Interagency*

This list may include but is not limited to:

- AADAC
- Alberta Employment and Immigration
- Alberta Health Services, Mental Health
- Alberta Health Services, Public Health
- Battle River School Division
- Camrose & District Home Support Services
- Camrose & District Pre-School Society
- Camrose & District Support Services
- Camrose Adult Read and Write
- Camrose Association for Community Living
- Camrose Police Service
- Camrose Public Library
- Canadian Cancer Society
- East Central Child & Family Services Authority
- Family Literacy
- Family Resource Centre Association – A Parent Link Centre
- Gardner College
- Service Options for Seniors
- The Open Door
- Volunteer Centre of Camrose & District

### *CDSS Programs*

*Meals on Wheels Home Support*

*OSCAR Out of School Program*

*Pre-School Society*

*Rural Programs*

*Volunteer Centre Society*

*Parent Link*

This program focuses on parent education, early childhood development, information and referral, and family support. Some of the specific programs include:

- Drop In Indoor Playground
- Facilitated playgroups information and referral
- Resource Library
- Toy Library
- ASQ Screening
- Parent Workshops
- PLAY Van (Parent Link Access For You)

- Good Food Box program, and events like the Bike and Trike Sale, Puffin for a Muffin and the Halloween Monster Mash.

### *Family Violence Action Society*

This is a group of community members who share a vision to build a respectful, supportive, violence free community where all people are safe and secure—inside their homes and schools, as well as on the streets. They are a charitable organization funded by CDSS, the Office for the Prevention of Family Violence and Bullying (Alberta), local donations and other agencies. They offer education and treatment free of charge through the Inter-spousal Violence Program for men, women and children who have been affected by family violence.

### *Organized Social Opportunities/Events and Sport*

- About Time Productions
- Alberta Genealogy Society – Camrose Branch (meets at public library, second Thursday of every month)
- Augustana Climbing Wall
- Badminton Club
- Biathlon Junior Vikings
- Boot Camp
- Bowling
- Camrose and District Centennial Museum
- Camrose Aquatic Centre: Spray Park, Swimming
- Camrose Arts Society Camera Club
- Camrose Community Band
- Camrose Country Opry Association
- Camrose Public Library
- Camrose Railway Museum
- Canada Day Celebration
- Children's Camerata Choir
- Church mice Players
- Club Viking Volleyball
- Community Drum Circles
- Creative Arts Summer Program
- Cross country ski trails
- Curling

- Cygnets Synchronized Swim Club, Sea Serpents Swim Club
- Dance Studios (Ballet Camrose and Camrose Academy of Dance)
- Field House Community Use: Thursdays Nights
- Football
- Force Boxing Club
- Fox Taekwon-Do
- Golden Tones
- Gymnastics Club
- Healthy Living Center Partnerships
- Horticultural Center
- International Folk Dance Club
- Mirror Lake Art Club
- Music Festivals
- Music Programs/Lessons
- Public Skating
- Rose City Roots Music Society
- Rose City Square Dance Club
- Running Club
- Shinny Hockey
- Skating Club
- Ski Club
- Special Olympics
- Spin Class
- Spirals Skipping Club
- Summer Sports camps at University of Alberta, Augustana Campus for school aged youth
- Taoist Tai Chi
- Walking/Running Track
- Wildrose Dance Club

### *Social Clubs*

- #644 Camrose Rotary Royal Canadian Air Cadets Squadron
- 3068 South Alberta Light Horse Royal Canadian Army Cadet Corp.
- 4-H Club
- Alberta 55 Plus (ASCSRA)
- Augustana Fencing Club
- Battle River Quilters Guild
- Battle River Railway Modelers

- Beta Sigma Phi (women's group)
- Big Brothers Big Sisters of Battle River
- Bridge Club
- Camrose and District Craft Center (Pottery, Weaving, Woodworking, Wood-carving, soap-stone carving, silk painting, Yarn Dying, Marbling, Silk Fusion, Spinning, Felting, Kumihimo and many other courses available)
- Camrose Boys and Girls Club
- Camrose Games Society
- Camrose Women's Connections
- Camrose/Japan Friendship Society
- Crib Club
- Dart Club
- Duggan Mall Walkers
- Farmer's Market
- Flying Club
- Girl Guides
- La Leche League
- Probus Club of Camrose
- Scouts
- Senior Center Society
- Senior Society
- Table Tennis
- Toastmasters Club #1432
- Wildrose Outdoor Club

### *Senior's Centre Activities*

- ASCSRA--55 Plus Club
- Billiards and Pool
- Bocce Ball in season
- Bridge
- Camrose Carpet Bowling
- Camrose Scrabblers
- Camrose Table Tennis Club
- Canasta
- Carpet Bowling
- Cribbage
- Floor Curling & Floor Shuffleboard
- Polka Fest
- Senior Slow-Pitch Club
- Seniors Skate
- Solo Club
- The Cam-Roses Red Hatters

- The Golden Tones Senior Choir
- Wednesday Night Dances
- Wild Rose Dance Club

### *Dining/Nightlife Venues*

This list may include, but is not limited to:

- 2 for 1 Family Pizza
- A & W Camrose
- A-1 Restaurant
- Bonos Grill
- Booster Juice
- Boston Pizza
- Bowling Alley
- Brenda's Restaurant (2209) Ltd.
- Café Connections
- Camrose Dairy Queen
- Camrose Regional Exhibition
- Camrose Resort Casino
- Canadian Northern Historical Society Tea Room
- Culinary Café & Catering
- D & R Coffee Shop
- Domino's Pizza
- Doughboy's Pizzeria & Smoked Meat Deli
- Elks Lodge No. 70
- Extreme Pita, The
- Famous Asia in Rose City
- Fiona's
- Goodies
- Humpty's Family Restaurant
- Joey's Only Seafood Restaurant
- KFC/Taco Bell
- Knights of Columbus Hall
- Lefse House, The
- Loyal Order of Moose
- Lucky Dragon
- McDonald's Restaurant
- Melrose Family Restaurant
- Merchants Tea & Coffee House
- Monte Carlo Restaurant
- Norsemen Inn
- Old Cinema Dining & Lounge
- O'Shea Eatery & Ale House
- Panago Pizza
- Pizza 73 Store #1069
- Pizza Hut
- Player Club, The
- Remmy's Just for You
- Royal Canadian Legion Camrose Branch #57
- Saffron Indian Restaurant
- Saigon Rose Noodle House
- Scalliwags Pub and Rum Bar
- Skyway Family Restaurant
- Smitty's Family Restaurant
- Subway Sandwiches & Salads
- Tripolis Tasty Choice
- Uncle B's
- Wendy's Restaurant of Canada #6864

# Municipal Sustainability Strategy: Getting Camrose to 2055 and Beyond

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Sustainability is a term that has been frequently used in recent years to describe a trend toward resource consumption at levels that could be sustained indefinitely in the future. A common definition from the Brundtland Report for the World Commission on Environment and Development in 1987 sees sustainability as “development that meets the needs of the present without compromising the ability of future generations to meet their own needs”.<sup>i</sup> Often, organizations and governments have aimed for economic or environmental sustainability as if they were separate from each other. This Municipal Sustainability Strategy follows the Alberta Urban Municipalities Association’s recommendation of an integrative and holistic approach that addresses five key pillars: culture, environment, economy, society and governance. This document outlines the context of its creation, a brief profile of Camrose, vision statements for a sustainable Camrose in 2055 in each of the pillars, and concludes with some recommendations for implementation.

## *What is a Municipal Sustainability Strategy?*

A Municipal Sustainability Strategy provides an opportunity for a community to focus on what sustainability means to them specifically and move toward their visions of a sustainable future, rather than making ad hoc decisions without this foundation. It is an opportunity to look long-term at the community they want and take proactive steps to move there. It is an opportunity to engage residents in a dialogue about what they value about their community and what they want it to look like in the future. It also provides an opportunity to use the wisdom and expertise of community members in discovering innovative solutions that address social, economic, cultural and environmental and governance challenges today while leaving a positive legacy for future generations.<sup>ii</sup>

The vision statements presented in this strategy document are the result of significant consultation that took place from September 2009 to March 2010 with citizens, city staff and city council. This consultation was conducted through a unique partnership between the City of Camrose and the Augustana Campus of the University of Alberta. Involving Augustana faculty, staff and student body in the process of community outreach and consultation facilitated a comprehensive understanding of the directions Camrose should take to continue to enhance its sustainability.

## *Camrose Today*

Camrose began its history in 1893 when the first home was built on what is now city land. The Village of Camrose was established on May 31, 1905 and was designated a town on December 11, 1906.<sup>iii</sup> By then, there was a recognizable main street with stores, restaurants and hotels. On January 1, 1955, Camrose was incorporated as a city due to its steadily increasing population. Camrose population growth has been steady to the present-day. Over the years the town and then city of Camrose developed extensive retail, healthcare facilities, and other commercial ventures.

Today, Camrose is a regional service hub for the communities in the surrounding area. Camrose has a population of 16,543 (2008),<sup>iv</sup> with a total trading area estimated at 140,000 people.<sup>v</sup> Most of Camrose residents’ needs can be met within the city limits. There are approximately 1,240 registered businesses and 7,511 dwellings within the 3,209 hectare land area of the municipality. Camrose has focused energy on becoming a regional centre for east-central Alberta, which builds on its existing strengths and encourages development that attracts people from the larger trading area.

The City of Camrose is home to wide variety of arts, cultural, recreational and sporting opportunities. These opportunities attract a wide array of people from the region and beyond who utilize the City’s

facilities and attend the events that they host such as the Big Valley Jamboree or the Continental Cup of Curling. The City boasts an extensive list of community organizations, social agencies and educational facilities, from pre-school to post-secondary. Although there has been growth in population, land area and the commercial sector in the City of Camrose it still retains a “small town feel” which is appreciated by its residents, business owners and visitors. This feeling results from many factors such as the availability of community sporting opportunities, the redevelopment of the community’s downtown core, and close-knit residential communities. For many residents, there is nothing about Camrose that they would wish to change.

At the same time, Camrose, like most communities in Canada, has areas in which it can do more to enhance its sustainability. The extensive consultation process and research into trends and issues impacting communities similar to Camrose identified ways to continue to increase sustainability across the five pillar areas. The visions outlined in the next section attempt to address both the current strengths and the areas of opportunity to achieve a more integrated approach to municipal sustainability.

### *Visions for Camrose in 2055*

<b>Pillar</b>	<b>Vision</b>
<b>Cultural</b>	<ul style="list-style-type: none"> <li>• Camrose is a vibrant community with an expansive network of festivals, music and community events</li> <li>• Camrose invests in the development of performance and arts venues and supports arts opportunities</li> <li>• Camrose has strong partnerships with educational institutions to enhance community cohesion, cultural events and resident education</li> <li>• Camrose promotes cultural heritage and recognizes the importance of residents’ diversity</li> </ul>
<b>Ecological</b>	<ul style="list-style-type: none"> <li>• Camrose has an extensive and naturalized park and trails system</li> <li>• Camrose has high density, walkable, diverse and mixed use communities</li> <li>• Camrose has accessible and comprehensive recycling options</li> <li>• Camrose has affordable public transportation</li> <li>• Camrose has a sustainable supply of potable water that can support the City’s population</li> </ul>
<b>Economic</b>	<ul style="list-style-type: none"> <li>• Camrose is involved in a regional economy and utilizes local sources of production</li> <li>• The residents of Camrose contribute to creating economic diversity</li> <li>• Camrose has a solid base of well-paying jobs and incentives to keep young people and professionals in Camrose</li> <li>• Camrose encourages an economic model that values life and community</li> </ul>
<b>Governance</b>	<ul style="list-style-type: none"> <li>• All residents understand how government processes work and feel able and welcome to participate in them</li> <li>• Camrose has open and accessible communication between residents and Council members</li> <li>• Camrose maintains healthy partnerships with relevant stakeholders</li> <li>• Camrose’s leadership engages in proactive and creative decision-making that represents the will of its residents and the sustainability of the community</li> </ul>
<b>Social</b>	<ul style="list-style-type: none"> <li>• All residents of Camrose have a place to live and earn a livable wage</li> <li>• Camrose has social programs that respond to current community needs</li> <li>• Camrose provides essential services for at-risk populations and educates residents about related social issues</li> <li>• Camrose integrates newcomers through inclusive social events and other appropriate opportunities</li> </ul>

### *How will this strategy be used?*

This document was written for and with the community and will be used to inform future planning and decision-making in Camrose. The primary audience is municipal policymakers, but all residents have a role to play in the implementation of this strategy. This requires an ongoing engagement of citizens, municipal employees and city council in conversations about the future of Camrose. There are also many actions that individual businesses, residents and organizations can take that will support the collective efforts towards enhanced sustainability.

A key aspect of municipal sustainability is the need for constant evaluation and adjustment to our changing world. Many of the aspects of sustainability are beyond the jurisdiction of a municipality. When changes happen—from a downturn in the economy to a change in municipal funding formulas or from new federal regulations related to environmental impact assessments to demographic shifts—the approach to municipal sustainability may also need to change. That is why continual assessment of achievement of these goals is necessary. The longer report on which this summary document is based suggests more concrete short and medium-term goals as well as indicators for sustainability in each of the five pillar areas. However, it is up to the residents of Camrose to determine how this strategy is implemented and assessed in order to achieve the visions of a more sustainable future. Whether this is the ongoing work of already existing structures or whether it calls for the creation of new structures, the implementation of this strategy is everyone's responsibility.

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<sup>i</sup> Brundtland, Gro Harlem, ed. *Our Common Future: The World Commission on Environment and Development*. Oxford: Oxford University Press, 1987.

<sup>ii</sup> Adapted from the Alberta Urban Municipalities Association. "Municipal Sustainability Planning." [cited 2009]. Available from <http://msp.auma.ca/>.

<sup>iii</sup> Hambly, J. R. Stan, ed. *A Light into the Past. A History of Camrose 1905-1980*. Camrose: Gospel Contact Press, 1980.

<sup>iv</sup> The City of Camrose. *City of Camrose 2008 Census*. 2008.

<sup>v</sup> The City of Camrose website. "The City of Camrose." [cited 2010] Available from <http://www.camrose.ca/>.