

## COMMUNITY SUSTAINABILITY STRATEGY

**APPENDICIES** 





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## **APPENDIX A 2003 Charter of Sustainability**

#### ABBOTSFORD CHARTER OF SUSTAINABILITY

#### **PREAMBLE**

The City of Abbotsford, in order to protect and enhance the unique and spectacular beauty of our City, recognizes that sustainable development requires a constant and equitable balancing of three major areas: Economic, Environmental and Social.

A strong and vibrant local economy is one of the core elements of a sustainable community. The citizens of Abbotsford must be able to provide for the basic necessities of adequate food and shelter for themselves and their families.

Each member of our community must share the stewardship of our numerous environmental treasures. Clean air, pure water and uncontaminated soil are crucial to the well being of the City's entire economy and the health and quality of life of its citizens.

The City and its citizens create and foster a quality of life as reflected in the diverse expressions of the human spirit. We commit ourselves to creating a community with strong law enforcement coupled with equally strong community and civic leadership which works together towards eliminating poverty, ignorance and fear.



#### **Principles for Sustainable Community Development**

The City of Abbotsford defines sustainable development as that which strives to balance the Economic, Environmental and Social needs of the City in order to provide the highest possible quality of life for all its residents today, without compromising the ability of future generations to meet their needs.

In order to meet our ongoing and ever-changing challenges, the City of Abbotsford, Council and staff, will adhere to the following principles and work with all organizations, businesses and residents to assist them to do likewise:

#### Responsible Growth

- 1. Vigorously promote the creation of environmentally and socially responsible economic growth by creating policies and infrastructure that support profitable industrial, commercial, agricultural and residential activities.
- 2. Streamline policies and regulations directed at protecting and improving the quality of air, water, land, and other natural resources.
- 3. Focus on development that will maintain a vibrant local economy in order to sustain the conditions for continued growth, competitiveness and job creation that will provide a reasonable quality of life for all citizens of Abbotsford.
- **4.** Provide people with choices about how and where they live, present the public with transportation choices, build neighborhoods and encourage healthy communities to flourish.

#### Pollution Prevention and Resource Conservation

- 1. Focus on proactive measures for pollution prevention and resource conservation.
- 2. Enable the "Three R's" of waste management (Reduce, Reuse, Recycle) and composting.
- **3.** Aggressively promote the efficient use of all renewable and non-renewable resources in order to reduce the demand for additional resource consumption, and support renewable, non-polluting energy infrastructure.
- **4.** Discourage the development of facilities that will increase the level of harmful greenhouse gases and other toxic emissions in an already fragile air shed.

#### Social Well-being

- 1. Ensure that a broad range of social programs, cultural activities and recreational opportunities are reasonably accessible to all citizens.
- 2. Facilitate and encourage the development and sustainability of responsive community-based organizations.
- 3. Promote community caring and responsibility for individuals, families and community well being.
- **4.** Commit to provide public information, education, advocacy and opportunities to participate in community decisions that affect the quality of life for all citizens.

#### Shared Responsibility

- 1. Consider the long-term economic, environmental and social consequences and benefits equally in all decision-making processes.
- 2. Continuously improve and enhance co-ordination and communication between city departments and citizens to ensure that sustainable development principles are applied with streamlined procedures across City operations and throughout the community.
- 3. Ensure that no one group or geographic area is unduly burdened by negative economic, environmental or social impacts.
- **4.** Develop strategic alliances and partnerships with other jurisdictions, agencies, organizations and the private sector to advance sustainable development goals.
- **5.** Foster an ethic of stewardship by urging all members of the community to assume personal responsibility for sustainability by adopting best management practices and by increasing their knowledge of economic, environmental and social issues.

# **APPENDIX B Revised Sustainability Charter**



Abbotsford is a diverse and dynamic community located in the heart of the Fraser Valley. Known as the 'city in the country' Abbotsford is characterized by a rapidly growing and distinct urban area surrounded by highly productive farmland.

As a young, family-oriented community, Abbotsford residents place a high value on environmental and sustainable priorities and, as the community grows, it is vital to ensure that decisions regarding future growth reflect these values and work towards achieving long-term sustainability. The Sustainability Charter defines Abbotsford's vision for a sustainable future and sets the tone for a healthy and diverse community.



## VISION

Abbotsford will grow and function through an integrated approach to support the community's fiscal, economic, environmental and social needs today and in the future. We will be innovative in working towards sustainability and will monitor progress and continuously adapt to what we learn along the way.

Together, the City, residents, businesses and community organizations, as well as our neighbours and partners in the region have a shared responsibility in becoming a sustainable community and achieving a future where:

- · Our community is healthy and enjoys a good quality of life
- Our community's resources and assets are managed effectively and efficiently
- Our natural environment thrives
- Our local economy is prosperous
- Our community is compact, connected and complete









## What influences our quality of life?

- Housing
- Food
- Clothing
- Air quality
- Drinking water
- Employment
- Sanitation
- Safety & security
- Arts & culture
- Recreation
- Heritage & diversity
- Transportation
- Education & training
- Health & well-being
- Natural environment
- Civic engagement

## What are the components of the community's resources and assets?

- Hard infrastructure & assets
- Municipal revenue & capital
- Human resources
- Energy
- Water use
- Waste
- Ecosystem services

## **FUTURE STATES**

The 'future states' below support the Sustainability Vision and describe in more detail what we want our future to look like.

## Our community is healthy and enjoys a good quality of life

#### A sustainable Abbotsford means:

Every individual in Abbotsford is able to meet their basic needs through access to clean drinking water and air, affordable housing and living costs, ample employment opportunities, healthy affordable food, as well as quality education, health care and social support. We have a strong sense of community and a 'giving culture'. People are friendly and have opportunities to engage in civic matters. We are a welcoming, inclusive, and accessible community with dedicated volunteers and responsive protective services. Our neighbourhoods are walkable, cohesive and safe. There is strong support for arts, cultural diversity, heritage and education. We have pleasant, accessible, and inviting public places along with vibrant community events and programs. We recognize and preserve our heritage and celebrate our creative and diverse community. We have access to formal and informal sport, recreational opportunities and green space which keep us healthy and connected to our community and nature.

## Our community's resources and assets are managed effectively and efficiently

#### A sustainable Abbotsford means:

We plan responsibly in a transparent manner and deliver municipal services efficiently. This results in reduced pressures on property taxes and a tax base that is balanced among commercial, industrial and residential users. We manage our resources efficiently. Energy consumption and carbon emissions are minimized and we are innovative in using our waste as a resource stream. We continue to invest in the infrastructure and assets that support our community with a priority on sustaining what we already have. Densification has enabled us to be more efficient with the infrastructure and assets that service and support our community.

### Our natural environment thrives

#### A sustainable Abbotsford means:

We are responsible stewards of the environment and are sensitive to our environmental impacts. We integrate our needs with that of the local and regional ecosystems that support thriving fish and wildlife populations. We value the services provided by our ecosystems exemplified by the clean air we breathe and water we drink. Innovations in our agricultural, resource extraction and land development practices have allowed us to enhance our natural environment and biodiversity. We continue to enjoy our natural areas for recreational purposes which contribute to improving our health, well-being and our overall quality of life.

### Our local economy is prosperous

#### A sustainable Abbotsford means:

Agriculture continues to thrive and grow as the foundation of Abbotsford's diversified economy, providing local jobs, food and other agricultural products for local, regional and global markets. Industries and businesses are thriving in our community and are socially and environmentally responsible. Significant commercial and industrial investment is occurring and there is a wide range of high quality jobs in the city. A growing number of businesses and industry are contributing to a resilient and innovative economy in sectors such as aerospace, agri-business, health care, manufacturing, renewable energy, finance, green buildings, real estate, recreation, tourism, arts and culture, water and waste management and other supporting services. The University of the Fraser Valley plays a key role in building a creative, skilled and successful workforce, and being a centre in applied research excellence. Community members, businesses, industries and institutions are well connected locally, to the region and the global marketplace through efficient and cost effective transportation and communication infrastructure.

## What influences the integrity of our natural environment?

- Recreation
- Land Development
- Mineral Extraction
- Terrestrial Habitats
- Food & Agriculture
- Air Quality
- Aquatic Habitats
- Water Quality

## What influences our economy?

- Local employment
- Economic diversity
- Food & agriculture
- Energy
- Transportation
- Education & training
- Arts & culture
- Tourism
- Aerospace

### Our community is compact, connected and complete A sustainable Abbotsford means:

Development needed to support our community's growth is directed into neighbourhoods within the Urban Development Boundary resulting in a high density, mixed use urban form that promotes efficient use of infrastructure. Agricultural land is appreciated and is enhanced. Community development efforts focus on a complete community, maximizing local employment opportunities, short commutes and convenient access to community services and vibrant public places. The transportation network provides convenient and safe connections between home, work, services, and other destinations. It results in walkable, cycle-friendly neighbourhoods supplemented with user friendly transit service and strategic regional transportation improvements that recognize Abbotsford as a critical node in the region.

#### What influences the development of a compact, connected & complete community?

- Transportation
- Infrastructure
- Economic development
- Built form
- Community services
- Land/natural area protection

### For more information on the Sustainability Charter contact:

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# **APPENDIX C Inventory of City Plans and Policies**



uture State	Document	Objectives	No.	Policies	Key Initiatives	Related Future State
	Arts & Heritage Master Plan		20	Undertake the preparation of a Heritage Register of significant comminity heritage resources with a view to their conservation and maintenance as elements in the cultural and social life of the community, in cooperation and consultation with property owners. Inclusion on the Heritage Register should enable the use of conservation incentives.		
	Arts & Heritage Master Plan		21	Consider transferring potential density from a site included on the Heritage Register in an effort to protect the City's heritage resources.		
	Arts & Heritage Master Plan		22	Continue to support the activities of community heritage groups that work towards developing programs and methods to educate the public as to the community's heritage resources and foster an awareness of heritage.		
	Arts & Heritage Master Plan		23	Support Abbotsford's heritage resources as tourism opportunities through the development of heritage walking tours and the establishment of interpretive programs.		
	Arts & Heritage Master Plan		24	Consider acquisition of heritage properties that are appropriate for park use.		
	Arts & Heritage Master Plan		25	Evaluate the need to support construction of new facilities for the Abbotsford Museum Society and for the establishment of a community archives facility		
	Arts & Heritage Master Plan		26	Continue to support the conservation of the unique character of Clayburn Village and celebrate and promote this unique area.		
	Arts & Heritage Master Plan		27		Expand the mandate of Parks & Recreation Department to include cultural initiatives. Start by changing the name to the Department of Parks, Recreation & Culture.	•
f Life	Arts & Heritage Master Plan		28		Create a Cultural Advisory Committee as a subcommittee of the Parks, Recreation and Culture Department to advise Council on arts and cultural issues	
Quality of Life	Arts & Heritage Master Plan		29		Continue to support the Abbotsford Arts Council as a community coordinating agency. Evaluate the longer term need and mandate of this service.	
ð	Arts & Heritage Master Plan		30		Expand the mandate of Development Services Department to include an integrated approach to heritage resource management.	
	Arts & Heritage Master Plan		31		Expand the mandate of the Clayburn Community Heritage Commission to a city wide mandate and rename the CCHC as the City of Abbotsford Community Heritage Commission.	<i>r</i> -
	Arts & Heritage Master Plan		32		Complete the Heritage Strategic Plan and through consultation with senior level of government initiate a City-wide heritage inventory.	s
	Arts & Heritage Master Plan		33		Undertake a Capital Improvement Feasibility Study to determine the opportunities, capital and operating costs of estabilishing a temporary art gallery, community museum, archives and programmable arts space. This could be linked with the development of a children's library in the vacant ground floo of the Clearbrook Library.	
	Arts & Heritage Master Plan		34		Undertake a Capital Improvement Feasibility Study to determine the opportunities, capital and operating costs of renovating the Matsqui Centennial Auditorium for increased community use and providing new multi-purpose Council Chambers. Such a study could also explore the feasibility of establishing a 120 seat adaptable performing arts facility (often called a "Black Box" theatre) either in conjunction with the Civic Complex or the Abbey Arts Centre.	
	Arts & Heritage Master Plan		35		If results of the Feasibility Studies are positive and have community support, funding of appropriate capital improvements should be considered within the City's Capital Prioritization Plan. If funding cannot be secured, implementation will be deferred until the retirement of civic debt in 2007.	

Future State	Document	Objectives	No.	Policies	Key Initiatives	Related Future State
	Affordable Housing		52	Strata conservation		
	Strategy					
	Affordable Housing Strategy		53	Manufactured homes		
	Affordable Housing Strategy		54	P4 rezoning moratorium		
	ОСР	Preserve existing affordable housing units	55	Encourage the development of secondary suites in existing housing supply, where appropriate		Complete Community
	OCP		56		Identify and mitigate barriers to adding suites to existing housing	
	OCP		57		Explore suites being added to existing townhouses (following the Multi-Unit Residential Flex zone - RMF)	
	ОСР		58	Replace affordable units lost during redevelopment		
	ОСР		59		Develop and maintain an inventory of units within the City	
	ОСР		60		Develop a unit replacement policy	
	ОСР		61		Update the Strata Conversion policy	
	ОСР		62	Support the use of boarding houses by developing regulatory policies		
	ОСР		63		Develop a boarding house policy	
	ОСР		64		Explore Zoning Bylaw and business license tools for regulating houses	
ω	ОСР		65	Protect and ensure adequate living conditions in rental buildings through standards of maintenance policies		
三	ОСР		66		Develop a Standards of Maintenance bylaw	
ō	ОСР		67	Help maintain existing co-op and non profit housing units		
Quality of Life	OCP		68		Advocate for federal and provincial funding to repair and renovate co-op and non profit developments	
Ø	ОСР		69	Update the City's mobile home park redevelopment policy		
	ОСР		70		Complete a consultation process with mobile home park residents	
	OCP	Build new affordable housing units	71	Ensure affordable housingunits are developed throughout the City		Complete Community
	OCP		72		Prioritize projects for youth housing, men's and women's permanent supported housing, and women's emergency shelter	Complete Community
	ОСР		73		Develop an inclusionary zoning policy for new residential development	
	ОСР		74	Support the growth and use of the Affordable Housing Fund		Economic Prosperity
	ОСР		75		Contribute land to support affordable housing projects	
	ОСР		76		Develop a land bank to support affordable housing development	
	OCP		77		Expand the density bonusing policy	Economic Prosperity
	OCP		78	Update the Zoning Bylaw to encourage a range of affordable housing options, such as laneway and coach houses, and microsuites		
	ОСР		79		Review the minimum unit size requirement	
	OCP		80	Canadam anno sian kina fan affanlala la anno anno la an	Pilot a laneway house development	
	OCP OCP		81 82	Speed up processing times for affordable housing applications	Establish internal processing time goals and procesing agreements with external	
	CCI		02		agencies	
	OCP		83	Establish a development corporation to develop and manage affordable housing units		
	ОСР		84		Include affordable housing as a part of the development corporation's scope	
	ОСР		85	Create financial incentives for affordable housing development		

Future State	Document	Objectives	No.	Policies	Key Initiatives	Related Future State
	ОСР		86		Reduce development fees and charges	
	OCP		87		Provide rebates for application fees	
	OCP		88		Develop a property tax deferral or reduction program	
	ОСР		89	Use Area Plans to support developing a range of affordable housing options in specific areas of the City		Complete Community
	ОСР		90		Incorporate affordable housing into the U district, City Core and other Area Plans	
	ОСР	Improve people's ability to afford housing	91	Help provide more 'mortgage helper' units		
	ОСР		92		Continue to promote the Multi-Unit Residential Flex zone (RMF)	
	ОСР		93		Explore creating flex unit space in apartment buildings	
	OCP		94		Continue to develop new secondary suites, where appropriate	
	ОСР		95	Advocate for expanded rent supplement programs and improved social assistance rates	, , , , , , , , , , , , , , , , , , , ,	
	ОСР		96		Meet with provincial and BC Housing staff	
	ОСР	Create complete, connected and livable neighbourhoods with diverse housing types and tenure	97	Support affordable housing development close to transit, jobs and services		Complete Community
ē	ОСР		98		Develop location criteria to ensure affordable housing is within walking distance (400m) of transit, jobs and services	e Complete Community
Quality of Life	OCP	Pursue senior government, community agencies, and the development industry for partnerships	99	Pursue funding opportunities and create financial partnerships to fund affordable housing development		Economic Prosperity
	ОСР		100		Showcase successful projects to increase support and generate interest	
	ОСР		101		Use a development corporation to create and facilitate partnerships	
	ОСР		102	Pursue affordable housing partnerships by building relationships between senior governments, community agencies, and the development industry		
	ОСР		103		Lobby senior governments to fund more affordable housing in Abbotsford	
	ОСР		104		Support community group applications for funding and project management	
	ОСР		105		Build awareness about the need and benefit of affordable housing with community groups and the public	
	ОСР		106	Develop a 'housing first' strategy that effectively responds to root causes of homelessness	, <b>,</b> , , , , , , , , , , , , , , , , ,	
	ОСР		107		Meet with provincial staff to expand the integrated Homelessness intervention Project into Abbotsford	
	ОСР		108		Hire a consultant to complete a study	
	ОСР		109	Provide adequate City staff resources to support affordable housing development		
	OCP		110		Designate a City staff lead for facilitating affordable housing development	
	ОСР	Affordable market	111	Free FSR bonus for affordable units		
	ОСР	-	112		Seminars and workshops with industry and non-profits	
	ОСР		113	Extending suites policy		

uture State	Document	Objectives	No.	Policies	Key Initiatives	Related Future State
	ОСР	Affordable non-market housing	114	Density bonus policy earmarked for affordable housing		
	OCP		115		NIMBY workshops with council, neighbourhoods	
	OCP		116	P3 development for affordable housing on City land		
	OCP		117	Require affordable housing on former hospital and school sites		
	OCP	Support a Full Range of Housing Options	118	Locate all new multi family development within the Urban Development Boundary, subject to locational criteria, as shown on Map 1 and described in Section 4 and Appendices B and D of this Plan.		Complete Community
	ОСР		119	Encourage ground oriented dwelling units in lower floors of low rise and high rise apartment developments in order to provide additional housing choice. Ground oriented housing can be defined as housing where dwelling units on the ground floor have primary access from the street.		
	ОСР		120	Encourage energy efficiency in existing and new housing by promoting Federal and Provincial residential retrofit programs, and by increasing awareness and promoting energy conservation and alternative energy sources among homeowners and the development industry.	,	Resource & Asset Management
	ОСР		121	Use housing agreements or density bonuses, as set out by provincial legislation, to facilitate the provision of affordable and special needs housing and community amenities.		
	ОСР		122	Increase housing choice and provide more avenues for affordable housing by supporting multi-family developments, the creation of small residential lots, street oriented townhouses and other innovative housing forms. Small lot developments are subject to special criteria as described in the Land Use Criteria Policy.		Complete Community
Quality of Life	ОСР		123	Permit secondary suites in single detached dwellings subject to meeting City bylaws, regulations and the availability of servicing capacity. Due to servicing and traffic congestion concerns, no more than approximately 50% of lots in new subdivisions will be eligible for suites.		Complete Community
Sual	Agenda for Social Planning		124	Work with senior levels of government and community stakeholders to create more affordable and accessible housing.		
	Theme: Health & W	'ell-Being				
	ОСР		125	Allow small scale specialized care and treatment facilities subject to the City's Land Use Criteria.		
	ОСР		126	Encourage the Fraser Health Authority to retain facilities at the MSA Hospital for extended care or other health related uses, or if retention is not economically feasible, to consider redevelopment opportunities that include a health or housing related component focussed on seniors.		
	Strategic Directions Current		127	Promote community wellness through physical activity and healthy eating.		
	Theme: Employment	t				
	ОСР		128	Support social programs and enterprises that employ people typically excluded from the workplace		Economic Prosperity
	ОСР		129		Support existing social enterprises	Economic Prosperity
	OCP		130		Promote awareness about City's contracts with existing enterprises	Economic Prosperity
	ОСР		131		Review the City's procurement policy and develop criteria to evaluate purchases based on local social impact	Economic Prosperity
	ОСР		132		Host workshops to build capacity for organizations to create social enterprises	Economic Prosperity
	ОСР		133	Suport improved household incomes for Abbotsford residents		Economic Prosperity

Future State	Document	Objectives	No.	Policies	Key Initiatives	Related Future State
	ОСР		134		Help community agencies raise awareness about the benefits of paying a living wage	Economic Prosperity
	ОСР		135		Pursue economic development that creates diverse and skilled employment opportunities	Economic Prosperity
	Theme: Education	n & Training				
	ОСР		136	Support access to low cost education opportunities, such as financial literacy, household budgeting, homeownership and continuing education	Partner with agencies to host workshops and education seminars	
	ОСР		137		Provide grants in support of education opportunities	
	Theme: Commun	ity & Social Planning				
	ОСР	,	138	Support affordable housing development with high quality urban design, low impact and crime reduction principles		
	ОСР		139		Review projects using an urban design and CPTED checklist	
	ОСР		140		Develop child, age and accessible design principles	
	ОСР		141		Suport community gardens and urban agriculture within and near affordable housing developments	
	ОСР		142	Develop a variety of housing types to suit different needs related to household type, tenure and income	nousing developments	Complete Community
	ОСР		143		Support projects for immigrants and seasonal and foreign workers	
	ОСР		144		Explore policies for multi-generational living (not secondary suites)	
	ОСР		145		Work with the province to allow developing fee simple row housing	
Life	ОСР			Reduce parking requirements for affordable housing when developed near transit, jobs, and services.	The state of the s	Complete Community
Quality of Life	ОСР		147		Review the Zoning Bylaw and incorporate parking reductions where appropriate	
<u> </u>	ОСР		148	Parking standards review		
ð	ОСР			Unit size and density bonus in Zoning Bylaw		
	ОСР		150	Inclusionary zoning		
	ОСР			Grants to non-profits		
	OCP		152	Discourage new residential uses in close proximity to large noise generators such as the Trans-Canada Highway, Abbotsford International Airport, major industries, and gravel processing operations; apply noise attenuation measures, including screening and construction techniques, as necessary.		
	ОСР	Improve Quality of Life and Social Well-being	153	Establish a social planning function that will participate in and undertake social planning research and analysis to better understand the social challenges facing the City. This may include establishing a committee to advise Council on social issues.		
	ОСР		154	Facilitate partnerships between community groups, social service agencies, neighbourhood groups, faith groups and City departments with the goal of improving the quality of life of all Abbotsford residents.		
	ОСР		155	Encourage employment programs that assist youth, persons with disabilities and other vulnerable people in finding work.		
	ОСР			Develop a set of Quality of Life indicators that will measure the City's progress towards a sustainable future.		
	ОСР		157	Make community facilities and programs more accessible for persons and families with limited financial means and for persons with physical or cognitive disabilities.		
	Sustainability Charter		158	Ensure that a broad range of social programs, cultural activities and recreational opportunities are reasonably accessible to all citizens.		

uture State	Document	Objectives	No.	Policies	Key Initiatives	Related Future State
	ОСР		159	Encourage community use of schools and consider joint use partnership agreements with the School District.		
	ОСР		160	Establish a heritage conservation program that will strive to protect significant examples of our heritage through a balance of incentives and regulations.		
	OCP		161		Move toward implementing the Heritage Strategic Plan, which includes recommendations to:  • establish a City-wide Heritage Advisory Committee; and  • create a city-wide heritage inventory.	
	ОСР		162		Conserve Clayburn Village through its designation as a Heritage Conservation Area. In order to conserve the area's heritage resources and distinct character, all development will be subject to the provisions of the Clayburn Village Heritage Conservation Area Guidelines. (Appendix C)	
	OCP		163	Integrate parks and trail systems into neighbourhood, industrial, business-park and utility corridor planning to encourage healthier lifestyles and to provide a high quality work environment.		
	ОСР		164		Ensure that recreational access points for trails and waterways in agricultural areas do not create negative impacts on farming operations.	
	ОСР		165		Capitalize on opportunities to combine recreational parks with storm detention facilities and other public infrastructure.	
	ОСР		166	Where industrial lands front, or are adjacent to, residential areas and areas of high public activity, such as institutional, educational or commercial areas, require zoning for fully enclosed light industrial operations and consider restrictions which exclude the processing or handling of hazardous goods.		
of Life	ОСР		167	Ensure planning processes for new City infrastructure and land use changes account for potential impacts to local and regional climate.		
Quality of Life	OCP		168		Develop a climate change risk management strategy, to identify potential impacts to City infrastructure and land uses and highlight responses to these impacts.	
O	Agenda for Social Planning	Prioritise children's issues	169		Expand programs and support children ages 0-6 and their families	
	Agenda for Social Planning	Respond to Opportunities for City Involvement in Social Development	170	Develop and use Quality of Life Indicators that measure community well-being;		
	Agenda for Social Planning		171	Increase opportunities for community participation in decision-making;		
	Agenda for Social Planning		172	Explore opportunities to develop a regional response to social issues and partnerships with other Local Governments;		
	Agenda for Social Planning		173	Recognize the contributions of Abbotsford's community and faith organizations;		
	Agenda for Social Planning	Organize a Social Sustainability Advisory Committee	174	A Social Sustainability Advisory Committee is essential to provide advice to Council on social issues, and to guide the City's social planning function. Without such a committee, the City loses an opportunity to increase citizen engagement and ensure that responses are community-based.		
	Agenda for Social Planning	Develop a Social Development Master Plan	175	Enable the City to make decisions in responding to community issues that reflect a balance between ability and political will to respond, and the limitations of available resources.		
	Arts & Heritage Master Plan		176	Provide residents with a range of community cultural facilities, in various neighbourhoods and convenient locations as the necessary population and financial levels are reached to support such facilities		

Future State	Document	Objectives		Policies	Key Initiatives	Related Future State					
	ОСР			Develop a "FireSmart" assessment plan to identify potential wildfire-related threats to public safety and property within urban-wildland interface areas and develop appropriate responses to wildfire-related threats, emphasizing these key 'FireSmart' principles:  • Emergency evacuation pre-planning  • Easy emergency vehicle access  • Flammable vegetation management  • Use of fire resistant building materials							
	Agenda for Social Planning		195	Adopt the Safe Harbour Program; and							
	ОСР			Apply CPTED (crime prevention through environmental design) principles to the design of residential, commercial, institutional, agricultural and industrial developments.							
	Financial Plan		197	Continue to work with other agencies to reduce nuisance properties							
	Strategic Directions Current		198	Implement the recommendations of the Abbotsford Crime Reduction & Community Safety Strategy (ACRCSS)							
	Theme: Civic Engagement										
	ОСР	Encourage Public Participation, Community Identity and Pride		Involve citizens in decision-making processes by providing a range of opportunities for the public to participate in community planning and other city activities through: community or neighbourhood meetings, public hearings, surveys, public information programs, and other methods.							
. Ei	OCP		200	Acknowledge and support the role of rural centres in serving rural communities.							
Quality of Life	ОСР			Encourage volunteerism and the creation of neighbourhood or community groups providing residents with opportunities to participate in the process of community building.							
ð	ОСР	Celebrate Cultural Diversity	202	Celebrate the city's cultural diversity by more effectively facilitating and communicating intercultural events and programs.							
	ОСР		203		Facilitate communication with citizens who have English as a second language.						
	ОСР		204		Encourage a range of multi-cultural community agencies as they provide services to the community.	S					
	ОСР		205	Maintain positive relationships with our First Nations neighbours.							
	Sustainability Charter			Facilitate and encourage the development and sustainability of responsive community-based organizations.							
	Sustainability Charter		207	Promote community caring and responsibility for individuals, families and community well being.							
	Sustainability Charter		208	Commit to provide public information, education, advocacy and opportunities to participate in community decisions that affect the quality of life for all citizens.							
	Agenda for Social Planning		209	Encourage City of Abbotsford employee participation in volunteerism;							
	Agenda for Social Planning		210	Respond to childhood vulnerabilities, as identified in the Early Development Instrument;							
	Agenda for Social Planning		211	Recognize and celebrate the contributions of youth in the community;							

Future State	Document	Objectives	No.	Policies	Key Initiatives	Related Future State
	Arts & Heritage Master Plan	·		Encourage community use of schools and to that end enter into joint use partnership agreements with the School District		
	Financial Plan		213	Encourage City and staff involvement in community events.		
	Theme: Transportation	on				
		Create Accessible, Safe and Pleasant Environments for Pedestrians, Cyclists, Transit Users and Motorists	214	Consider implementing traffic calming measures, such as curb bulges and traffic circles, on selected streets to enhance safety and reduce traffic speeds in residential neighbourhoods.		Resource & Asset Management
	ОСР			Develop street design standards for key streets such as South Fraser Way and other arterial streets that include wide sidewalks and cycle lanes, in accordance with the Bicycle Master Plan.		
	ОСР		216	Increase the number of benches and bus shelters along high-frequency transit routes and at key exchange points.		
, of Life	OCP			Place pedestrian and cyclist-controlled traffic signals where designated cross-town bicycle and walking trails intersect major streets.		
Quality of Life	OCP			Develop coordinated plans for planting trees along key streets in the City Centre, and require the provision of street trees in new developments in accordance with the Subdivision and Development Bylaw.		Natural Environment
	ОСР		219		Encourage neighbourhood groups to partner with the City in planting and maintaining local street tree and ornamental plantings.	Natural Environment
	ОСР		220	Require new multifamily, commercial and industrial developments to include bicycle support infrastructure, including lockers and change room facilities, where appropriate.		Resource & Asset Management
	ОСР			Require developments along transit priority corridors to provide public realm areas that support pedestrians, cyclists and transit users.		Resource & Asset Management
	ОСР		222		Develop intersection design standards that allow safer and more pleasant street crossings for wheelchair users, visually and hearing-impaired persons and pedestrians, especially on major streets.	
	OCP		223		Provide improved physical access to transit and public facilities for persons with mobility, auditory and visual challenges.	
		Minimize consequences of collisions	224	Minimize vehicle speeds in key areas of moderate to high, existing and potential cycling activity, and where factors that influence exposure and reist to collisions are found to be a concern.		

ate [	Document	Objectives	No.	Policies	Key Initiatives	Related Future State		
1	Theme: Local Employ	yment						
	City in the Country Plan		225	Encourage the development of new employment opportunities in agriculture and agriculture related activities				
	City in the Country Plan		226	Identify need for future industrial lands		Built Environmnet		
F	inancial Plan		227	Expand film production activity				
F	Financial Plan		228	Collaborate with other departments to develop an e-government strategy				
F	Financial Plan		229	Promote the City as a venue for special events, and provide assistance for special event committees.				
(	OCP		128	Support social programs and enterprises that employ people typically excluded from the workplace		Quality of Life		
(	OCP		129		Support existing social enterprises	Quality of Life		
(	OCP		130		Promote awareness about City's contracts with existing enterprises	Quality of Life		
(	OCP		131		Review the City's procurement policy and develop criteria to evaluate purchases based on local social impact	Quality of Life		
(	OCP		132		Host workshops to build capacity for organizations to create social enterprises	Quality of Life		
(	OCP		133	Suport improved household incomes for Abbotsford residents		Quality of Life		
(	OCP		134		Help community agencies raise awareness about the benefits of paying a living wage	Quality of Life		
(	OCP		135		Pursue economic development that creates diverse and skilled employment opportunities	Quality of Life		
1	Theme: Food & Agriculture							
	City in the Country Plan	Identify a net benefit strategy for agriculture	230	Ensure the long-term viability of infrastructure and other public and private investments in the farming community				
	City in the Country Plan		231	Ensure that home-grown enterprises, especially those related to agriculture or food processing, have space to grow without leaving the community				
	City in the Country Plan		232	Provide an opportunity to reclaim, for agricultural purposes, hundreds of acres of Agricultural Land Reserve land currently sitting idle or underutilized doe to past gravel extraction activities		Complete Commun		
	Strategic Directions Current		233	Actively support agriculture as a significant economic engine in Abbotsford				

Document	Objectives	No.	Policies	Key Initiatives	Related Future State
Theme: Economic D	Diversity				
City in the Country Plan	Identify lands suitable for industrial and business park uses, including lands within the Agricultural Land Reserve, that will meet the long-term employment needs of a diverse and growing population	234			Complete Communi
City in the Country Plan		235	Address under-utilization of the City's land resource due to poor lot configuration and fragmented ownership in both agricultural and industrial areas		Resource & Asset Management; Complete Communi
ОСР		74	Support the growth and use of the Affordable Housing Fund		Quality of Life
ОСР		77		Expand the density bonusing policy	Quality of Life
ОСР	Pursue senior government, community agencies, and the development industry for partnerships		Pursue funding opportunities and create financial partnerships to fund affordable housing development		Quality of Life
ОСР		236	Support the development of carbon credit and/or off-set programs, including those utilizing agricultural and forested lands as 'carbon sinks'.		Economic Prosperity
Theme: Transportat	ion				
ОСР	Facilitate Inter-regional Movement of People and Goods	237	Facilitate efficient truck and freight traffic between the city's industrial and commercial areas and regional, national and international transportation networks.		
ОСР		238	Recognize Abbotsford International Airport as a key provincial and regional transportation asset.		
Financial Plan		239	Seek out new businesses, route and cargo opportunities at the Abbotsford International Airport		
Strategic Directions Current		240	Expand economic capacity at the airport		
Transportation Master Plan		241	Increase transit funding to boost the number of service hours which in turn will support additional transit services to meet the growing population demands. Additional transit funding is also anticipated to improve the modal split as higher transit frequencies and additional transit services will attract new riders.		

Future State	Document	Objectives	No.	Policies	Key Initiatives	Related Future State
	Theme: Land Deve	elopment				
	OCP		242	Use "low impact development" standards that preserve significant natural features, landscapes and views.		Complete Community
	ОСР	Link Parks and Natural Areas through Green Corridors	243	Develop a City-wide recreational trail and waterway network through the implementation of the Abbotsford Trail Development Strategy		
	ОСР		244	Move toward implementing the recommendations of the Parks and Recreation Master Plan with respect to identifying and improving linkages between parks and natural open space.		
	ОСР		245	Work with land conservation trusts and landowners to identify and preserve significant natural areas and features that augment and connect publicly-owned open spaces.		Complete Community
	ОСР		246		Ensure that land dedicated as parks or conservation areas in new subdivisions and redevelopment projects contribute to the development of continuous open space connections.	Complete Community
Natural Environment	OCP		247	Require environmental impact assessments for high impact industries. Environmental impact assessments will review potential emissions from the industry, hazardous/toxic materials used in the industry, and the sensitivity of the receiving environment at any proposed locations. The environmental impact assessment, as submitted by the proponent, will demonstrate minimal impact or appropriate mitigation measures in a manner acceptable to the City.		
ral Envi	ОСР	Conserve Sensitive Natural Environments	248	Encourage the establishment of natural area preserves.	Identify and designate ESA's by developing a comprehensive bio-physical inventory, which includes information on wildlife, vegetation, wetlands, and landform features.	
Natu	OCP		249	Encourage all farmers to conduct assessments of their farms through the Environmental Farm Planning Program and to be more environmentally-sensitive by implementing better management practices in accordance with codes of agricultural practice, and pursuing Integrated Pest Management (IPM) techniques.		
	ОСР		250		Prohibit development on lands subject to subsidence, rock fall, debris flow or other natural hazard.	Complete Community
	ОСР		251	Minimize environmental impacts of development and protect development from hazardous conditions, by requiring development in specified areas of the city, to meet conditions as se out in the Natural Environment and Hazardous Conditions Development Permit Guidelines.	•	Complete Community
	ОСР		252		Require new low density residential projects to meet special design criteria in areas where slopes exceed 20% grade, including using larger lot sizes.	Complete Community
	ОСР		253	Develop stable and effective edges and buffers between urban areas and agricultural lands. Until such time that Agriculture Development Permit guidelines have been developed, a combination of the following shall be applied to urban lands, within 50 metres of the Urban Development Boundary:		Complete Community
	ОСР		254		Require larger minimum lot sizes to reduce the number of households whose property directly abouts the ALR;	Complete Community

uture State	Document	Objectives	No.	Policies	Key Initiatives	Related Future State
	ОСР		255		Increase residential setbacks from lands in the ALR, subject to ALC consideration;	Complete Community
	ОСР		256		Place a public woodland or green space buffer between residential development and land in the ALR;	Complete Community
	ОСР		257		Preserve as an undisturbed buffer natural physical features or other topographical breaks, such as ravines, wooded bluffs, or escarpments	Complete Community
	OCP		258		Require the provision of physical barriers such as fencing combined with a ditch or berm, preferably in conjunction with hedges or other suitable plantings.	
	UMA MPSS Study			Maintain the critical green spaces on McKee Peak. These may be either environmentally important, or represent critical landscape units that maintain the aesthetic quality of the hillside.		
	UMA MPSS Study			Recognize area environmental and slope conditions and provide for development that is financially responsible.		
	UMA MPSS Study			Ensure that the limited developable land base is optimized, and capitalizes on the physical site features of the area		
ent	UMA MPSS Study			Provide for a good size City Park at the Peak area, retaining its natural environment but allow for trail access and connectivity to other green areas on the hillside and to areas beyond the study boundaries.		
Natural Environment	UMA MPSS Study			Allow for innovative forms of development, but ensure an appropriate proportion of multiple family and/or cluster housing as a means of retaining space, and also as a method of reducing per unit servicing costs.		
al En	UMA MPSS Study		264	Encourage environmentally friendly roads and utility services that have low overall impacts.		Resource & Asset Management
Natur	ОСР	Support "Green" Building and Development Strategies		Establish an environmental advisory committee to provide advice to Council on environmental issues and opportunities.		
	ОСР			Encourage environmentally responsible residential, commercial, institutional, agricultural and industrial development through the implementation or encouragement of LEED and other sustainable building standards.		Resource & Asset Management
	ОСР		267		Avoid land development on floodplains and in areas with slopes greater than 30%. Cluster housing may be permitted on slopes up to 40%, subject to the issuance of an Environmental Development Permit.	Complete Community
	ОСР		268		Prohibit land clearing, site grading, soil/rock removal or other works in areas designated as being within an Environmental Development Permit Area prior to obtaining an Environmental Development Permit. Regulating land clearing can prevent slope instability, soil erosion, sedimentation in streams and other aquatic habitat, and downstream flood risk.	
	OCP		269		Limit the type of land uses permitted on a floodplain and require flood proofing for construction in floodplain areas.	Complete Community
	ОСР		270		Work to protect environmentally sensitive areas (ESAs) in, or adjacent to, industrial areas by considering restrictions which exclude the processing or handling of hazardous goods and by requiring zoning that allows only fully-enclosed light industrial operations.	Complete Community

СР	Improve Recreational							
	Opportunities	Move toward implementing the recommendations of the Parks and Recreation Master Plan		Quality of Life				
OCP		178	Continue to address the changing needs of recreational park and facilities users.	Quality of Life				
OCP		179	Pursuing the acquisition and development of a major destination park on McKee Peak;	Quality of Life				
OCP		180	Pursuing the acquisition and development of a major sports field complex on the City's east side; and	Quality of Life				
OCP		181	Continuing to develop Mill Lake Park as the principle destination park in the City, as set out in the Mill Lake Action Plan Update.	Quality of Life				
OCP		Develop and maintain a capital program for park acquisition, park development, and the provision of facilities to meet growth related demands. The City also requires a 5% dedication of land or cash-in-lieu payment for all subdivisions, except where exempt as per Section 941 of the Local Government Act. Parks are required in all areas of the City.		Quality of Life				
OCP		the Sumas Mountain and Vedder Mountain areas in order to preserve and protect the		Quality of Life				
Theme: Terrestrial Habitats								
OCP		Protect existing trees and forested areas subject to the tree protection bylaw. Where the removal of native vegetation is unavoidable, require replanting plans that consist predominantly of indigenous species.						
OCP		272	Develop an urban forest plan and encourage street tree planting programs which contain a significant proportion of native species.					
OCP		Update the Zoning Bylaw, Subdivision and Development Bylaw and Tree Protection Bylaw to require additional replacement plantings on properties undergoing development/redevelopment.						
OCP		Require environmental impact assessments (EIA) for all proposed high impact uses, and consider requiring EIA's for new large scale developments as part of the rezoning process.						
OCP	Create Accessible, Safe and Pleasant Environments for Pedestrians, Cyclists, Transit Users and Motorists			Quality of Life				
OCP		219	Encourage neighbourhood groups to partner with the City in planting and maintaining local street tree and ornamental plantings.	Quality of Life				
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uture State	Document	Objectives	No.	Policies	Key Initiatives	Related Future State
	ОСР		290	All resource extraction activities will be subject to provincial regulations, the City's Soil Removal and Deposit Bylaw and other City bylaws. Approval may also require a favourable environmental impact assessment for the proposed activity.		
	ОСР		291		Soil removal activities within Abbotsford are confined to the 'eligible areas' (parcels).	
	ОСР		292		Soil removal activities on Sumas Mountain, east of Sumas Mountain Road near Ward Road, are confined to the 'eligible areas' (parcels), and shall be limited to elevations above the 170m contour.	
	ОСР		293		The City may regulate the time frame in which operations may continue where the Urban Development Area Boundary is extended to encompass existing soil removal activities. Reclamation of operations within the urban area can include urban development, subject to completion and approval of detailed Area Plans.	
ent	ОСР		294		Extraction of sand and gravel resources is permitted in the Agricultural Land Reserve in locations where reclamation can improve the agricultural capability of the soils. Once the extraction of resources is completed, the land must be returned to agricultural use or uses compatible with agriculture.	
ronm	ОСР		295		Reduce the visual impact of extraction operations by requiring continuous rehabilitation of sand and gravel pits and quarries.	
Natural Environment	OCP		296	Extraction of sand and gravel resources is only permitted in locations of southwest Abbotsford where groundwater sources are protected and it does not impact the aquifer.		
Nature	ОСР		297		Concentrate concrete and asphalt production in the areas with the greatest sand and gravel resources in order to support the economic viability of the industry and provide for its regulation. To this end, such facilities shall be limited to the area bounded by Bradner, Huntingdon, King, and Ross Roads, as well as the eligible areas on Sumas Mountain, as identified on Figure 6. Concrete or asphalt production plants must terminate or relocate operations to these areas if they import more than 25% of their raw materials over the City road system.	
	Theme: Water G	Quality				
	ОСР		298	Minimize the impact of sewage treatment plant effluent on the receiving waters of the Frase River by maintaining high sewage treatment standards at the JAMES plant.	г	
	ОСР		299	Protect the quality and integrity of City streams and waterways by enforcing the waterways protection bylaw.		
	ОСР		300		Build community awareness about the importance of the Abbotsford-Sumas and other key aquifers underlying the City by designating Ground Water Protection Areas.	
	ОСР		301		Pursue "low-impact development" practices for rainwater management and drainage to ensure minimal impact on fish-bearing water courses and to reduce flooding on downstream lands.	

re State	Document	Objectives	No.	Policies	Key Initiatives	Related Future State			
	Theme: Hard Infrastructure and Assets								
	City in the Country Plan		302	Minimize municipal taxation on all tax classes, including agriculture (class 9 farm land), in light of already siginficant municipal service and utility costs and a growing need to upgrade some of these services in farming areas.					
	Transportation Master Plan		303	Permit higher prioritization of areas with upcoming road rehabilitation projects and lower prioritization of areas where new linkages or capacity increases are planned within the next two years (this could form one of the weighted variables in the scoring system).					
	Theme: Energy								
	ОСР	Improve Air Quality	304	Encourage residents and businesses to reduce energy consumption.					
	OCP		305	Develop a City-wide energy plan that identifies optimal locations and development criteria for alternative energy technology and supporting distributed energy infrastructure.					
	ОСР		306		Promote alternative renewable energy sources and reduction initiatives.				
	ОСР		307	Enable DCC reductions for developments that incorporate green building features and/or alternative energy production technology.					
gement	GHG Target/Policy Primer Memo	Reduce building emissions	308	Support DDC reductions for green building development.					
source and Asset Management	GHG Target/Policy Primer Memo		309		Reduce electricity and gas use by increasing building efficiencies, utilizing alternative, non-GHG producing energy sources, and densifying building floorspace (more 'common walls' save energy).				
and Ass	Sustainability Charter		310	Aggressively promote the efficient use of all renewable and non-renewable resources in order to reduce the demand for additional resource consumption, and support renewable, non-polluting energy infrastructure.					
esonrce		Reduce building emissions 15% by 2025 35% by 2040	311	Support progressive improvement of the BC Green Building Code					
∝̃	OCP, Climate Action Update		312		Increase energy efficiency, use alternative energy sources Increase development density				
	i i	GHG per capita reductions below 2007 levels: 20% by 2025 45% by 2040	313						
	OCP		314		Develop specific incentives for private sector green building development and energy efficiency retrofitting, and communicate these incentives to the development industry and public.				
	ОСР		315	Develop a green building/development 'score card' to encourage the development community to 'build green'.					
	ОСР	Improve Air Quality	316	Support progressive yet predictable improvement of private and commercial vehicle fuel economy.					
	ОСР		317		Require new single family, multifamily, commercial, institutional and industrial developments to include electrical infrastructure that can be adapted to support electric vehicle (private and commercial) charging facilities.				

e State	Document	Objectives	No.	Policies	Key Initiatives	Related Future State
	ОСР		318	Encourage energy efficiency in existing and new housing by promoting Federal and Provincial residential retrofit programs, and by increasing awareness and promoting energy conservation and alternative energy sources among homeowners and the development industry.	,	
	OCP		319	Support the use of alternative energy technology, located on or within buildings and/or properties, provided there are no negative impacts on adjacent buildings, properties or surrounding neighbourhoods. This technology could include:  • solar panels; • wind turbines; • ground source heating/cooling; • heat recovery systems; and • district heating.		
	ОСР	Support "Green" Building and Development Strategies	266	Encourage environmentally responsible residential, commercial, institutional, agricultural and industrial development through the implementation or encouragement of LEED and other sustainable building standards.		Natural Environment
	Sustainability Charter		288	Discourage the development of facilities that will increase the level of harmful greenhouse gases and other toxic emissions in an already fragile air shed.		Natural Environment
Asset Management	Climate Action Update	Reduce transportation emissions 20% by 2025 50% by 2040	320	Implement the 'City in the Country Plan' (continue adding employment opportunities within the City)		Complete Communit
Wan	Climate Action Update		321		Reduce fuel use by improving fuel economy and reducing the distance driven	
Asset	Climate Action Update	Reduce transportation emissions	322	Support progressive fuel economy improvements and develop electric vehicle infrastructure		
and	Strategic Directions Current		323	Improve the effectiveness of the transportation system		Complete Communit
Kesource	GHG Target/Policy Primer Memo	Reduce GHG emissions	324	Support private and commercial vehicle fuel economy improvements.		
_	GHG Target/Policy Primer Memo		325	Require infrastructure for charging electric vehicles in new developments.		
	Theme: Developmen	t				
	ОСР		326	Update the OCP Development Permit Guidelines to include form and character guidelines that assist in reducing GHG emissions.		
	ОСР	Employ Sustainable Growth and Development Practices	327	Concentrate urban residential development within the Urban Development Boundary. The integrity of agricultural and rural lands will be maintained by making efficient and orderly use of all lands within the urban area.		Complete Communit
	ОСР		328	Require all land development and redevelopment activities to meet requirements set out in the City's Subdivision and Development Bylaw.		Complete Communit
	ОСР		329	Promote the viability of agriculture at the urban-ALR interface through the development and use of Agricultural Development Permit Guidelines that will apply to adjacent residential, commercial, institutional, industrial, business-park and other non-agricultural lands.		Complete Communit

ate	Document	Objectives	No.	Policies	Key Initiatives	Related Future State
	OCP		330	Consider the phased extension of the UDB into the Suburban Residential lands on Sumas Mountain, as shown on Map 2a, only when existing urban areas approach build-out and when detailed Area Plans for the Suburban Residential areas are completed.		Complete Communit
	OCP	Create Accessible, Safe and Pleasant Environments for Pedestrians, Cyclists, Transit Users and Motorists	220	Require new multifamily, commercial and industrial developments to include bicycle suppor infrastructure, including lockers and change room facilities, where appropriate.		Quality of Life
	City in the Country Plan		331	Identify long-term "fixed" urban area boundaries so that future adjustments to the urban area are minimized, if not entirely eliminated		Complete Communit
	City in the Country Plan		235	Address under-utilization of the City's land resource due to poor lot configuration and fragmented ownership in both agricultural and industrial areas		Economic Prosperity Complete Communit
	UMA MPSS Study		264	Encourage environmentally friendly roads and utility services that have low overall impacts.		Natural Environmen
	GHG Target/Policy Primer Memo	Reduce building emissions	332	Support densification and compact urban form		Complete Communit
	Climate Action Update		333	Suppot commercial, industrial and residential densification		Complete Communi
	Theme: Transportation	on & Walkability				
	ОСР		39	Develop a comprehensive plan for the "greening" of major streets, including wide, tree- lined sidewalks, pedestrian-friendly intersections and on-street parking regulations to make the street safer and more attractive for pedestrians and cyclists.		Quality of Life
	OCP	Improve Air Quality	41	Promote initiatives to reduce dependence on private automobile use and support transit.		Quality of Life; Complete Commun
	ОСР	Integrate Transportation and Land-use Planning	334	Promote the reduction of single occupancy vehicle trips and minimize the need for expensive infrastructure improvements by making alternative modes of transportation such as transit, car-pooling, cycling, and walking more practical and attractive.		Complete Communi
	OCP		335	Continue to develop a major road network that ensures the timely and cost-effective movement of people and goods across the City. The City will endeavour to anticipate and meet road infrastructure provision, maintenance and funding requirements as dictated by population growth expectations. The long-term objective is a city-wide network.		Complete Communi
	ОСР		336		Work toward developing a denser network of street connections in the redevelopment of large commercial properties.	Complete Commun
	OCP		337		Ensure that building setbacks on major roads that require additional right-of- way, are sufficient so as not to prejudice future road alignments.	
	OCP	Create Accessible, Safe and Pleasant Environments for Pedestrians, Cyclists, Transit Users and Motorists	214	Consider implementing traffic calming measures, such as curb bulges and traffic circles, on selected streets to enhance safety and reduce traffic speeds in residential neighbourhoods.		Quality of Life

tate	Document	Objectives	No. Policies	Key Initiatives	Related Future S
	OCP	Create Accessible, Safe and Pleasant Environments for Pedestrians, Cyclists, Transit Users and Motorists	Require developments along transit priority corridors to provide public realm areas that support pedestrians, cyclists and transit users.		Quality of Life
	Transportation Master Plan		44	Develop an annual program to install street signs to indicate designated bicycle routes	Quality of Life
	Transportation Master Plan		45	Distribute a bicycle route map which is updated annually to reflect further enhancements or additions to the bicycle route network. Partnerships with local businesses should be sought to offset the costs of publishing the maps.	Quality of Life
	Theme: Waste				
	Climate Action Update	Reduce agricultural methane 25% by 2025 50% by 2040	338 Support the development of anerobic digestion and other green energy facilities		
	Climate Action Update		339	Process manure via anerobic digestion and other methods to convert methane into natural gas	
)	Climate Action Update	Reduce solid waste	340 Support the development of composting and green waste facilities for diverted waste		
	Climate Action Update	Reduce solid waste 20% by 2025 40% by 2040	341 Support waste diversion from landfills with a broader range of recycling		
	Climate Action Update		342	Reduce solid waste by diverting waste such as organic waste and recyclables	
	OCP	Reduce Waste and Encourage Recycling	343 Carry out solid waste reduction and recycling initiatives as set out in the regional Solid Waste Management Plan. The approximate locations of City waste treatment and solid waste management sites are shown on Map 7b.		
	OCP		344	Encourage and support recycling of selected waste products in order to reduce the amount of waste requiring disposal. The city can further reduce the waste stream by promoting the installation of recycling facilities in larger commercial, industrial, institutional, and multi-family developments.	
	ОСР		345	Support progressive diversion of solid waste from regional landfills, according to the City's solid waste diversion plans.	
	OCP		Reduce the amount of green waste entering the solid waste system by promoting backyard composting and supporting municipal green-waste management initiatives.		
	OCP		347	Develop, in consultation with agricultural and other stakeholders, innovative approaches to waste management, including eco-industrial initiatives that optimize the use of farm, food and land clearing waste and biosolids as inputs to other industrial products or processes.	
	OCP		348	Support the development of composting facilities within the City, to help facilitate solid waste diversion initiatives.	
	ОСР		349 Support the development of infrastructure for the collection and transportation of feedstock to anaerobic digestion or other green energy facilities.		

uture State	Document	Objectives	No.	Policies	Key Initiatives	Related Future State
	ОСР		350		Participate in feasibility studies for determining optimal locations and development criteria for anaerobic digestion or other green energy facilities and supporting infrastructure.	
	OCP		351		Support the development of anaerobic digestion or other green energy facilities in the Agricultural Land Reserve (ALR), provided these facilities offer a net benefit to agriculture and do not negatively impact adjacent agricultural operations.	
	ОСР		352	Support the use of innovative technologies that reduce energy usage, GHG emissions and environmental impacts in the sanitary wastewater treatment system.		
	OCP		353	Support the use of liquid waste as a resource and expand the recovery of energy, nutrients and water from sanitary wastewater treatment facilities and infrastructure.		
	GHG Target/Policy Primer Memo	Reduce GHG emissions in Solid Waste Sector	354	Support solid waste diversion from landfills.		
ment	GHG Target/Policy Primer Memo		355		Reduce tipped solid waste by diverting specific waste streams to other 'processing' methods/facilities, such as a composting facility.	
anageı	GHG Target/Policy Primer Memo		356	Support development of a City-wide composting facility.		
and Asset Management	GHG Target/Policy Primer Memo		357	Support recycling of selected waste products.		
e and A	GHG Target/Policy Primer Memo	Reduce GHG emissions in Solid Waste Sector	358	Support the development of anaerobic digestion facilities.		
Resource	GHG Target/Policy Primer Memo		359		Processing manure, via anaerobic digestion, to convert methane into natural gas, which is then typically used for building heating. This reduces the GHG intensity of methane, which has 21 times the heat trapping ability of carbon dioxide.	
	GHG Target/Policy Primer Memo		360	Support the development of infrastructure that transports feedstock to anaerobic digestion facilities.		
	Sustainability Charter		361	Enable the "Three R's" of waste management (Reduce, Reuse, Recycle) and composting.		
		To obtain a 25% reduction in the residential residual waste deposited at the curbside by 2016	362			
	FVRD Solid Waste Management Plan	To obtain an overall 70% diversion rate, encompassing all waste sectors, by 2016	363			

Future State	Document	Objectives	No. Policies	Key Initiatives	Related Future State
		Reduce Waste Generation	364 Implement an on-going Zero Waste Campaign		
	FVRD Solid Waste Management Plan		365 Stimulate and raise the profile of material exchange programs/buisinesses		
	FVRD Solid Waste Management Plan		Work towards a level playing field for waste disposal across the region. This may include increasing tipping fees, offering variable rate structures and decreasing bag limits.		
	FVRD Solid Waste Management Plan		367 Execute and enforce local regulations to discourage waste generation		
lent	FVRD Solid Waste Management Plan	Increase diversion	368 Maximize participation through convenience		
Resource and Asset Management	FVRD Solid Waste Management Plan		369 Execute and enforce local regulation to encourage diversion		
Asset M	FVRD Solid Waste Management Plan		370 Increase diversion at all multi-family developments		
urce and	FVRD Solid Waste Management Plan		371 Increase diversion in the Demolition and Land Clearing (DLC) sector		
Resor	FVRD Solid Waste Management Plan		372 Expand diversion in the Industrial, Commercial and Institutional (ICI) sector		
	FVRD Solid Waste Management Plan		373 Establish regional composting capacity		
	FVRD Solid Waste Management Plan		374 Petition Provincial/Federal Government for the expansion/addition of EPR programs		
	FVRD Solid Waste		375 Support innovation in the diversion of materials that are currently considered residual soli	3	
	Management Plan		waste.		

Future State	Document	Objectives	No.	Policies	Key Initiatives	Related Future State			
	FVRD Solid Waste Management Plan	Manage Remaining Waste Effectively	376	Address waste migration					
nent	FVRD Solid Waste Management Plan		377	Reduce unauthorized disposal of waste					
Resource and Asset Management	FVRD Solid Waste Management Plan		378	Address future waste disposal requirements					
and Asse	FVRD Solid Waste Management Plan		379	Reduce operations-related GHG emissions					
urce	Theme: Water Use								
Resor	ОСР	Protect Local Water Resources	380	Develop a Water Resource Management Plan for Norrish Creek, Abbotsford-Sumas Aquifer and other key aquifers in order to meet or exceed potable water quality standards and to ensure a long-term, sustainable water supply.					
	ОСР		381	Encourage water conservation through the installation of low-flow water devices in new developments, installing water meters and assessing user fees.					
	ОСР		382	Discourage the use of chlorinated, potable water for irrigation and agri-industrial purposes where ground water sources are available.					
	Theme: Land Protection								
	ОСР	Employ Sustainable Growth and Development Practices	327	Concentrate urban residential development within the Urban Development Boundary. The integrity of agricultural and rural lands will be maintained by making efficient and orderly use of all lands within the urban area.		Resource & Asset Management			
Ąįį	ОСР		328	Require all land development and redevelopment activities to meet requirements set out in the City's Subdivision and Development Bylaw.		Resource & Asset Management			
ommur	OCP		250		Prohibit development on lands subject to subsidence, rock fall, debris flow or other natural hazard.	Natural Environment			
Complete Community	ОСР		251	Minimize environmental impacts of development and protect development from hazardous conditions, by requiring development in specified areas of the city, to meet conditions as set out in the Natural Environment and Hazardous Conditions Development Permit Guidelines.		Natural Environment			
Ö	ОСР		329	Promote the viability of agriculture at the urban-ALR interface through the development and use of Agricultural Development Permit Guidelines that will apply to adjacent residential, commercial, institutional, industrial, business-park and other non-agricultural lands.		Resource & Asset Management			
	ОСР		252		Require new low density residential projects to meet special design criteria in areas where slopes exceed 20% grade, including using larger lot sizes.	Natural Environment			

ıte I	Document	Objectives	No.	Policies	Key Initiatives	Related Future State
	OCP	Maintain Clearly Defensible Urban Development Boundaries		Direct urban development to those areas within the City's Urban Development Boundary (UDB) where full urban services are available. The Regional Growth Boundary (RGB), as identified in the FVRD's Regional Growth Strategy, represents the long-term regional limits to growth.		
(	OCP		330	Consider the phased extension of the UDB into the Suburban Residential lands on Sumas Mountain, as shown on Map 2a, only when existing urban areas approach build-out and when detailed Area Plans for the Suburban Residential areas are completed.		Resource & Asset Management
(	OCP		253	Develop stable and effective edges and buffers between urban areas and agricultural lands. Until such time that Agriculture Development Permit guidelines have been developed, a combination of the following shall be applied to urban lands, within 50 metres of the Urban Development Boundary:		Natural Environme
(	OCP		254		Require larger minimum lot sizes to reduce the number of households whose property directly abouts the ALR;	Natural Environme
(	OCP		255		Increase residential setbacks from lands in the ALR, subject to ALC consideration;	Natural Environme
(	OCP		256		Place a public woodland or green space buffer between residential development and land in the ALR;	Natural Environme
(	OCP		257		Preserve as an undisturbed buffer natural physical features or other topographical breaks, such as ravines, wooded bluffs, or escarpments;	Natural Environme
(	ОСР		384	Maintain a rural separation between Abbotsford and Langley to the west, except for the West Abbotsford Planning Area, Mission to the north, and Chilliwack to the east by supporting a compact urban form.		
	City in the Country Plan		331	Identify long-term "fixed" urban area boundaries so that future adjustments to the urban area are minimized, if not entirely eliminated		Resource & Asset Management
	Theme: Built Form					
(	ОСР		267		Avoid land development on floodplains and in areas with slopes greater than 30%. Cluster housing may be permitted on slopes up to 40%, subject to the issuance of an Environmental Development Permit.	Natural Environme
(	OCP	Encourage Innovative, Sensitive Infill and Redevelopment	385	Identify areas that are appropriate for sensitive infill near the core, adjacent to neighbourhood centres and along transit- served commercial streets.		
(	OCP		386	Encourage a mix of housing types in areas of infill, including strata and fee-simple duplexes, quads, row-houses and narrow-lot detached housing.		
(	OCP		387	Develop and implement "good neighbour" design guidelines to minimize the impact of new higher density developments on existing neighbourhoods.	,	
(	OCP	Create a Denser Mixed Use City Centre Area	388	Implement needed infrastructure improvement and replacement, as identified in the City's Five Year Capital Plan, to enhance opportunities for denser mixed use developments.		
(	ОСР		389		Encourage mixed-use developments (residential and commercial) in the core and along major gateway streets such as Clearbrook and McCallum Roads.	

te [	Document	Objectives	No.	Policies	Key Initiatives	Related Future State
(	ОСР		390	Identify and target key areas and sites in the City with significant redevelopment potential and remove barriers to redevelopment in the downtown core.		
(	OCP		391	Accelerate transit-oriented development by:  • supporting the highest development densities in the City along the South Fraser Way and McCallum Road primary transit priority corridors (see Map 3b); and  • supporting additional density bonusing opportunities for developments located along primary transit priority corridors.		
C		Encourage High Quality Urban Design and Architecture	392	Develop strong and consistent urban design standards and guidelines for streets, parking areas, buildings and landscape in the core and along gateway streets.		
(	ОСР		393		Encourage buildings "on the street", with parking underground, on the street, and/or at the backs of buildings.	
(	OCP		394	Implement the Overhead Utility Conversion Policy on South Fraser Way, McCallum Road, Essendene Avenue, Montrose Avenue and Clearbrook Road.		
(	ОСР		395	Encourage narrower highrise buildings for high-density residential developments, in conjunction with lower street-fronting structures.		
	GHG Target/Policy Primer Memo	Reduce building emissions	332	Support densification and compact urban form		Natural Environmen
		Reduce building emissions	333	Suppot commercial, industrial and residential densification		Resource & Asset Management
		Reduce transportation emissions	396	Develop compact, mixed-use, pedestrian and cycle friendly neighbourhoods and improve transit service (establish transit priority corridors and support densification incentives along these corridors)		
	GHG Target/Policy Primer Memo	Reduce GHG emissions	243	Implement the City in Country Plan.		Resource & Asset Management
	GHG Target/Policy Primer Memo		397	Support residential growth/densification within Urban Development Boundary.		
	GHG Target/Policy Primer Memo		398	Support complete community and mixed use neighbourhood development.		
	Plan	Meet FVRD and Lower Mainland commitments to sustainable development	399			
1	Theme: Transportation	on				
	Strategic Directions Current		323	Improve the effectiveness of the transportation system		Resource & Asset Management
(	OCP		39	Develop a comprehensive plan for the "greening" of major streets, including wide, tree- lined sidewalks, pedestrian-friendly intersections and on-street parking regulations to make the street safer and more attractive for pedestrians and cyclists.		Quality of Life; Natural Environmen

uture State	Document	Objectives	o. Policies		Key Initiatives	Related Future State
	ОСР	Improve Air Quality	Promote initiatives to reduce dependence	e on private automobile use and support transit.		Quality of Life; Natural Environmen Resource & Asset Management
	ОСР		Reduce parking requirements for affordal and services.	ble housing when developed near transit, jobs,		Quality of Life
	ОСР	Integrate Transportation and Land-use Planning	Develop a City-wide cycling network thro Master Plan. The master plan incorporate comprehensive and safe bicycle network  • A network of inter-connected bicycle ro  • Comprehensive design guidelines for b  • An implementation and priority strategy	: outes throughout Abbotsford. oicycle facilities.		
	ОСР		01		Include direct and safe pedestrian and cycle paths, linking neighbourhoods with schools, parks and local shopping areas, in new subdivisions and redevelopment plans.	
	ОСР	Integrate Transportation and Land-use Planning	Promote the reduction of single occupant expensive infrastructure improvements by as transit, car-pooling, cycling, and walk	making alternative modes of transportation such		Resource & Asset Management
Complete Community	OCP	Integrate Transportation and Land-use Planning	movement of people and goods across th	ork that ensures the timely and cost-effective ne City. The City will endeavour to anticipate and enance and funding requirements as dictated by g-term objective is a city-wide network.		Resource & Asset Management
lete Co	ОСР		36		Work toward developing a denser network of street connections in the redevelopment of large commercial properties.	Resource & Asset Management
Comp	ОСР	Integrate Transportation and Land-use Planning	Work with stakeholders to create a trans	it-friendly community.		
	ОСР		03		Support continual improvement of transit service hours per capita, with the goals of achieving 1.0 service hours per capita by 2025 and 1.5 service hours per capita by 2040.	3
	ОСР		04		Meet the needs of all transit users, including those with disabilities;	
	ОСР		05		Improve transit service to employment areas, including late night service for shift workers;	-
	ОСР		06		Make the transit system a viable commuting service;	
	ОСР		07		Explore the use of more flexible and efficient transit technologies;	
	ОСР		80		Extend transit service to under-serviced areas of the City; and	
	ОСР		09		Increase public awareness of the benefits of using transit.	
	ОСР			Road, George Ferguson Way, Marshall Road and dors', to support service frequency improvements and transit-only infrastructure.		

Document	Objectives	No. Policies	Key Initiatives	Related Fu
ОСР		411	Designate South Fraser Way and McCallum Road as the City's 'primary transit priority corridors' (denoted as 'Primary Transit Corridor' on Map 3b). Transit-only lanes will be considered for use along these streets to facilitate the highest service frequencies in the City.	
OCP		412	Determine and protect appropriate right-of-ways within transit priority corridors, to ensure transit priority measures can be implemented with minimal impact on private properties.	
OCP		413	Support the development of convenient transfer points between transit service within transit priority corridors and inter-regional transit services.	
ОСР		Develop an off-street parking policy document to facilitate appropriate parking relaxations for developments located along or near transit priority corridors.		
ОСР		Develop a transit strategy that identifies transit investment needs and priorities, to guide co effective service improvements that yield significant ridership gains, support the OCP land use vision and stimulate transit-oriented economic development.	st	
ОСР		416	Strongly encourage new developments to utilize innovative Transportation Demand Management (TDM) strategies to promote more efficient use of transportation resources.	
OCP		417	Support transit fare incentive programs for major employers within the City, to enhance ridership and support transit-oriented economic development.	
ОСР		418	Utilize strategic transit priority measures along Mt. Lehman Road and other streets connecting to commercial and employment areas and the Abbotsford International Airport (YXX).	
ОСР		419	Concentrate higher-density residential and employment areas within walking distance of transit routes.	
ОСР	Facilitate Inter-regional Movement of People and Goods	Work with BC Transit and Trans-link to explore transit linkages to locations within the GVRD. Such linkages may reduce the amount of traffic crossing into the GVRD thereby reducing the need for expensive and land-consuming infrastructure in that Region.		
OCP		421	Ensure that long-term opportunities for rail transit links with the GVRD are not precluded.	
ОСР		Work to improve regional transportation links between the airport, city and other communities in the Lower Mainland.		
Climate Action Update	High frequency transit service	423 South Fraser Way: Provide high frequency transit (< 10 minute frequency) via a 'transit priority corridor' (includes transit-only lanes during peak hours) to support / spur densification		
Climate Action Update		Transition from buses to rail-based transit (with increased frequency), as corridor continues to densify		
GHG Target/Policy Primer Memo	Reduce GHG emissions	425 Increase transit service hours.		
GHG Target/Policy Primer Memo		426 Establish transit priority corridors in City core (high-frequency to rapid transit).		

Future State	Document	Objectives	No.	Policies	Key Initiatives	Related Future State
	GHG Target/Policy Primer Memo		427	Support highest residential/commercial densities along transit priority corridors.		
	GHG Target/Policy Primer Memo		428	Develop walkable street and sidewalk networks.		
	GHG Target/Policy Primer Memo		429	Develop City-wide cycle lanes connecting major destinations.		
	GHG Target/Policy Primer Memo		430	Support parking standard relaxations along transit priority corridors.		
	GHG Target/Policy Primer Memo		431	Support cycling support infrastructure in new developments.		
	GHG Target/Policy Primer Memo		432	Develop streetscapes/public realm areas that support pedestrians, cyclists and transit-users (3rd spaces).		
	GHG Target/Policy Primer Memo		433	Develop employer-based transit pass programs.		
Complete Community		Minimize exposure to collisions	434		Reduce the average length of trips through densification, mixed-use development, and directness of facilities, as well as providing attractive facilities serving the most major travel patterns by car and within the city that are within reasonable cycling distance.	
ete Co	Transportation Master Plan		435	Restrict parking on roadways which have been designated as a bicycle route.		
Comple	Transportation Master Plan		436	Eliminate current practices that create dangerous situations/hazards for cyclists.  Specifically, the use of asphalt curbs to solve drainage issues should be discouraged.		
	Transportation Master Plan		437	Adopt targets for bicycle modal split and develop an annual monitoring program whose results would be advertised to the residents of Abbotsford as a means to further encourage cycling in the community.		
	Transportation Master Plan		438	Require approved bicycle parking (rachs which support both the frame and a wheel) with all new developments and for existing municipal buildings.		
	Transportation Master Plan		439	Encourage transit-oriented development along corridors where transit services can be provided in a cost-effective manner		
	Transportation Master Plan		440	Significantly increasing the amount of transit service provided, with a focus on corridors and services where improved frequencies can impact transit usage.		
	Transportation Master Plan		441	Adopt the truck route plan as the basis for preparing a truck route bylaw that provides the administrative and enforcement requirements to restrict trucks to the designated network.		
	Theme: Housing					
	Affordable Housing Strategy		51		Inventory and monitor housing stock over time	Quality of Life

State	Document	Objectives	No. Policies	Key Initiatives	Related Future State					
	OCP	Preserve existing affordable housing units	Encourage the development of secondary suites in existing housing supply, where appropriate		Quality of Life					
	ОСР	Build new affordable housing units	71 Ensure affordable housingunits are developed throughout the City		Quality of Life					
	ОСР		Use Area Plans to support developing a range of affordable housing options in specific areas of the City		Quality of Life					
	ОСР	Create complete, connected and livable neighbourhoods with diverse housing types and tenure	97 Support affordable housing development close to transit, jobs and services		Quality of Life					
	OCP		98	Develop location criteria to ensure affordable housing is within walking distance (400m) of transit, jobs and services	Quality of Life					
	ОСР	Support a Full Range of Housing Options	Locate all new multi family development within the Urban Development Boundary, subject to locational criteria, as shown on Map 1 and described in Section 4 and Appendices B and D of this Plan.		Quality of Life					
<b>X</b>	ОСР		Increase housing choice and provide more avenues for affordable housing by supporting multi-family developments, the creation of small residential lots, street oriented townhouses and other innovative housing forms. Small lot developments are subject to special criteria a described in the Land Use Criteria Policy.	is	Quality of Life					
	ОСР		Permit secondary suites in single detached dwellings subject to meeting City bylaws, regulations and the availability of servicing capacity. Due to servicing and traffic congestion concerns, no more than approximately 50% of lots in new subdivisions will be eligible for suites.		Quality of Life					
5	OCP		Develop a variety of housing types to suit different needs related to household type, tenure and income		Quality of Life					
	Theme: Land De	heme: Land Development								
	OCP		236	Limit the type of land uses permitted on a floodplain and require flood proofing for construction in floodplain areas.	Natural Environmen					
	ОСР		237	Work to protect environmentally sensitive areas (ESAs) in, or adjacent to, industrial areas by considering restrictions which exclude the processing or handling of hazardous goods and by requiring zoning that allows only fully-enclosed light industrial operations.	Natural Environmen					
	ОСР		Use "low impact development" standards that preserve significant natural features, landscapes and views.		Natural Environmen					
	ОСР		Work with land conservation trusts and landowners to identify and preserve significant natural areas and features that augment and connect publicly-owned open spaces.		Natural Environmen					
(	OCP		246	Ensure that land dedicated as parks or conservation areas in new subdivisions and redevelopment projects contribute to the development of continuous open space connections.	Natural Environmer					

Future State	Document	Objectives	No.	Policies	Key Initiatives	Related Future State
>	City in the Country Plan	Identify need for future industrial lands	226			Economic Prosperity
Community	City in the Country Plan		232	Provide an opportunity to reclaim, for agricultural purposes, hundreds of acres of Agricultural Land Reserve land currently sitting idle or underutilized doe to past gravel extraction activities		Economic Prosperity
Complete C	City in the Country Plan			Identify lands suitable for industrial and business park uses, including lands within the Agricultural Land Reserve, that will meet the long-term employment needs of a diverse and growing population		Economic Prosperity
Cor	City in the Country Plan		235	Address under-utilization of the City's land resource due to poor lot configuration and fragmented ownership in both agricultural and industrial areas		Resource & Asset Management; Economic Prosperity

## **APPENDIX D Advisory Group & Steering Committee Members**



## **Advisory Group & Steering Committee Members**

Com	Community Sustainability Strategy - External Advisory Group							
	Name	Association						
1.	Aeriol Alderking	Fraser Valley Conservancy						
2.	Dave Algra	Algra Brothers						
3.	Dan Bourgeois	University of Fraser Valley (UFV) - Student						
4.	Stacy Corriveau	Clayburn Resident, Instructor at Douglas College						
5.	Maureen Enser	Urban Development Institute						
6.	Marilyn Hamilton	Imagine Abbotsford						
7.	Patrick Harrison	UFV Chair of the Centre for Environmental Sustainability						
8.	Kevin Koopmans	Community Futures						
9.	Lenore Newman	UFV Canada Research Chair in Food Security & Environment						
10.	John Vissers	Environmental Advisory Committee						
11.	Marion Robinson	Fraser Basin Council						
12.	Rod Santiago	Abbotsford Community Services						
13.	Doris Woodman-McMillan	Abbotsford Chamber of Commerce						

Com	Community Sustainability Strategy - Staff Advisory Group						
	Name	City Department					
1.	Amy Anaka	Economic Development & Planning Services					
2.	Tanya Bettles	Economic Development & Planning Services					
3.	Darren Braun	Economic Development & Planning Services					
4.	Rick Daykin	Parks, Recreation & Culture					
5.	Mike Dickinson	Economic Development & Planning Services					
6.	Pauline Favero	Economic Development & Planning Services					
7.	Sue Federspeil	Parks, Recreation & Culture					
8.	Tamaka Fisher	Parks, Recreation & Culture					
9.	Rob Isaac	Engineering					
10.	Reuben Koole	Economic Development & Planning Services					
11.	Tracy Kyle	Engineering					
12.	Med Manzanal	Parks, Recreation and Culture					
13.	Mark Neill	Economic Development & Planning Services					
14.	Bill Ozeroff	Economic Development & Planning Services					
15.	Mike Veenbaas	Finance & Corporate Services					
16.	Rod Shead	Economic Development & Planning Services					
1 <i>7</i> .	Shawn Welles	Finance & Corporate Services					

Community Sustainability Strategy - Steering Committee		
	Name	Title
1.	Jim Gordon	General Manager, Engineering & Regional Utilities
2.	Frank Pizzuto	City Manager
3.	Patricia Ross	Council Member
4.	Pat Soanes	General Manager, Finance & Corporate Services
5.	Mark Taylor	General Manager, Parks, Recreation & Culture
6.	Jay Teichroeb	General Manager, Economic Development & Planning Services





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