



TOWN OF LADYSMITH

A REGULAR MEETING OF THE
COUNCIL OF THE TOWN OF LADYSMITH
WILL BE HELD IN COUNCIL CHAMBERS AT CITY HALL ON
MONDAY, NOVEMBER 4, 2013

6:00 p.m. Open Meeting Call to Order
6:01 p.m. Closed Meeting
7:00 p.m. Open Meeting Reconvenes

AGENDA

Page

CALL TO ORDER 6:00 P.M. in order to retire immediately into Closed Session

1. CLOSED MEETING

In accordance with section 90(1) of the *Community Charter*, this section of the meeting will be held *In Camera* to consider the following items:

- personal information about an identifiable individual who holds or is being considered for a position as an officer, employee or agent of the municipality or another position appointed by the municipality
- the acquisition, disposition or expropriation of land or improvements, if the council considers that disclosure could reasonably be expected to harm the interests of the municipality
- litigation or potential litigation affecting the municipality
- negotiations and related discussions respecting the proposed provision of a municipal service that are at their preliminary stages and that, in the view of the council, could reasonably be expected to harm the interests of the municipality if they were held in public

OPEN MEETING RESUMES 7:00 P.M.

2. AGENDA APPROVAL

3. ARISE AND REPORT

4. MINUTES

- 4.1. Minutes of the Special Meeting of Council held October 21, 2013
- 4.2. Minutes of the Regular Meeting of Council held October 21, 2013
- 4.3. Minutes of the Special Meeting of Council held October 30, 2013

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6 - 7

5. DELEGATIONS – None

6. PROCLAMATIONS

6.1. Mayor Hutchins has proclaimed November 6, 2013 as “Community Social Service Workers Appreciation Day” in the Town of Ladysmith, in recognition of the critical role these workers play in supporting quality of life in our communities. 8

6.2. Mayor Hutchins has proclaimed November 20, 2013 as “National Child Day” in the Town of Ladysmith, as a time to celebrate children and reflect on how adults and community influence the development of children, and a day to celebrate the family. 9

7. DEVELOPMENT APPLICATIONS

7.1. Official Community Plan Amendment and Rezoning Application – Holland Creek Place (Lot A, District Lot 43, Oyster District, Plan EPP12594 AS) 10 - 14

8. COUNCIL COMMITTEE REPORTS

8.1. Mayor R. Hutchins
Cowichan Valley Regional District; Ladysmith Chamber of Commerce

8.2. Councillor B. Drysdale
Heritage Revitalization Advisory Commission; Protective Services Committee

8.3. Councillor J. Dashwood
Ladysmith Early Years Partnership; Cowichan Valley Regional District Community Safety Advisory Commission; Social Planning Cowichan Affordable Housing Directorate

8.4. Councillor G. Horth
Government Services Committee; Advisory Planning Commission; Liquid Waste Management Committee; Ladysmith Downtown Business Association

8.4.1 Government Services Committee Recommendations – October 21, 2013 Meeting 15

8.5. Councillor D. Paterson
Protective Services Committee; Parks, Recreation and Culture Commission; Festival of Lights

8.5.1 Parks, Recreation and Culture Commission – Regional Sport Tourism Strategy Update 16 -17

| | | |
|-------|--|----------|
| 8.6. | Councillor G. Patterson Community Health Advisory Committee; Youth Advisory Committee; Liquid Waste Management Committee | |
| 8.7. | Councillor S. Arnett Advisory Design Panel; Parks, Recreation and Culture Commission; Vancouver Island Regional Library Board; Celebrations Committee | |
| 8.7.1 | Parks, Recreation and Culture Commission– Kinsmen Disc Golf Course Proposal | 18 |
| 9. | STAFF REPORTS | |
| 9.1. | Sale of the 2009 Supreme Trolley Bus – Unit Number 103 | 19 - 22 |
| 9.2. | Proposed Changes to the Water Act | 23 – 64 |
| 9.3. | Town of Ladysmith Sustainability Action Plan | 65 – 163 |
| 10. | BYLAWS | |
| 10.1. | Town of Ladysmith Inter-Community Business Licence Bylaw 2013, No. 1839 May be adopted. The purpose of Bylaw 1839 is to establish an inter-community business licence program with participating neighbouring communities on Vancouver Island so that mobile businesses can acquire only one inter-community business licence instead of one for each community. | 164 -168 |
| 10.2. | Town of Ladysmith Municipal Office Building Replacement Reserve Fund Establishment Bylaw 2013, No. 1840 May be adopted. The purpose of Bylaw 1840 is to establish a reserve fund to support the construction of a new City Hall. | 169 |
| 11. | CORRESPONDENCE – None | |
| 12. | NEW BUSINESS | |
| 13. | UNFINISHED BUSINESS | |
| 14. | QUESTION PERIOD <ul style="list-style-type: none">• A maximum of 15 minutes is allotted for questions.• Persons wishing to address Council during “Question Period” must be Town of Ladysmith residents, non-resident property owners, or operators of a business. | |

- Individuals must state their name and address for identification purposes.
- Questions put forth must be on topics which are not normally dealt with by Town staff as a matter of routine.
- Questions must be brief and to the point.
- Questions shall be addressed through the Chair and answers given likewise. Debates with or by individual Council members or staff members are not allowed.
- No commitments shall be made by the Chair in replying to a question. Matters which may require action of the Council shall be referred to a future meeting of the Council.

15. ADJOURNMENT



TOWN OF LADYSMITH
MINUTES OF A SPECIAL MEETING OF COUNCIL
MONDAY, OCTOBER 21, 2013
COUNCIL CHAMBERS, CITY HALL
3:00 P.M.

COUNCIL MEMBERS PRESENT:

| | | |
|-----------------------------|-------------------------|-----------------------------|
| Mayor Rob Hutchins | Councillor Steve Arnett | Councillor Jillian Dashwood |
| Councillor Bill Drysdale | Councillor Gord Horth | Councillor Duck Paterson |
| Councillor Glenda Patterson | | |

STAFF PRESENT:

Ruth Malli

CALL TO ORDER

Mayor Hutchins called this Special Meeting of Council to order at 3:00 p.m. in order to retire immediately into a Closed Meeting.

CLOSED MEETING

CS 2013-353

It was moved, seconded and carried at 3:01 p.m. that Council retire into Closed Meeting in order to consider the following matters:

- discussions with municipal officers and employees respecting municipal objectives, measures and progress reports for the purposes of preparing an annual report under section 98 [annual municipal report]

ARISE AND REPORT

Council arose from the Closed Meeting without report.

ADJOURNMENT

CS 2013-354

It was moved, seconded and carried that this special meeting of Council be adjourned at 5:59 p.m.

CERTIFIED CORRECT:

Mayor (R. Hutchins)

Corporate Officer (S. Bowden)



**TOWN OF LADYSMITH
MINUTES OF A MEETING OF COUNCIL
MONDAY, OCTOBER 21, 2013
COUNCIL CHAMBERS, CITY HALL
7:00 PM.**

COUNCIL MEMBERS PRESENT:

| | | |
|-----------------------------|-------------------------|-----------------------------|
| Mayor Rob Hutchins | Councillor Steve Arnett | Councillor Jillian Dashwood |
| Councillor Bill Drysdale | Councillor Gord Horth | Councillor Duck Paterson |
| Councillor Glenda Patterson | | |

STAFF PRESENT:

| | | |
|-------------|------------------|---------------|
| Ruth Malli | Sandy Bowden | Erin Anderson |
| John Manson | Clayton Postings | Joanna Winter |

CALL TO ORDER Mayor Hutchins called the Regular Meeting of Council to order at 7:00 p.m.

AGENDA APPROVAL

CS 2013-355 It was moved, seconded and carried that the agenda for the Regular Council Meeting of October 21, 2013 be approved as amended by replacing page 33 (Bylaw 1837).

MINUTES

CS 2013-356 It was moved, seconded and carried that the minutes for the Regular Meeting of Council held Monday, October 7, 2013 be approved.

STAFF REPORTS

Councillor Arnett declared a conflict of interest with the following agenda item and excused himself from the meeting.

CS 2013-357 **Awarding of Contract for External Audit Services**

It was moved, seconded and carried that the contract for external audit services be awarded to Meyers Norris Penny and that Meyers Norris Penny be appointed as the Town's auditor for the fiscal year-ends of 2013 through 2017.

Councillor Arnett returned to the meeting.

CS 2013-358 **Space Needs for City Hall**
It was moved, seconded and carried that staff be directed to engage Process Four Design to determine the space requirements for City Hall for a maximum price of \$23,000.

CS 2013-359 **Bylaw to Establish a Reserve Fund for the Replacement of the Municipal Office Building**
It was moved, seconded and carried that the establishment of a “Municipal Office Building Replacement Reserve Fund” be authorized.

CS 2013-360 **Purchase of a Trommel Screener for Processing Compost**
It was moved, seconded and carried that staff be directed to transfer \$20,000 from the waste water testing equipment budget to the screener capital budget for 2013, that the formal Request for Proposals process be waived to permit the purchase of a used 2011 Roto-Screen R450 portable trammel screening plant from Lagan Valley Equipment Inc. for \$87,500 plus applicable taxes, and that the Financial Plan be amended accordingly.

CS 2013-361 **Change in Scope for Towns for Tomorrow Grant**
It was moved, seconded and carried that the Towns for Tomorrow grant funding be reallocated from the Hydraulic Energy Recovery Project to an energy upgrade for the Frank Jameson Community Centre, and that the Financial Plan be amended accordingly.

CS 2013-362 **Special Occasion Licence Request – Cowichan Cycles Cartel**
It was moved, seconded and carried that a Special Occasion Licence be approved for the Cowichan Cycles Cartel cyclocross event to be held on October 27, 2013 from 9:00 a.m. to 3:00 p.m. at Transfer Beach Park.

BYLAWS **Town of Ladysmith Permissive Tax Exemption Bylaw 2013, No. 1837**

CS 2013-363 It was moved, seconded and carried that third reading of Town of Ladysmith Permissive Tax Exemption Bylaw 2013, No. 1837 be rescinded.

CS 2013-364 It was moved, seconded and carried that Part 2 and Part 3 of Town of Ladysmith Permissive Tax Exemption Bylaw 2013, No. 1837, be amended to read as follows:

“Part 2 – Charitable, Not-for-Profit and Recreational Tax Exemption
All lands and improvements within the legal boundaries of those properties listed under and to the extent described Section 2 of Schedule ‘A’ are hereby exempted from taxation for the year 2014.

Part 3 – Partnering Exemption Authority

All lands and improvements within the legal boundaries of those properties listed under and to the extent described in Section 3 of Schedule ‘A’ are hereby exempted from taxation for the year 2014.”

- CS 2013-365** It was moved, seconded and carried that Town of Ladysmith Permissive Tax Exemption Bylaw 2013, No. 1837, be read a third time as amended.
- CS 2013-366** **Town of Ladysmith Heritage Revitalization Bylaw 2013, No. 1838**
It was moved, seconded and carried that Town of Ladysmith Heritage Revitalization Bylaw 2013, No. 1838 be adopted.
- CS 2013-367** **Town of Ladysmith Inter-Community Business Licence Bylaw 2013, No. 1839**
It was moved, seconded and carried that third reading of Town of Ladysmith Inter-Community Business Licence Bylaw 2013, No. 1839 be rescinded.
- CS 2013-368** It was moved, seconded and carried that Town of Ladysmith Inter-Community Business Licence Bylaw 2013, No. 1839, be amended to add “Section 9 – Effective Date”.
- CS 2013-369** It was moved, seconded and carried that Town of Ladysmith Inter-Community Business Licence Bylaw 2013, No. 1839 be read a third time as amended.
- CS 2013-370** **Town of Ladysmith Municipal Hall Replacement Reserve Fund Bylaw 2013, No. 1840**
It was moved, seconded and carried that Town of Ladysmith Municipal Hall Replacement Reserve Fund Bylaw 2013, No. 1840 be read a first, second and third time.
- CORRESPONDENCE** **Erin Marshall, Graeme Rouse, Randy Wilson**
Proposed closure of Ecole Davis Road School
- CS 2013-371** It was moved, seconded and carried that the correspondence from Erin Marshall, Graeme Rouse and Randy Wilson concerning the proposed closure of Ecole Davis Road School be referred to the November 18, 2013 meeting of Council.
- NEW BUSINESS** **Consent to Borrow Funds Through the Municipal Finance Authority – Spring Issue 2014**
- CS 2013-372** It was moved, seconded and carried that borrowing \$10,000,000 from the Municipal Finance Authority of British Columbia as authorized through Loan Authorization Bylaw 2012, No. 1792, be approved, and that the Cowichan Valley Regional District be

requested to consent to the Town borrowing over a 25 year period, and to include the borrowing in their security issuing bylaw.

UNFINISHED BUSINESS

CS 2013-373

Ladysmith Golf Course Maintenance Agreement

It was moved, seconded and carried that the maintenance agreement with the Ladysmith Golf Club be extended for the period October 1, 2013 to September 30, 2015, and that connection of the golf course irrigation system to the Town's central irrigation control system be referred to the 2014 capital budget.

QUESTION PERIOD

J. Tieleman advised Council that the Ladysmith Downtown Business Association had discussed a report concerning signage in the downtown area.

R. Johnson was advised that the Servicing Agreement with the Stz'uminus First Nation is still in negotiations.

R. Johnson was advised that the Town is still in negotiations concerning the sale of the trolley.

ADJOURNMENT

CS 2013-374

It was moved, seconded and carried that this meeting of Council be adjourned at 7:29 p.m.

CERTIFIED CORRECT:

Mayor (R. Hutchins)

Corporate Officer (S. Bowden)



TOWN OF LADYSMITH
MINUTES OF A SPECIAL MEETING OF COUNCIL
WEDNESDAY, OCTOBER 30, 2013
COUNCIL CHAMBERS, CITY HALL
5:00 PM.

COUNCIL MEMBERS PRESENT:

Mayor Rob Hutchins
Councillor Jillian Dashwood
Councillor Gord Horth (entered later)
Councillor Glenda Patterson

Councillor Steve Arnett
Councillor Bill Drysdale
Councillor Duck Paterson

ADVISORY PLANNING COMMISSION MEMBERS AND NOMINEES PRESENT:

Tina Donovan
Bruce Laxdal
Brian McLaurin

Pam Fraser
Dawn Evans
Lynn Rolko

STAFF PRESENT:

Ruth Malli
Joanna Winter

Felicity Adams

CALL TO ORDER

Mayor Hutchins called the Special Meeting of Council to order at 5:05 p.m.

AGENDA APPROVAL

CS 2013-375

It was moved, seconded and carried that the agenda for this special Meeting of Council be approved as circulated.

BYLAWS

Town of Ladysmith Permissive Tax Exemption Bylaw 2013, No. 1837

CS 2013-376

It was moved, seconded and carried that Town of Ladysmith Permissive Tax Exemption Bylaw 2013, No. 1837 be adopted.

J. Winter left the meeting (5:20 p.m.)

Councillor Horth entered the meeting (5:25 p.m.)

WORKSHOP

Zoning Bylaw Update Project

Project Consultant Brent Elliott of City Spaces presented an overview of the Project summary Report and facilitated a discussion with council and members of the Advisory Planning Commission.

Mayor Hutchins left the meeting (7:30 p.m.) and Deputy Mayor Horth assumed the chair.

ADJOURNMENT

CS 2013-377

It was moved, seconded and carried that this Special Meeting of Council be adjourned at 8:05 p.m.

CERTIFIED CORRECT:

Mayor (R. Hutchins)

Corporate Officer (S. Bowden)

Subject to Adoption



TOWN OF LADYSMITH

PROCLAMATION

- WHEREAS:** *community social service workers are vital to the quality of life within all Canadian communities, and*
- WHEREAS:** *community social service workers provide crucial services to families and children; people with disabilities; those in respite care; people and families dealing with substance abuse; women and their children in transition houses or sexual assault centres; Aboriginal Peoples; as well as new Canadians; and*
- WHEREAS:** *the quality of these services depends largely on the dedication of skilled workers who provide these services; and*
- WHEREAS:** *the availability of these services helps improve the quality of life for everyone and makes our communities stronger and more stable; and*
- WHEREAS:** *greater recognition and understanding of the critical role these workers play in our communities is needed to ensure the continued availability and improvement of services.*
- THEREFORE,** *I, Robert Hutchins, Mayor of the Town of Ladysmith, do hereby proclaim November 6th, 2013 as Community Social Service Workers Appreciation Day in the Town of Ladysmith, British Columbia.*

October 25, 2013



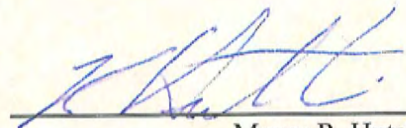
Mayor R. Hutchins



TOWN OF LADYSMITH

PROCLAMATION

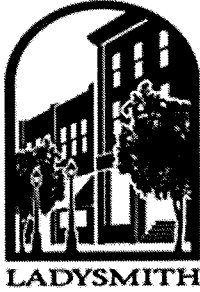
- WHEREAS:** *children and youth are our present and future citizens; and*
- WHEREAS:** *Canada has designated November 20 as National Child Day to commemorate the adoption of the UN Declaration of the Rights of the Child in 1959; the adoption of the UN Convention on the Rights of the Child in 1991 and a World Fit for Children arising from the UN Special Session on Children in 2002; and*
- WHEREAS:** *Canada has pledged the implementation of children's and youth's rights including rights to protection; rights to be provided services; rights to meaningful participation in society and community life; the right to enjoy their childhood freely and safe from those who would harm them, and furthermore recognizes the important role of the family in bringing up children;*
- THEREFORE,** *I, Robert Hutchins, Mayor of the Town of Ladysmith, do hereby proclaim November 20th, 2013 as National Child Day in the Town of Ladysmith, British Columbia.*



Mayor R. Hutchins

November 4th, 2013





Town of Ladysmith
STAFF REPORT

To: Ruth Malli, City Manager
From: Felicity Adams, Director of Development Services
Date: October 28, 2013
File No: 3360-13-05

Re: Official Community Plan (OCP) Amendment & Rezoning Application: Holland Creek Pl.
Subject Property: Lot A, District Lot 43, Oyster District, Plan EPP12594 AS

RECOMMENDATION(S):

THAT Council has considered S. 879 of the Local Government Act (consultation during OCP development) and determines that for Official Community Plan amendment application 3360-13-05 the following consultation is to be undertaken:

- Staff referral to the Advisory Planning Commission for review and comment;
- Referral to Stz'uminus First Nation;
- Applicant to host a neighbourhood information meeting as required by the Development Procedures Bylaw.

PURPOSE:

The purpose of this staff report is to introduce an application to amend the OCP and Zoning Bylaw to permit eight residential lots on the subject property at Holland Creek Place; and to seek direction regarding consultation.

INTRODUCTION/BACKGROUND:

The applicant is proposing to amend the OCP and Zoning Bylaw to permit eight single family lots that are a minimum of 460 m² (4951ft²) in size. The subject property is 1 ha in size, is currently vacant, and is located on Holland Creek Place.

In 2010, Council approved an OCP amendment and rezoning to permit 15 townhouse units on the subject

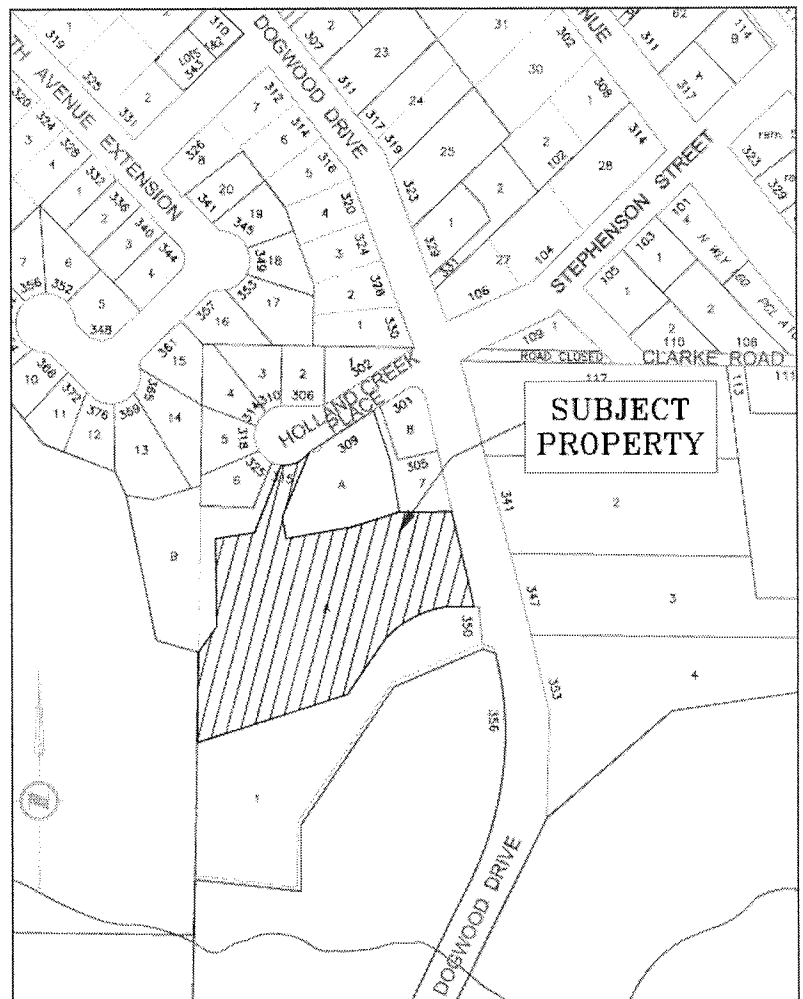


Figure 1: Subject Property

SCOPE OF WORK:

The current stage of this rezoning is to introduce the application and to seek direction from Council regarding OCP consultation.

Official Community Plan (OCP)

The property is currently designated as ‘Multi-Family Residential’ and falls within ‘Development Permit Area 4 – Multi-Family Residential (DPA 4)’. The applicant is seeking the ‘Single Family Residential’ designation. Thus, if the application proceeds DPA 4 would be removed from the property. The OCP states that the ‘Single Family Residential’ designation is applied to lower density residential areas found outside the downtown and waterfront. Also, the OCP and Community Energy Plan recommend encouraging energy efficient development at the time of rezoning.

Zoning Bylaw

The subject property is zoned ‘Low Density Residential Zone (R-3-B)’ which permits 15 units per hectare of land. The applicant is requesting to zone the property R-1-A and is proposing a density of 8 units per hectare. The property is currently surrounded by land zoned ‘Suburban Residential Zone (R-1)’ as well as green space connected to the Holland Creek trail system.

Table 1: Summary of OCP Amendment and Rezoning Application 3360-13-05

| | Current | Proposed |
|-------------------------|--|---------------------------|
| OCP | Multi-Family Residential | Single Family Residential |
| Holland Creek Area Plan | Multi-Family | Single Family |
| DPA | Development Permit Area 4 – Multi-Family Residential (DPA 4) | none |
| Zoning | R-3-B | R-1-A |
| Density | 15 units per hectare | 8 units per hectare |

ALTERNATIVES:

That Council not proceed with OCP amendment and rezoning application 3360-13-05.

FINANCIAL IMPLICATIONS:

n/a



LEGAL IMPLICATIONS:

As this application proposes to amend the OCP, Council must:

1. Consider whether the consultation on the OCP amendment should be early and on-going, and
2. Specifically consider whether consultation is required with:
 - i. The boards of the CVRD and RDN,
 - ii. The council of a municipality adjacent to Ladysmith,
 - iii. First Nations,
 - iv. The school district, great boards or improvement districts boards, and
 - v. The provincial or federal government and their agencies.

It is recommended to refer the application to the Stz'uminus First Nation consistent with the signed MOU. In addition, the applicant shall host a neighbourhood information meeting as required by the Development Procedures Bylaw. The application will also be referred to the Advisory Planning Commission. A public hearing will also be required to be held.

CITIZEN/PUBLIC RELATIONS IMPLICATIONS:

It is recommended to refer the application to the Advisory Planning Commission.

INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS:

The application has been referred to the Director of Infrastructure Services and to the Director of Parks, Recreation, and Culture for their consideration.

The applicant has also submitted a subdivision application for the proposed eight lots which will be reviewed concurrently with the rezoning application.

RESOURCE IMPLICATIONS:

Processing rezoning applications is a core function of the Development Services Department. Processing this application is within available staff resources.

ALIGNMENT WITH SUSTAINABILITY VISIONING REPORT:

The applicant has completed a Sustainable Development Checklist and indicates that the proposal is consistent with the Visioning Report in the following ways:

- Small affordable lots are being proposed.
- The development is located within 400m of the Holland Creek trailhead.

Staff will work with the applicant to satisfy the following objectives from the Sustainable Development Checklist:

- Encourage energy efficient development (such as achieving Energuide 80).
- Maintaining the covenant area, such that there are no trails, and so that vegetation and soils are not disturbed as required by the covenant.
- Encouraging a pedestrian connection from the internal strata road to Dogwood Drive for easier access to the established Holland Creek trailhead.




ALIGNMENT WITH STRATEGIC PRIORITIES:

Effective land use planning and community design is a Council strategic direction.

SUMMARY:

It is recommended to refer the application to the Stz'uminus First Nation and Advisory Planning Commission.

I concur with the recommendation.

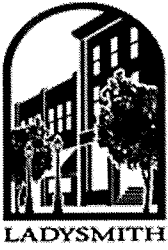


Ruth Malli, City Manager

ATTACHMENTS:

None





Town of Ladysmith

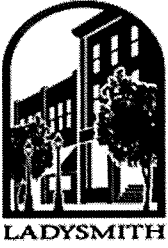
COMMITTEE REPORT

To: Mayor and Council
From: Government Services Committee
Date: October 23, 2013
File No:

Re: GOVERNMENT SERVICES COMMITTEE RECOMMENDATIONS MEETING OF OCTOBER 21, 2013

At its October 21, 2013 meeting, the Government Services Committee recommended to Council the following:

1. That Council endorse the proposed Information Systems Strategic Plan Implementation Plan as presented in the staff report from the Director of Corporate Services dated October 15, 2013, and that the items noted be referred to the upcoming 2014 budget discussions.
2. That Council request the Festival of Lights Society to designate a tree to be strung with purple lights during the Festival of Lights in support of Cowichan Together Against Violence.



Town of Ladysmith

COMMITTEE REPORT

To: Mayor and Council
From: Parks, Recreation and Culture Commission
Date: October 25, 2013
File No:

Re: **PARKS, RECREATION and CULTURE COMMISSION MEETING – September 18, 2013**

RECOMMENDATION

That Council receive this report for information.

INTRODUCTION/BACKGROUND

Council will recall that at the July 15, 2013 regular Council meeting, the following resolution was adopted:

That the Parks, Recreation and Culture Commission be requested to meet with representatives of the Cowichan Valley Regional District regarding the development of a strategy for Sports Tourism in the Cowichan Region.

At its September 18, 2013 meeting, the Parks, Recreation and Culture Commission received a presentation in regards to Sports Tourism in the Cowichan Regional District.

John Elzinga presented the CVRD initiative of creating a calculated approach in advancing sports tourism opportunities by working regionally to encourage larger sporting events to our shared area resulting in positive economic impacts throughout the region.

It is anticipated that staff will look at possible frameworks, and once these concepts are in place further information will be presented to the represented councils and the Parks, Recreation and Culture commissions in the CVRD, North Cowichan and Ladysmith.

ATTACHMENTS:

Letter from John Elzinga, CVRD





ISLAND SAVINGS CENTRE

RECREATION. SPORTS. CULTURE.

June 19, 2013

Ladysmith Town Council,

Dear Council Members,

This letter is to request that a presentation be made to the Ladysmith Parks and Recreation Committee at the regular meeting of September 18th, 2013. The presentation is expected to take 15 minutes, and the presenter will certainly be available for questions. The topic of the presentation will be regional events.

The Cowichan Valley Regional District has hosted many single sport events, and three major multi-sport competitions, the 1991 BC Winter Games, the 2005 BC Seniors Games, and the 2008 North American Indigenous Games. We are now looking forward to hosting the 2018 BC Summer Games.

There are many recognized benefits of hosting sport events, including sport system development, economic development, and social and community legacies. But resources are required to bid for and host these events.

The Cowichan Valley Regional District does not have a strategy for sport tourism. We're unclear how many regional events, and which events, we should target.

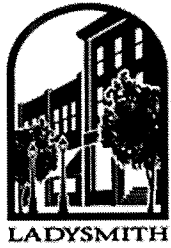
To begin the conversation on developing a strategy, the Island Savings Centre Commission requested that the Island Savings Centre manager present questions for discussion to recreation committees and commissions in Cowichan Lake, South Cowichan, North Cowichan, and Ladysmith. To date, the presentation has been made at North Cowichan's Parks and Recreation Committee. Presentations are expected in Cowichan Lake in late June, and Kerry Park in late July.

In addition to discussing number and type of events, topics like sport tourism marketing and local government assistance to associations to host events will also be raised.

The goal of the presentations is to determine interest in having representatives from each of the five recreation committees / commissions of the Cowichan Valley Regional District attend two or three meetings in the fall of 2013, to develop an appropriate framework for sports tourism across the region, and identify the resources necessary to accomplish that framework.

Thank you for your consideration in this request to be a delegation at the September 18th, 2013 meeting.

John Elzinga, Manager,
Island Savings Centre.



Town of Ladysmith

COMMITTEE REPORT

To: Mayor and Council
From: Parks, Recreation and Culture Commission
Date: October 28, 2013
File No:

Re: PARKS, RECREATION and CULTURE COMMISSION MEETING – October 16, 2013

RECOMMENDATION

That Council direct Staff to meet with representatives of the Ladysmith Kinsmen Club to explore whether a suitable location for a Disc Golf Course is available in Ladysmith and that a letter of thanks be sent to the Ladysmith Kinsmen Club for proposing this community initiative.

INTRODUCTION/BACKGROUND

At the Parks, Recreation and Culture Commission meeting held on October 16, 2013, the Commission received a proposal from the Ladysmith Kinsmen Club.

The Ladysmith Kinsmen Club are proposing to build a Disc Golf Course in Ladysmith, for which they will assume all associated costs.

Commissioners discussed this proposal and made the following recommendation:

2013-18: It was moved, seconded and carried that the Parks, Recreation and Culture Commission approve in principle this proposal

AND recommend that Council consider directing staff to determine location options.





Town of Ladysmith

STAFF REPORT

To: Ruth Malli, City Manager
From: John Manson, Director of Infrastructure Services
Date: November 4, 2013
File No:

RE: SALE OF 2009 SUPREME TROLLEY BUS - UNIT NUMBER 103

RECOMMENDATION(S):

That Council accept the offer from the City of Langford to purchase the 2009 Supreme Trolley Bus – Unit 103 for \$82,000, as-is, including the supply of related equipment (tires, custom parts, Christmas light frame); and

That Council direct the revenue from the sale of the trolley to the Community Gas Tax Community Works Fund to be used for future eligible projects.

PURPOSE:

To dispose of a surplus Municipal asset.

INTRODUCTION/BACKGROUND:

On May 21, 2013, Council directed staff to dispose of Trolley Unit 103, the 2009 Supreme Trolley Bus, to another municipal government in BC. The Town subsequently received an offer from the City of Langford to purchase this unit, at a cost of \$82,000, as-is, including the parts noted in the recommendation above. Staff consider that this offer is a reasonable price for this four year old vehicle, which has been in constant service since 2009.

Staff are also recommending that the revenue from the sale of this unit be directed back to the Town's Gas Tax Fund for use with future eligible projects. These could potentially include transit-related infrastructure improvements, provided that the project is eligible for gas tax funding.

SCOPE OF WORK:

The scope of work is limited to the sale of Trolley Unit 103.

ALTERNATIVES:

Council could keep this trolley in our fleet, as a backup to the older Trolley unit 105. However, staff does not recommend keeping two trolleys for cost efficiency reasons, based on the expected future usage.

FINANCIAL IMPLICATIONS:

The trolley was purchased with gas tax funds. Selling to another Municipality limits the Town's financial liability for repayment of the gas tax funds. The proceeds will be placed into

the Gas Tax Community Works Fund to be used for other eligible gas tax projects.

LEGAL IMPLICATIONS:

n/a

CITIZEN/PUBLIC RELATIONS IMPLICATIONS:

The sale of the trolley will generate revenue for the Town, which can be used to fund future gas tax projects.

INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS:

n/a

RESOURCE IMPLICATIONS:

Nominal staff time is required to effect the sale of the trolley.

ALIGNMENT WITH SUSTAINABILITY VISIONING REPORT:

This initiative will assist the Town in achieving its goal of low impact transportation.

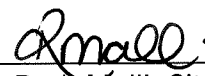
ALIGNMENT WITH STRATEGIC PRIORITIES:

This initiative will assist the Town in its goal of wise financial asset management.

SUMMARY:

It is recommended that Trolley Unit 103 be sold to the City of Langford, at a price of \$82,000, including related equipment, and that the proceeds of the sale be used to fund future transit improvements.

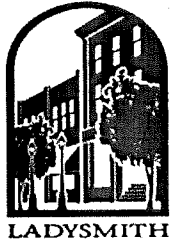
I concur with the recommendation.



Ruth Malli, City Manager

ATTACHMENTS:

May 15, 2013 Council Report



Town of Ladysmith

STAFF REPORT

To: Ruth Malli, City Manager
From: John Manson, PEng
Date: May 15, 2013
File No:

Re: Sale of Trolley Unit 103 (Newer Trolley), Trolley Rental Subsidization Policy

RECOMMENDATION(S):

That Council direct staff to dispose of Trolley Unit 103 by offering the unit to another B.C. Municipality, and further

That Council direct that funding for the future subsidization of trolley rentals after September 1, 2013 be allocated from Grants-in-Aid.

PURPOSE:

To dispose of one of the two trolleys due to the trolley service reduction scheduled to take effect on June 24, 2013, and to clarify the funding arrangement for subsidized trolley rentals after September 1, 2013.

INTRODUCTION/BACKGROUND:

At a Special Meeting on May 13, 2013, Council directed a change in service level for the existing trolley service from 60 hours of service per week to 30 hours of service per. As a result of this change in service hours, the Town no longer has a practical use for both trolleys. The Town has two trolleys: Unit 105, a 1989 Champlain Bus Conversion with 100,000 kms, and Unit 103, a 2010 Supreme Bus Conversion with 180,000 kms. Both units could be used for future rental service when the regular route service is discontinued on September 1st. However, the newer trolley is expected to sell for a higher value on the used vehicle market. For this reason, staff are recommending the sale of the newer Unit (103).

It should be noted that Trolley Unit 103 was partially funded using Gas Tax Funding. The Gas Tax Agreement stipulated that assets purchased with Gas Tax Funding and sold to a non-government agency within a certain period of time require repayment based on the number of years since the project was completed. This provision does not apply if the asset is sold to a local government, crown corporation, or provincial or federal government. If Council wishes to sell this asset to a non-government agency, the Town would be required to repay nearly \$100,000 to the Union of British Columbia Municipalities.

Staff also wish to clarify the funding arrangements for free or reduced rate trolley rentals after September 1, 2013. Normal trolley rental rates will generally be designed to cover the cost of operating the trolley service on a periodic basis (assuming that the cost of annual trolley maintenance will be incorporated into the hourly charge-out rate). Currently, the trolley rents out for \$100/hour, with a 4 hour minimum rental (\$400). A 25 percent discount is offered for bona fide non-profit groups.

Staff are recommending that in situations where a request is made for a reduced trolley rate rental, the cost difference generally be allocated from Council's Grants-in-Aid budget, so that the service can be run on a cost recovery basis in the future. As the Grants-in-Aid budget is set for 2013, it is recommended that the cost savings for reducing the hours of operation be transferred to the Grants-in-Aid budget to fund such requests.

ALTERNATIVES:

The Town could keep the existing trolley as a spare. This would have a negative impact on the potential to run the service on a cost-recovery basis.

The older trolley could be sold instead of the newer trolley. The advantage of this approach would be the fact that the newer trolley is slightly smaller, which would assist in negotiating tight areas, and the newer trolley has air conditioning. The disadvantage is the older trolley is less valuable on the used market.

FINANCIAL IMPLICATIONS:

The sale of the trolley will provide funds which can be used either for transit improvements, or could be used to augment the cost of the continuation of trolley service into the future.

ALIGNMENT WITH SUSTAINABILITY VISIONING REPORT:

Aligns with Low Impact Transportation sustainability pillar.

ALIGNMENT WITH STRATEGIC PRIORITIES:

Aligns with Enhanced Standard of Infrastructure Priority.

SUMMARY:

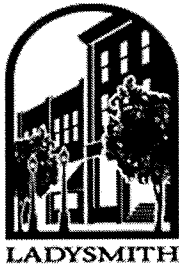
Due to the recent Council decision to reduce hours of trolley service, staff are recommending the sale of the newer trolley.

I concur with the recommendation.



Ruth Malli, City Manager





Town of Ladysmith

STAFF REPORT

To: Ruth Malli, City Manager
From: John Manson, Director of Infrastructure Services
Date: November 4, 2013
File No:

RE: CHANGES TO THE WATER ACT

RECOMMENDATION(S):

That Council receive this report for information.

PURPOSE:

To inform Council of the upcoming changes to the Water Act proposed by the Province.

INTRODUCTION/BACKGROUND:

As Council may be aware, the Province has been undertaking a process to update the Water Act since 2009. This process started in late 2009 with a discussion paper, and included stakeholder involvement from a number of groups, including Local Government. Following this stakeholder review process, refined policy options were developed, and are now being released as a legislative proposal for final stakeholder review. An overview of the legislative proposal is attached in Appendix "A", and can be found, along with the actual legislative text changes, at <http://engage.gov.bc.ca/watersustainabilityact/>. The final stakeholder review process cut-off is scheduled for Friday November 15, 2013. We are also enclosing a technical briefing slide presentation for Council's review in Appendix "B".

Generally speaking, staff commends the Province for making a number of key changes to the Water Act that have long been overdue, including introducing licensing for non-residential groundwater extraction, the introduction of Water Sustainability Plans, the modernization of the water allocation process (i.e. water licensing), and improving water efficiency and conservation, and including water issues in the planning process for all stakeholders. Also of interest is an apparent move to permit the decentralization to allow the "delegation of some water management activities or decisions to people or agencies outside the Provincial Government", including the possible creation of local "Advisory Groups" for both surface as well as groundwater.

It is expected that the final legislation will be passed in the spring of 2014, which will include the renaming of the Water Act to the Water Sustainability Act (WSA).

Staff note of particular interest to the Town the following changes being contemplated by the Province:

1. Review of existing water licences. After 30 years, decision makers would have discretion to review existing water licenses and possibly update terms

and conditions of those licenses, to reflect current state of knowledge of that water source. This may be of particular interest to the Town relating to the water licensing on Stocking Lake, for example;

2. **Area based Regulations.** Regulations could be established to remove or reduce the exemptions and thresholds established under the WSA. Also, the new act recognises the potential impacts of climate change by, for example, permitting flexibility in water allocation to adapt license and approval decisions to changing conditions (this could be of relevance to the Town as our watershed flow characteristics change due to reduced snow pack in the future);
3. **Governance.** Advisory groups could be created to deal with, for example, the Holland and Stocking Lake Watersheds. Also, it is noted that “water objectives would provide strategic direction for decision makers – primarily in the natural resources sector and the Local Government Sector” (legislative proposal, Page 25). This implies, for example, that water quality objectives could potentially be established for, say Holland Creek, that would form the basis for natural resource extraction (logging), as well as land use decision making (Municipal local area plans).
4. **Water Sustainability Plans.** It is proposed that a Water Sustainability Plan could be developed under the direction of the “decision-maker” (Minister, Comp. of Water Rights) to address watershed conflict between users, risks to water quality, and concerns relating to the environment. This process would likely involve the use of Advisory Committees, and may be of relevance to our surface watersheds;

One area that does not appear to have received much direct discussion is the management of “open” watersheds for domestic water use, although this may be intended to be addressed through a local advisory committee process, or through the creation of a Water Sustainability Plan for the affected watershed. It would be in the Town’s best interests to emphasize the need for protection and enhanced management of our ‘open’ watersheds, to ensure that our water supplies are protected for the future.

Staff will continue to monitor the review process underway and will advise Council of any significant developments in the legislative review process, as it relates to the Town’s interests.

SCOPE OF WORK:

The scope of work includes the review of the proposed changes to the Water Act.

ALTERNATIVES:

none

FINANCIAL IMPLICATIONS:

Financial implications will be determined at such time as the legislation is finalized – at this point, the financial implications of the changes as proposed are not considered significant.

LEGAL IMPLICATIONS:

n/a

CITIZEN/PUBLIC RELATIONS IMPLICATIONS:

The new legislation will potentially give the public additional local input through the creation of Advisory Committees.

INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS:

n/a

RESOURCE IMPLICATIONS:

To be determined when the new legislation is introduced in the Legislature.

ALIGNMENT WITH SUSTAINABILITY VISIONING REPORT:

The new legislation will likely assist the Town in meeting its sustainability goals, through more efficient use of our water resources.

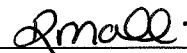
ALIGNMENT WITH STRATEGIC PRIORITIES:

The new legislation will likely assist the Town in meeting its responsible stewardship of the environment priority.

SUMMARY:

The province has recently released its final discussion documents relating to the updating of the Water Act. The deadline for submitting comments is November 15, 2013. This report is for Council Information.

I concur with the recommendation.



Ruth Malli, City Manager

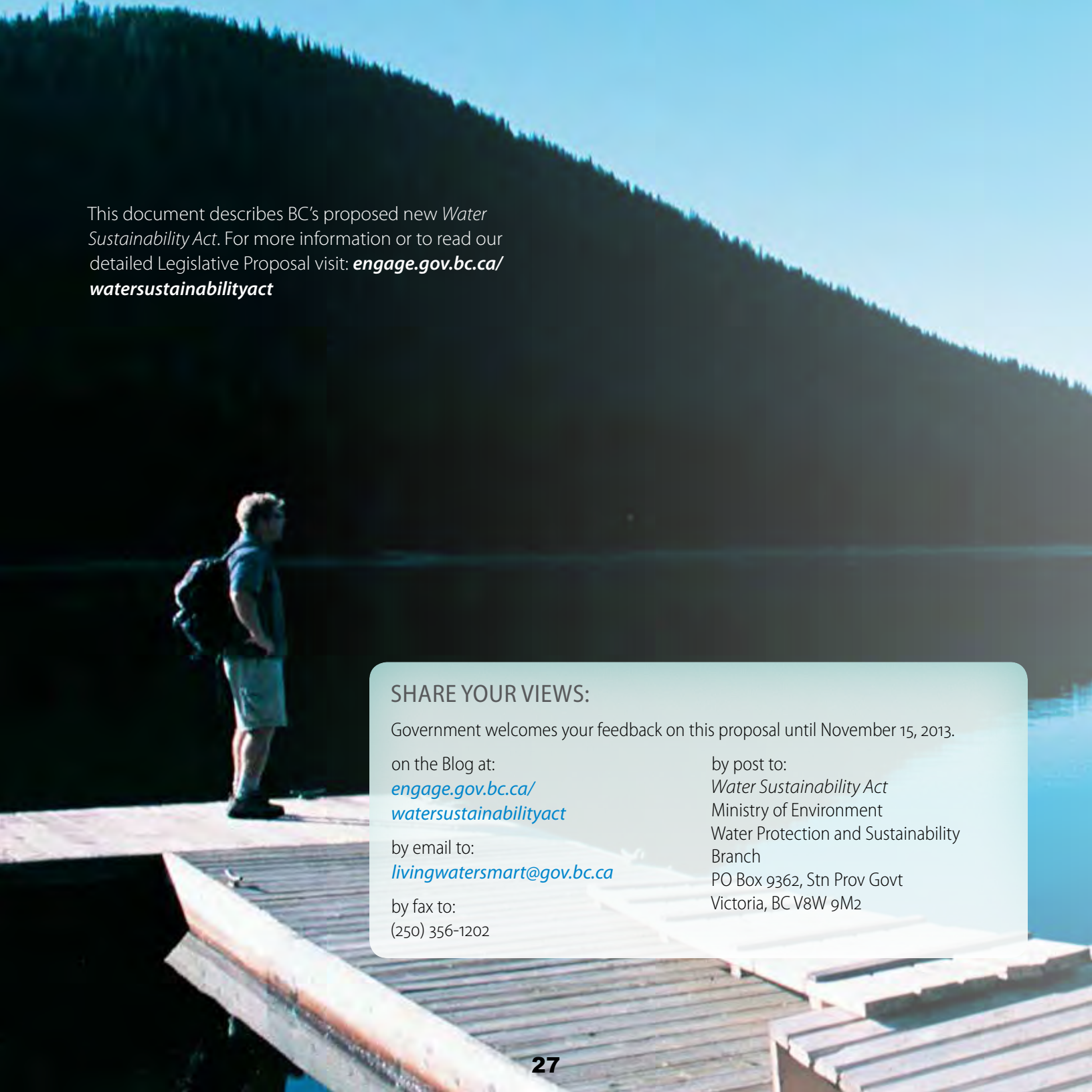
ATTACHMENTS:

- A – A Water Sustainability Act for BC – Legislative Proposal Overview
- B – A Water Sustainability Act for BC – Technical Briefing

A Water Sustainability Act for B.C.

Legislative Proposal Overview

October 2013



This document describes BC's proposed new *Water Sustainability Act*. For more information or to read our detailed Legislative Proposal visit: engage.gov.bc.ca/watersustainabilityact

SHARE YOUR VIEWS:

Government welcomes your feedback on this proposal until November 15, 2013.

on the Blog at:

engage.gov.bc.ca/watersustainabilityact

by email to:

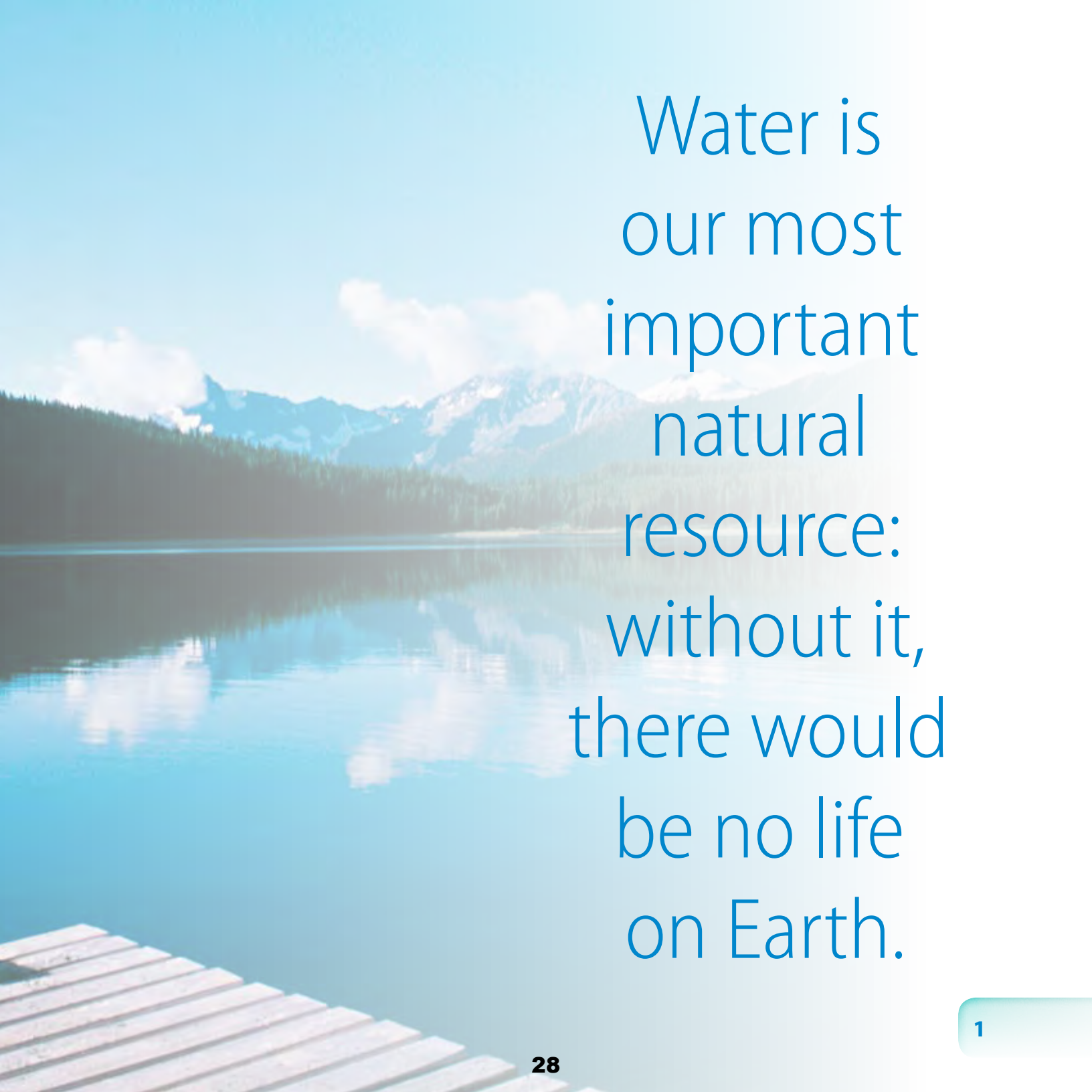
livingwatersmart@gov.bc.ca

by fax to:

(250) 356-1202

by post to:

Water Sustainability Act
Ministry of Environment
Water Protection and Sustainability
Branch
PO Box 9362, Stn Prov Govt
Victoria, BC V8W 9M2

A scenic landscape featuring a calm lake that perfectly reflects the sky and the surrounding mountains. In the foreground, a wooden dock made of light-colored planks extends into the water. The sky is a clear, bright blue with a few wispy white clouds. The mountains in the background are rugged and partially covered in snow, with a dense forest of evergreen trees at their base. The overall atmosphere is peaceful and serene.

Water is
our most
important
natural
resource:
without it,
there would
be no life
on Earth.

Water

We all need it—for drinking, washing, cooking, growing food, and supporting every aspect of a healthy environment, a growing economy and our prosperous communities.

In British Columbia, we're fortunate to have more than 290 unique watersheds, including fish-bearing rivers and streams, spectacular lakes and exceptional wetlands. But even with this apparent abundance, our water supply is finite.

Given the pressures of a growing population, a changing climate and expanding development, we must take steps to ensure our supply of fresh, clean water is sustainable—not just to meet our needs today, but for generations to come.

That's the central goal of the proposed new *Water Sustainability Act*, which has been the subject of extensive consultation since 2009.

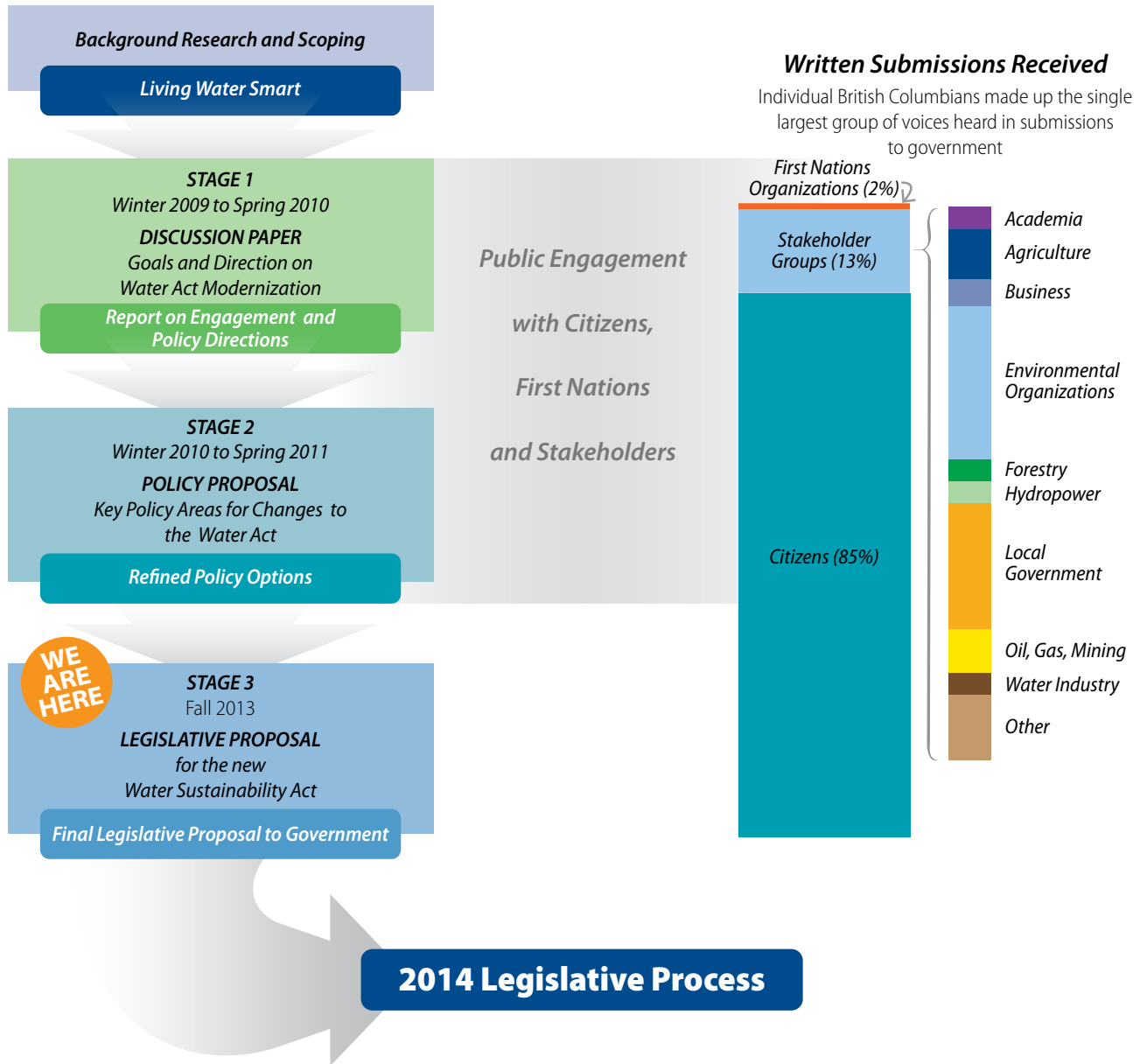
More than 2,250 citizens, First Nations organizations and stakeholder groups shared their views in writing. Our Living Water Smart website and blog received more than 50,000 visits. These interactions were complemented by direct engagement with local governments, First Nations, environmental organizations and leaders from a range of economic sectors.

Based on that input, the province has developed a detailed proposal for the *Water Sustainability Act*. Now we're seeking your feedback, one last time, before introducing a final version in the legislature in 2014.

Given the pressures of a growing population, a changing climate and expanding development, we must take steps to ensure our supply of fresh, clean water is sustainable—not just to meet our needs today, but for generations to come.



Water Act Modernization Engagement Process



What would the new legislation do?

“Water needs to be balanced in an environmental, social and economic context. The value of water may change in the future.”

Canadian Water Resources Association,
BC Chapter

The proposed new *Water Sustainability Act* would bring B.C.'s water laws into the 21st century with a series of common-sense changes and updates that balance the needs of all water users. It would replace the existing *Water Act*, which has been in place since 1909.

Over the years, the *Water Act* has evolved through a series of amendments. For example, clauses to protect the environment were first introduced in 1960. And measures were added in 2004 to protect the quality of drinking water.

In 2009, the government launched the first-ever comprehensive process to modernize B.C.'s water laws – in partnership with thousands of individuals, groups and communities. Their contributions have been invaluable, providing the range of perspectives and insights we need to get this right.

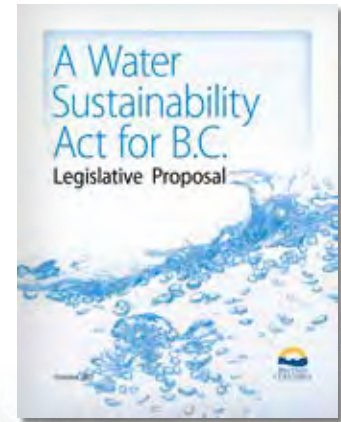
“I am pleased with the recommendations for the revised *Water Act*. I would encourage a strong implementation plan to be in place as soon as possible. Implementation is the most important consideration when developing policies.”

Citizen Submission

Note: Quotes that appear throughout this document are taken from submissions received during the *Water Act* Modernization engagement process in 2010 and 2011.

The proposed new *Water Sustainability Act* would make improvements in seven key areas:

1. *Protect stream health and aquatic environments*
2. *Consider water in land use decisions*
3. *Regulate and protect groundwater*
4. *Regulate water use during times of scarcity*
5. *Improve security, water use efficiency and conservation*
6. *Measure and report large-scale water use*
7. *Provide for a range of governance approaches*



“Stream health is an important consideration in the water licensing process... but ...must be assessed in conjunction with social and economic factors.”

Renewable Energy Company

1 Protecting stream health and aquatic environments

In consultations leading to the new legislation, British Columbians expressed strong support for measures to protect the health of streams – which include lakes, rivers, creeks and all other bodies of fresh surface water.

Stream health depends on environmental flow – with the right amounts of water moving through at the right times to maintain the health of fish, water plants and other aquatic life.

The proposed new *Water Sustainability Act* would:

- ◆ *Make sure Environmental Flow Needs are considered in new decisions on water allocation, except in very low-risk situations. This would apply to both surface water and groundwater, including amendments to existing authorizations.*
- ◆ *Expand prohibitions on dumping debris that currently exist under the Fish Protection Act – including human and animal waste, pesticides and fertilizers – into streams and aquifers.*

These changes would help to keep our fresh water clean and safe, and sustain the wide variety of life that makes up aquatic ecosystems.

STREAM FLOW VARIES THROUGHOUT THE YEAR

- 1** Healthy stream flows – environmental flow needs are protected.
- 2** Stream flow is at the critical environmental flow threshold, below which significant or irreversible harm to aquatic ecosystems may occur.
- 3** Long term health of the aquatic ecosystem (e.g., fish population) at risk.



2 Considering water in land use decisions

British Columbians made it clear throughout our consultations that the long-term health of water and watersheds should be a key consideration in land use and resource development decisions. As many people pointed out, whatever we do on land can affect our water and those implications must be considered up front when we make decisions.

The main challenge is that, in a province as large and diverse as ours, decision-making involves a wide variety of agencies and stakeholders. Although some measures are in place for consideration of water resources, there is currently no law to ensure this is done consistently.

To address these issues, the proposed new *Water Sustainability Act* would:

- ◆ *Create a new system where Water Objectives could be defined for streams, aquifers or areas of land, setting out expectations for the protection of water quality, quantity and aquatic ecosystem health. These objectives would have to be considered in water allocation decisions, and could be extended to other land use and resource development decisions.*
- ◆ *Allow for the development of Water Sustainability Plans. These would integrate water and land use planning and could be combined with other local, regional or provincial planning processes. Each water sustainability plan – and the process used to develop it – would be unique, reflecting the needs and interests of the area affected.*

These changes would improve consistency in decision-making and help ensure the long-term health of our watersheds.

“Watershed-based water allocation plans provide a means of protecting and restoring environmental flows by managing cumulative water allocations. This approach also provides clarity for water users and transparency in water allocation decisions.”

Environmental Organization



3 Regulating and protecting groundwater use

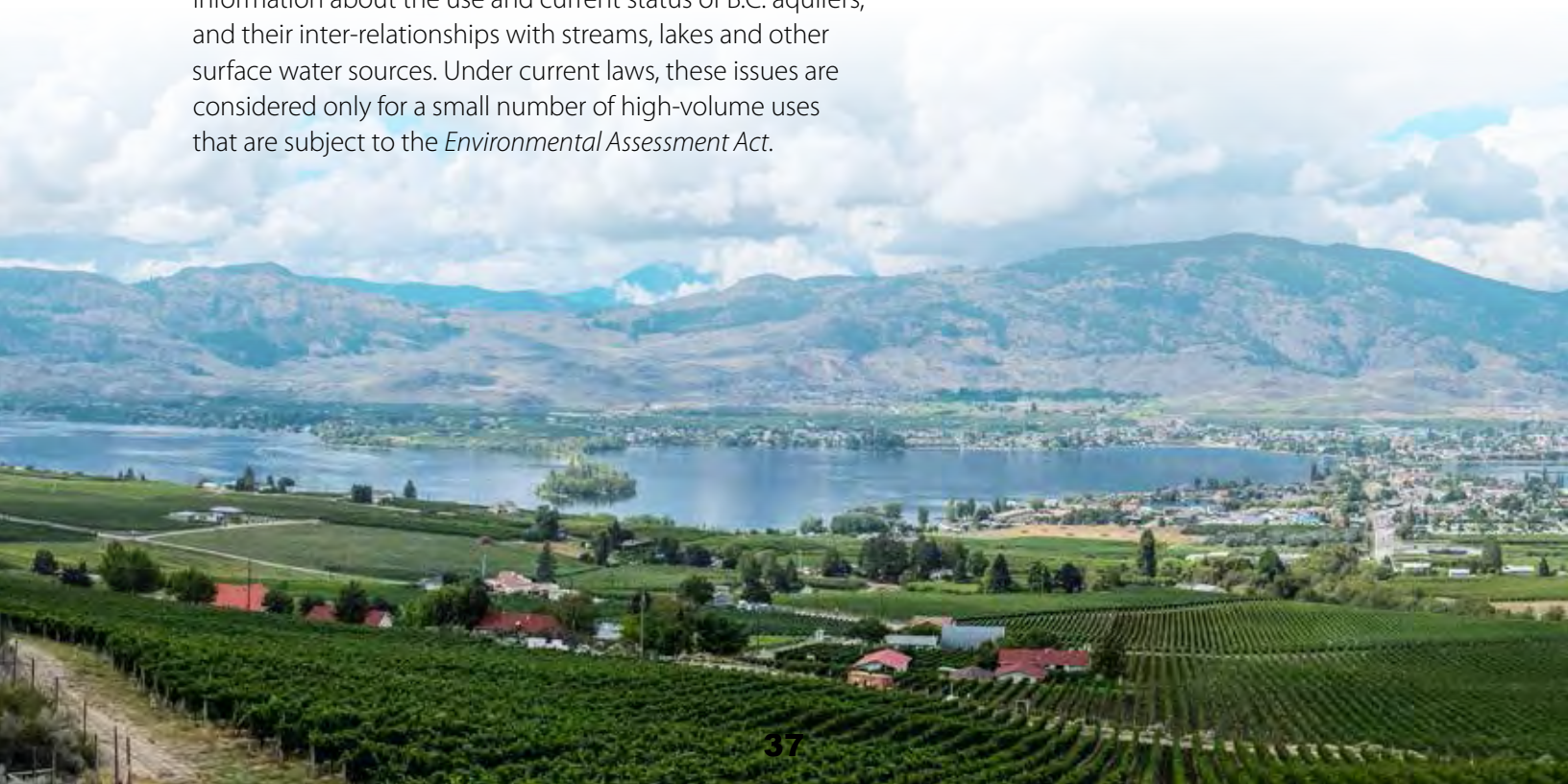
One of the strongest messages we heard in consultations with British Columbians is that we cannot take our groundwater for granted. About a quarter of our population depends on wells for drinking water and many wells provide water for commercial and industrial uses. Groundwater is also essential to the wider natural water cycle that includes evaporation, condensation and rainfall.

In spite of its importance, B.C. is the only province in Canada that does not currently regulate groundwater use. Unlike surface water, under current laws, groundwater can be used without government authorization and no annual fees apply, even to large-scale users. This is widely seen as unfair.

Without regulation, we're also unable to collect reliable information about the use and current status of B.C. aquifers, and their inter-relationships with streams, lakes and other surface water sources. Under current laws, these issues are considered only for a small number of high-volume uses that are subject to the *Environmental Assessment Act*.

“Groundwater should not be treated any differently to surface water because the two are in fact one.”

Groundwater Scientist



“The BCGWA strongly believes that detailed well construction and groundwater protection regulations are needed now. We represent an industry with little to no regulation. We are seeking to work toward a ‘level playing field,’ which will allow a reasonable living for our members and provide a sustainable, quality groundwater resource for all.”

BC Ground Water Association

The proposed new *Water Sustainability Act* would address these issues by enabling:

- ◆ *Regulation of groundwater similar to the way we regulate surface water. This reflects the strong support we heard in consultations for managing ground and surface waters as a single resource. Groundwater users would need licences and would pay annual fees. However, most “domestic” water wells – including wells for household drinking water – would be exempt from licensing, except in some areas with, for example, vulnerable aquifers under high water demand.*
- ◆ *Collection of information from all well owners to help improve our understanding of aquifers and how they interact with lakes and streams. Maintaining a database of all wells in the province would also help to inform future water allocation decisions.*

To further protect our groundwater, the proposed legislation would also update well drilling requirements to keep pace with industry standards.

These changes would improve our understanding and management of aquifers and provide clarity around legal access to groundwater for the people and businesses who rely on it.

Water Sustainability Act

Ensuring our water stays healthy and secure for future generations

APPROACH

- Build on the existing *Water Act*
- Fill major gaps
- Enable area-based management

1 Protect stream health and aquatic environments

- ◆ *Ensure Environmental Flow Needs are considered*
- ◆ *Expand prohibitions on dumping debris into streams and aquifers*

✓ HEALTHY, SAFE AND CLEAN WATER FOR COMMUNITIES AND THE ENVIRONMENT

2 Consider water in land-use decisions

- ◆ *Consider Water Objectives in resource and land use decisions*
- ◆ *Develop Water Sustainability Plans*

✓ BETTER DECISIONS AND LONG-TERM HEALTH OF WATERSHEDS

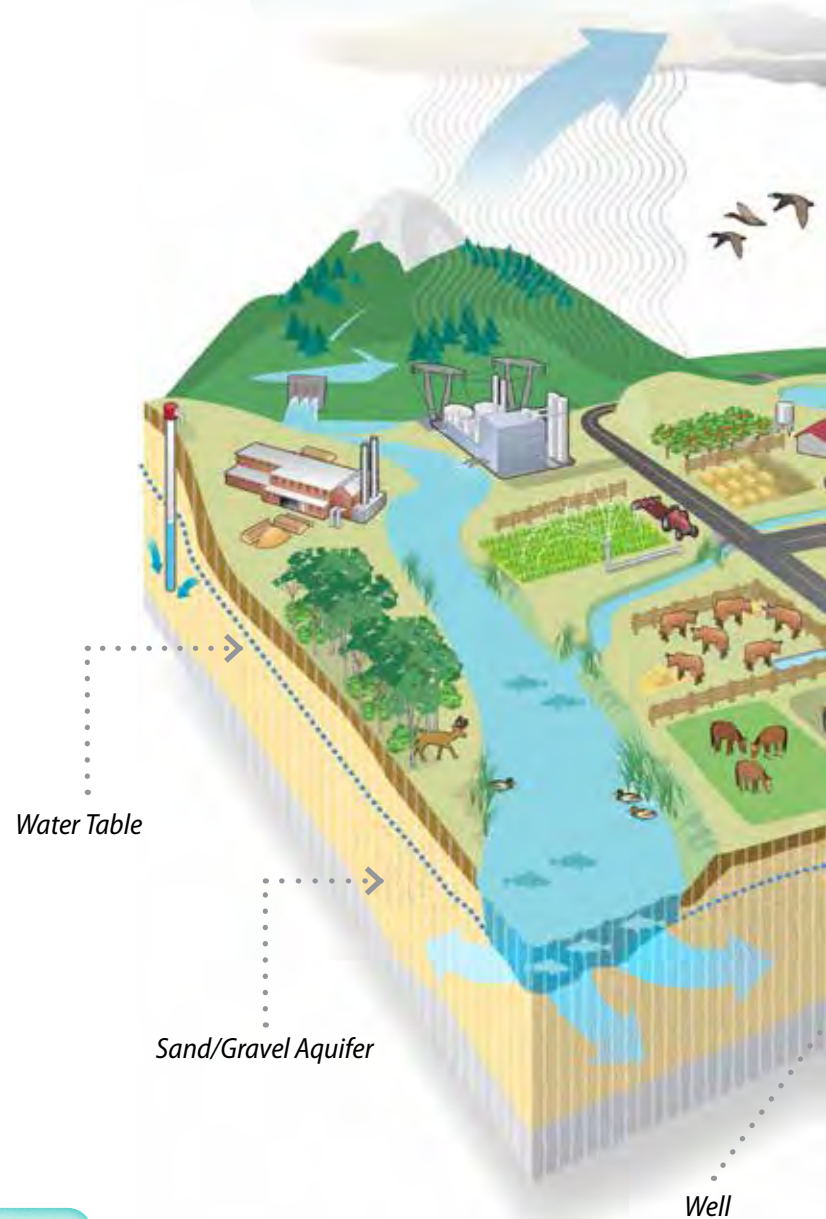
3 Regulate and protect groundwater use

- ◆ *License groundwater use, except for domestic use*
- ◆ *Improve information on wells and aquifers*
- ◆ *Update well drilling requirements*

✓ CERTAINTY OF ACCESS FOR GROUNDWATER USERS AND IMPROVED UNDERSTANDING OF AQUIFERS

HYDROLOGIC CYCLE

The continuous movement of water from the earth's surface into the atmosphere through evaporation, then returning again as precipitation.



LAND USE

Water plays a huge role in shaping our communities and the industries that support them. We need water for drinking, homes and businesses and enough to keep our environment healthy.



GROUNDWATER

Aquifers provide water for communities, industry, agriculture and rural homeowners. Groundwater is closely connected to surface water and is part of the wider hydrologic cycle.

4 Regulate water use during times of scarcity

- ◆ *Ensure adequate water for human needs*
- ◆ *Allow temporary water use restrictions to protect Critical Environmental Flows and fish habitat*

PROTECTION OF BASIC WATER NEEDS FOR PEOPLE AND ECOSYSTEMS

5 Improve security, water use efficiency and conservation

- ◆ *Provide for Area-Based Regulations to address local issues and conditions*
- ◆ *Allow Agriculture Water Reserves to be created*
- ◆ *Make most water licences reviewable after 30 years*
- ◆ *Ensure water is used beneficially and encourage water conservation*

DOING BUSINESS DIFFERENTLY AND ENCOURAGING CONSERVATION AND WISE USE

6 Measure and report water use

- ◆ *Require large-volume water users to report water use*

IMPROVED UNDERSTANDING AND MANAGEMENT OF OUR WATER RESOURCES

7 Enabling a range of governance approaches

- ◆ *Support the creation of advisory groups for surface and groundwater*
- ◆ *Allow for delegation of some activities or decisions to agencies outside of government*

OPPORTUNITIES FOR INCREASED LOCAL PARTICIPATION WITH STRONG PROVINCIAL OVERSIGHT

4 Regulating water use during times of scarcity

B.C. has experienced a number of recent droughts. And while there have always been dry spells, the impacts of climate change are expected to result in more frequent and longer droughts in the years ahead.

Taking too much water from streams and aquifers, especially during droughts, can be very damaging to the long-term health of water supplies and to species and their habitats. But government's power to manage water shortages is limited under current law: it applies to surface water only and can be restricted by the terms and conditions of existing water licences.

In our consultations, British Columbians broadly agreed that during times of scarcity, water should be made available first for essential human needs, then for environmental needs, with all other uses lower in priority.

The proposed new *Water Sustainability Act* supports this approach by:

- ◆ *Including government powers to regulate groundwater during scarcity.*
- ◆ *Ensuring an adequate supply of water is available for basic human needs.*
- ◆ *Allowing temporary water use restrictions to protect Critical Environmental Flows to avoid irreversible harm to an ecosystem.*
- ◆ *Maintaining the Minister's power under the Fish Protection Act to order the temporary reduction of water use to protect fish habitat. This power was first used in 2009 when low winter snowpacks and a long dry summer threatened the health of kokanee salmon populations in the Upper Nicola River.*

These changes would help protect the basic water needs for people and ecosystems, especially in areas of intensive water use and where there are periodic water scarcity problems.

“Water is a right of all living beings. Human beings need to take priority not private interests.”

Citizen Submission

“Decisions to restrict water use must be based on good science conducted within the specific watershed in question.”

Energy Company



DROUGHT



Managing Water During Drought and Scarcity

INCREASE WATER USE EFFICIENCY

- Ensure beneficial use of water
- Encourage voluntary water conservation
- Monitor and forecast supply

IMPROVE WATER MANAGEMENT

- Enforce terms and conditions of licences
- Ensure appropriate management of storage releases

PROTECT CRITICAL ENVIRONMENT FLOWS AND ENSURE WATER AVAILABILITY FOR ESSENTIAL HOUSEHOLD USE

- Reduce water use rights of junior licensees according to "First-in-Time-First-in-Right" protocol or an existing plan
- Ministerial Order to restrict water use under section 9 of the Fish Protection Act



DROUGHT ENDS



ASSESS RISK OF RECURRENCE

CONSIDER OPTIONS TO REDUCE VULNERABILITY TO FUTURE WATER SHORTAGES

- Establish an Area-Based Regulation
- Develop a Water Sustainability Plan

Stakeholder Input

5 Improving security, water use efficiency and conservation

Water is renewable from year to year, but there is a finite supply. And because it's so essential, we need to use it wisely. In our consultations, British Columbians were strongly in support of using water more efficiently, and making sure we have adequate supplies for agricultural food production, now and in the future.

Under existing laws, water licence holders are required to make "beneficial use" of the resource, but the power to enforce this is limited. It only applies to licence holders and does not take into account best practices in water conservation, new technologies or changes in water use over time.

The proposed new *Water Sustainability Act* would address these issues by:

- ◆ *Expanding the beneficial use requirement to all water users and expanding the definition to encourage efficiency and conservation.*
- ◆ *Allowing the government to set water conservation targets and carry out audits to determine whether targets are met.*
- ◆ *Making water licences – which are generally issued without a defined term – reviewable every 30 years. The 40-year term for hydroelectric power production would remain unchanged.*
- ◆ *Allowing Area-Based Regulations to be adopted for specific regions facing multiple pressures or unique water management challenges. These regulations would allow for additional requirements or restrictions specific to the area.*
- ◆ *Allowing Agriculture Water Reserves for specific areas or water sources, protecting existing allocations and ensuring water is available as more agricultural land is brought into production.*

“Food security is dependent upon equal protection for land and water. This needs to be recognized by the Province with more secure access to water for agriculture lands.”

Agriculture Sector Representative

WHAT IS BENEFICIAL USE?

Water licence holders are required to make beneficial use of the resource. Under the *Water Act*, beneficial use refers to using the water for the purpose indicated in the licence and according to the licence terms and conditions; however the terminology is not clearly defined and engineers have broad discretion to determine what is “beneficial.”

With the new *Water Sustainability Act*, beneficial use would be clearly defined to include the current meaning as well as conserving water and using it efficiently.

An Area-Based Approach

Using an area-based approach means that local conditions, issues, knowledge and information will influence water management and help inform decisions.

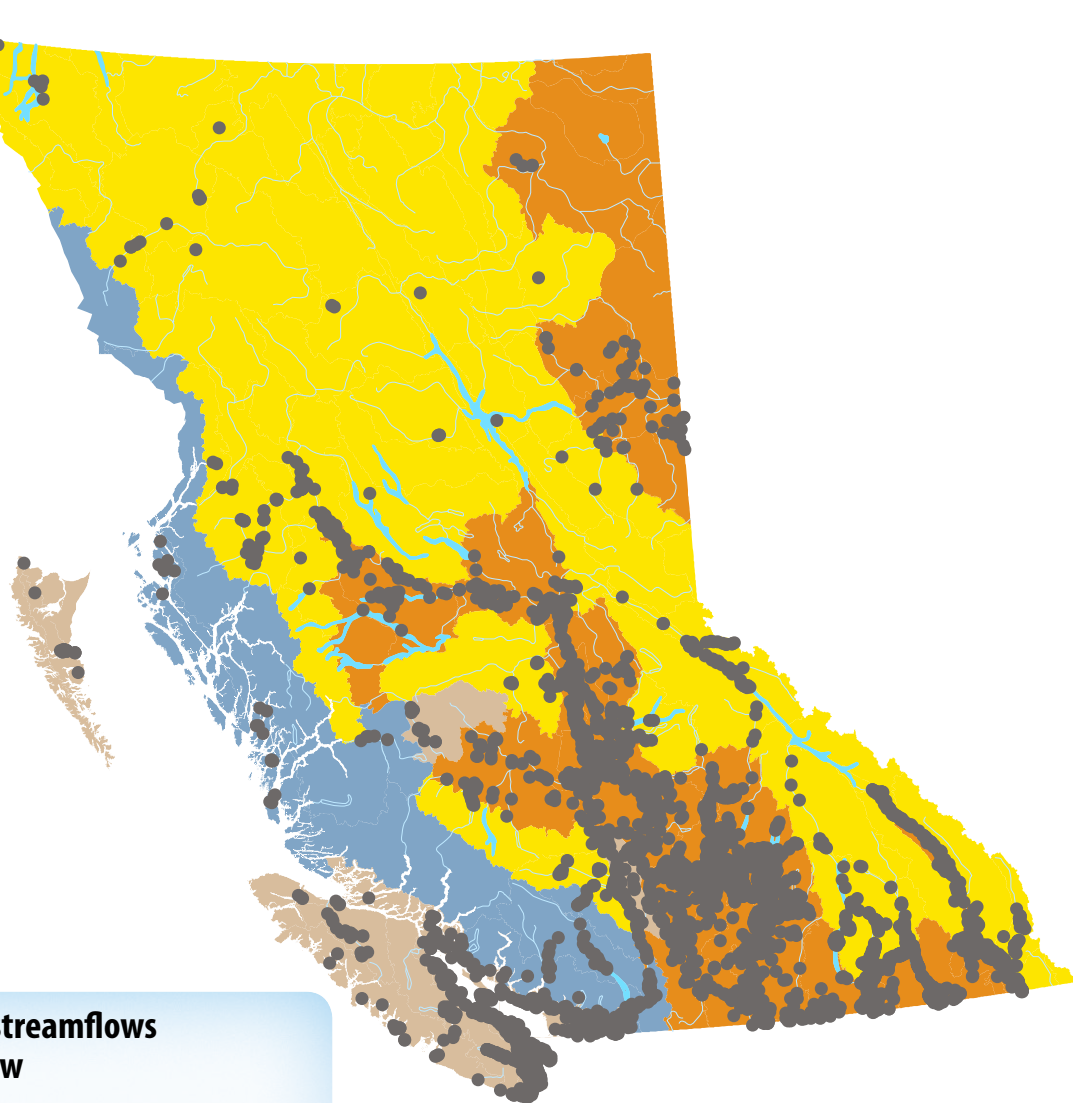
Area-Based Regulations would allow customized water management for streams, watersheds, aquifers or regions facing multiple pressures on water resources.

The map shows two of these pressures – naturally low streamflows and high water demand – that could be more effectively managed using an area-based approach.

Seasons when streamflows are naturally low

- Summer and winter
- Winter only
- Summer only
- Neither summer nor winter

- **Water sources that already have restrictions on further water allocation**



6. Measuring and reporting water use

We can't manage what we don't measure. Understanding how much water is available and how much we use is critical for decision-making. And while there is provision in existing laws that require licence holders to measure, record and report their water use, the requirement is discretionary. In other words, there is no legal requirement for it to be applied consistently – or to be applied at all, depending on the circumstances.

In keeping with the views we heard from British Columbians on this topic, the proposed new *Water Sustainability Act* would require large-volume users, such as industrial operations, to measure, record and report their water use and related information.

Details, including a definition of “large volume,” would be set out in regulations under the new legislation.

Smaller-volume licence holders could also be required to measure, record and report water use, but only in specific circumstances, such as under “Area-Based Regulations.”

Homeowners and small businesses connected to municipal water systems would not be directly affected by these requirements. The duty to measure and report rests with the local government or supplier that holds the water licence. Along with providing important information about water usage, measuring and reporting can help to alert communities to problems with their infrastructure, such as leaking water pipes.

“In order to make informed decisions respecting water resources, it is critically important to ensure that a strong base of knowledge is available, including water quantity and quality monitoring data, trend analyses, and near-term forecasts for water supply, drought, or flood risk.”

Watershed Organization



7 Enabling a range of governance approaches

B.C.'s current water governance system centralizes most authority in the provincial government with limited ability to delegate authority – even as citizens across the province have been forming groups to plan for, protect and restore local watersheds.

In our consultations, British Columbians indicated that new tools are needed to better address local needs for water and watershed governance. And they indicated a need for consistent rules and strong provincial oversight.

In response, the proposed new *Water Sustainability Act* would:

- ◆ *Increase flexibility in governance arrangements to better suit local needs.*
- ◆ *Allow for delegation of some water management activities or decisions to people or agencies outside of the provincial government.*
- ◆ *Support the creation of advisory groups for both surface and groundwater.*

The *Water Sustainability Act* would provide opportunities for greater local contributions to water stewardship and input into decision processes, within a clear and consistent provincial regulatory framework.

Ultimate accountability and responsibility for water management would remain with the provincial government; it would decide the roles and responsibilities for any delegated activities or decisions.

“A cooperative effort by government and communities is required. More support and trust needs to be given to the non-government organizations that are implementing water monitoring programs aimed at protecting watersheds and water resources in the long term.”

Environmental Organization

“It makes sense to involve the public in planning for the health and safety of their water, as water is vital to everyone's life.”

Local Government



Next Steps

We want your feedback on the proposed new *Water Sustainability Act*. Comments received by November 15, 2013 will be reviewed and considered as the government prepares a final version of the new legislation. All submissions will be posted online at engage.gov.bc.ca/watersustainabilityact. The legislation will be formally introduced in the Legislature in Spring 2014.

Expected benefits of the proposed legislation include:

- ◆ *Increased protection of water resources and aquatic ecosystems.*
- ◆ *More flexibility and efficiency to meet the needs of water users.*
- ◆ *Increased certainty, especially in areas of intensive water use and where there are chronic water scarcity problems.*
- ◆ *Clarity around legal access to groundwater for people and businesses who rely on it.*
- ◆ *Wider participation in decisions and water governance approaches.*

For more information on the proposed new *Water Sustainability Act*, to download our detailed Legislative Proposal, or to read what others are saying, visit engage.gov.bc.ca/watersustainabilityact.

Water is owned by the Crown on behalf of all British Columbians. The proposed new Act would reaffirm water as a public resource and would not privatize B.C.'s water resources or enable water markets. The Water Protection Act, in place since 1995, prohibits bulk water exports from B.C. It will remain in place and work with the new Water Sustainability Act to protect and manage our water resources.



SHARE YOUR VIEWS:

Government welcomes your feedback on this proposal until November 15, 2013.

on the Blog at:

[engage.gov.bc.ca/
watersustainabilityact](http://engage.gov.bc.ca/watersustainabilityact)

by email to:

livingwatersmart@gov.bc.ca

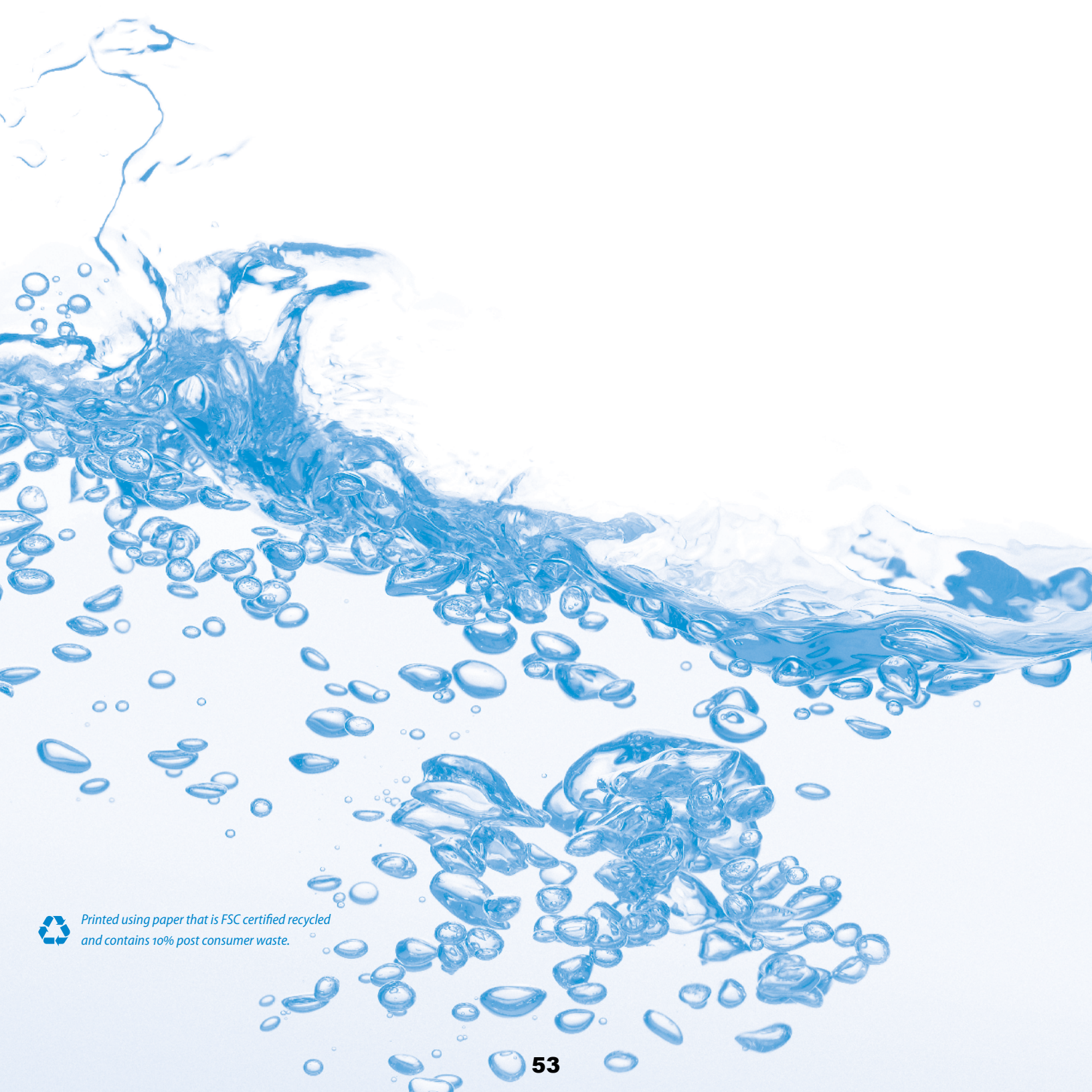
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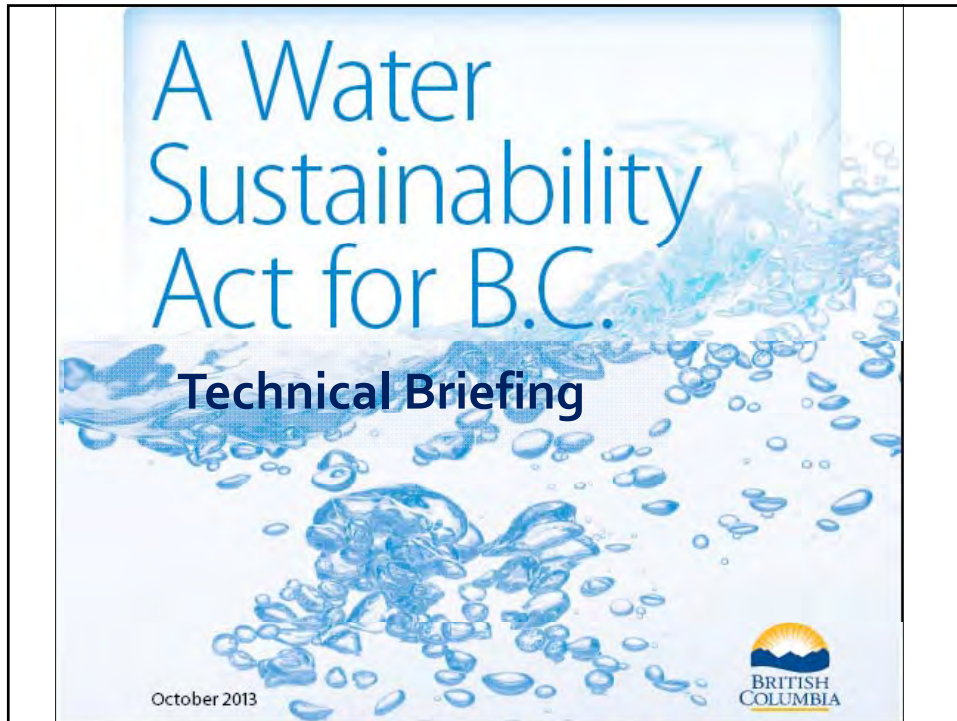
by post to:

Water Sustainability Act
Ministry of Environment
Water Protection and Sustainability
Branch
PO Box 9362, Stn Prov Govt
Victoria, BC V8W 9M2





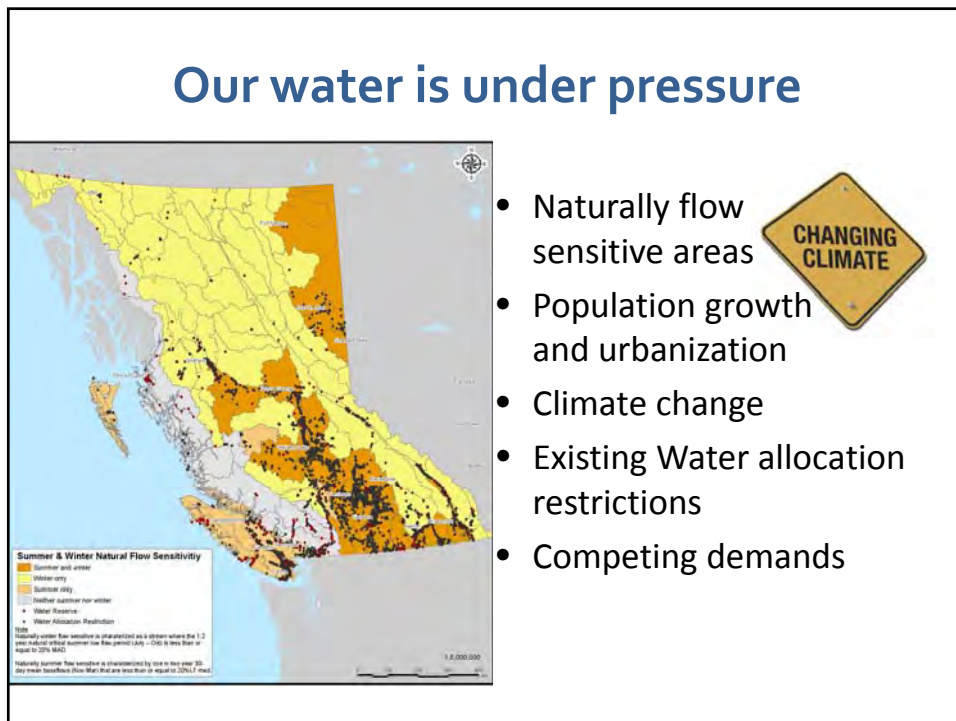
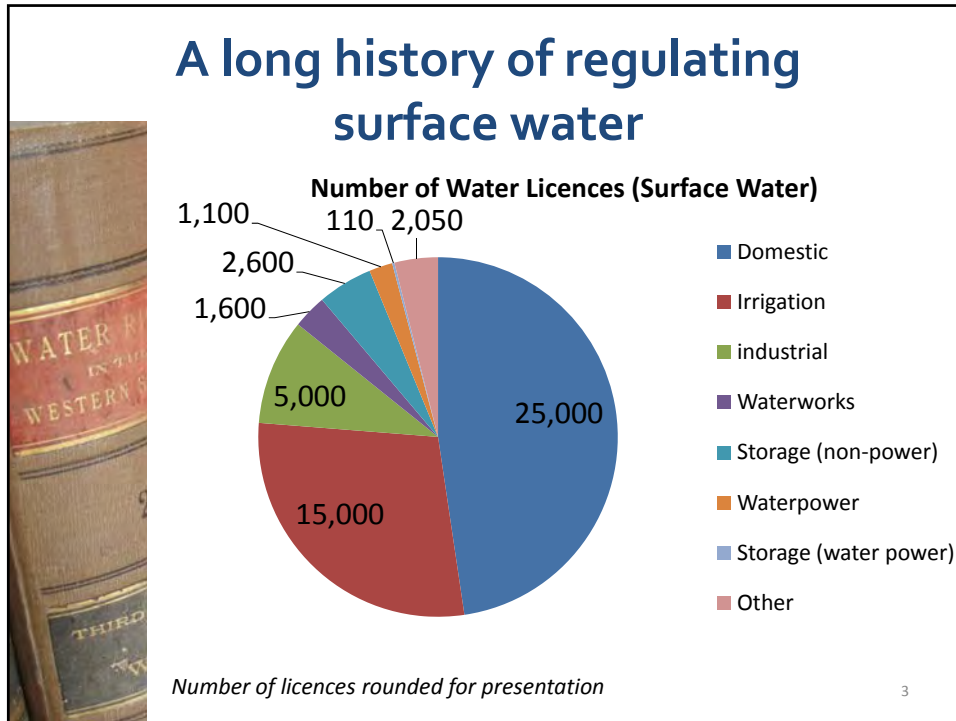
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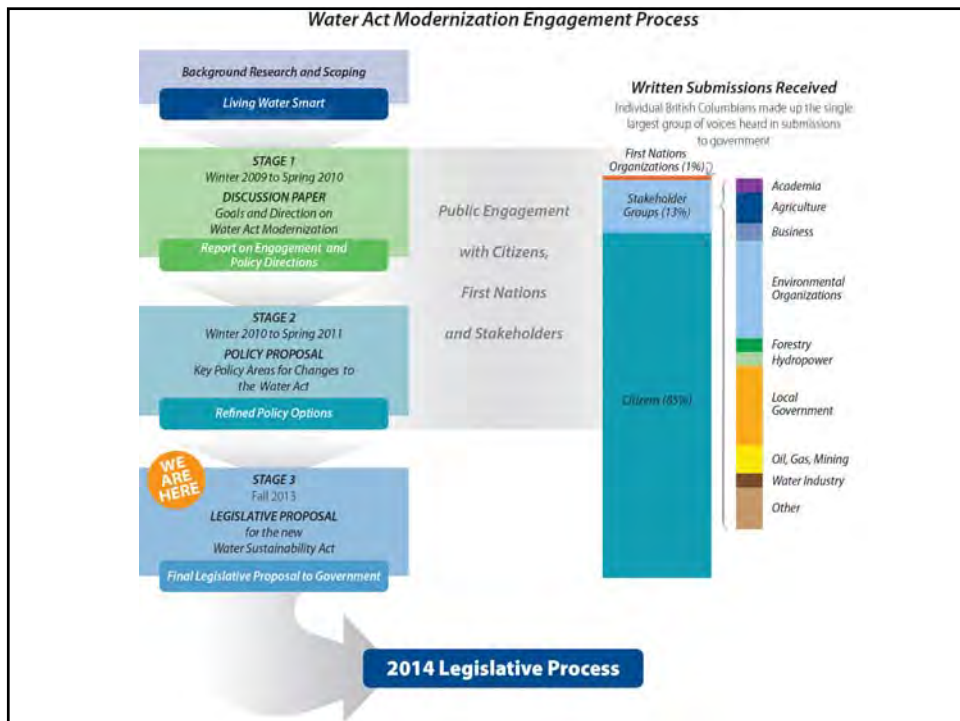
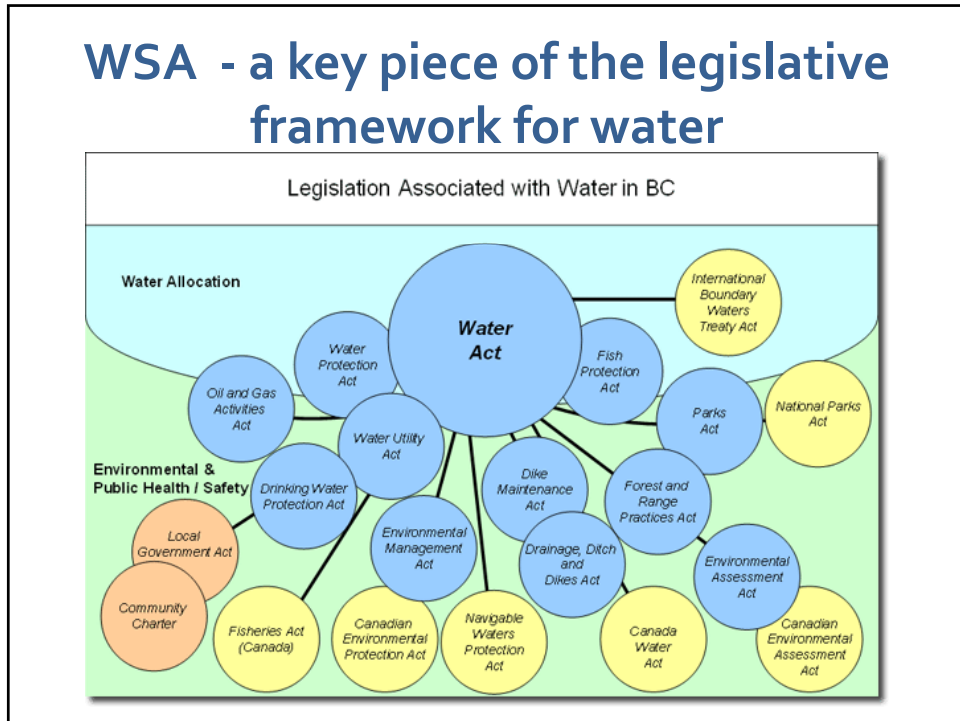
Clean and abundant water is essential



- Public health and well-being
- Thriving communities, a growing population
- Healthy ecosystems and fish populations
- Food production and nutrition
- Strong diverse economy



WSA - a key piece of the legislative framework for water



Seven water policy directions



1. Protect Stream Health and Aquatic Environments
2. Consider Water in Land Use Decisions
3. Regulate Groundwater Use
4. Regulate During Scarcity
5. Improve Security, Water Use Efficiency, Conservation
6. Measure and Report
7. Enable a Range of Governance Approaches

1. Protect stream health and aquatic environments



- Consider environmental flow needs in new water allocation decisions
- For existing licences, allow temporary restrictions to protect critical environmental flow needs
- Expand prohibitions on dumping debris into streams and aquifers



2. Considering water in land use decisions

- Consider water objectives in resource and land use decisions
- Develop water sustainability plans

3. Regulate and protect groundwater use



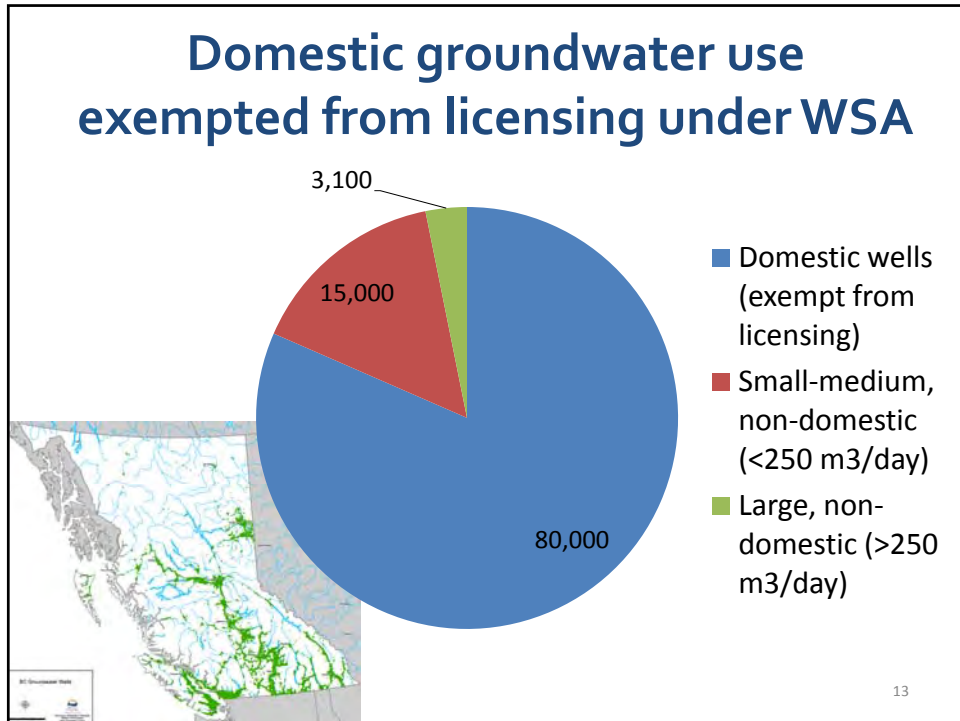
- Manage surface and groundwater as single resource
- Most uses will be licensed; fees and annual rentals
- Domestic uses excluded
- Date of first use would guide priority date
- Improve understanding of aquifers

Current *Water Act*: Surface and ground water licensing

| | Surface Water user | Ground Water user |
|------------------------------------|-----------------------|-------------------|
| Licence Required | Yes (except S.42 use) | No |
| Water rights | Yes | No |
| Improved security from water right | Yes | No |
| May be regulated during scarcity | Yes | No |
| Application fee and Annual Rentals | Yes | No |

Under WSA: Surface and non-domestic ground water licensed

| | Surface Water user | Ground Water user (non-domestic) |
|------------------------------------|--------------------|----------------------------------|
| Licence Required | Yes | Yes |
| Application fee and Annual Rentals | Yes | Yes |
| Water right | Yes | Yes |
| Improved security from water right | Yes | Yes |
| May be regulated during scarcity | Yes | Yes |



4. Regulating water use during scarcity



- FITFIR would be retained, with exceptions
 - All users could be regulated during scarcity – including groundwater
 - Ensure water supply for essential human and livestock needs
 - Allow temporary restrictions to protect critical environmental flows
- Retain Section 9 of *Fish Protection Act*

5. Improving security, water use efficiency and conservation

- Expand beneficial use requirement
- Set water conservation targets and carry out audits
- Make water licences reviewable every 30 yrs; 40 yrs hydro-electric power
- Allow area-based regulation for specific regions
- Create agricultural water reserves



6. Measuring and reporting water use



- Require large volume users to measure, record and report water use
- Smaller volume users to measure in specific circumstances under “area-based” regulations
- WSA would not require mandatory meters in households

7. Enable a range of governance approaches

- Increase flexibility in governance arrangements to better suit local needs
- Allow for delegation of some activities or decisions to agencies outside of government
- Support the creation of advisory groups
- Clear and consistent provincial framework



Implications for users



- Fees/rentals for licensed groundwater use
 - new cost for large groundwater users
 - small volume users (domestic) not licensed
- Requirements for measuring and reporting
 - licensees using $>250\text{m}^3/\text{day}$
- Assessment requirements for larger projects
 - requirements will relate to scale of proposed diversion and the potential impacts
 - power projects already undergo detailed assessments

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What users can do to support the goals of the WSA



- Understand their water supply
 - smaller streams have more variable flow & greater risk to being regulated, which can have business-related costs
 - learn about your aquifer
- Examine availability of storage or alternate sources to mitigate variability in supply
 - users with off-stream storage would be less affected by short term scarcity
- Implement conservation and efficiency measures
 - costs reduced when water use is more efficient or adaptable to supply variability (e.g., less backup supply)

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Next Steps



- Engagement period on Legislative Proposal ends November 15th
- Finalize legislation
- Introduce *Water Sustainability Act* into Legislature in spring 2014
- Develop regulations and prepare for implementation

engage.gov.bc.ca/watersustainabilityact ²⁰



Town of Ladysmith

Sustainability Action Plan

2013 – 2016

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Message from Mayor and Council

On behalf of Council, I am pleased to present the Town of Ladysmith's Sustainability Action Plan. This document sets a clear course to begin the implementation of the Town's award-winning Sustainability Visioning Report (2009), in which the community was engaged to an unprecedented extent in setting a very strong, shared and compelling vision for a sustainable community.

Ladysmith is already a leader in sustainability - this is a path we have chosen as a community, and many of our most notable achievements have been recognized with prestigious awards. Although we are proud and grateful, sustainability in Ladysmith is so much more than our documents, programs, strategies and honours – it is a way of life, an integral part of our shared identity, and a defining element of our local culture.

The completion of the Sustainability Action Plan is a key milestone in achieving the vision we collectively set out in 2009. It is not merely a government document, it is a community action plan that belongs to all of us – residents, community organizations, local businesses, volunteer associations, community partners, Council and staff. Everyone has an active and positive role to play in taking what we said we wanted and making it happen. The Town recognizes and commits to our role as a leader, but we require your contributions, ideas, commitment and participation in order to be successful. Our willingness to strive for improvements and solutions today is what will shape the community we leave our children tomorrow. If you are not already involved, I encourage and invite you to join us for what continues to be a challenging, exciting and highly rewarding collaboration towards a bright, healthy, sustainable future.



*Mayor of Ladysmith,
Robert Hutchins*



Acknowledgements

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Town of Ladysmith Mayor and Councillors

Mayor Rob Hutchins and Councillors Duck Paterson, Steve Arnett, Glenda Patterson, Jill Dashwood, Bill Drysdale, and Gord Horth

Town of Ladysmith Staff

Ruth Malli (City Manager), Sandy Bowden (Director of Corporate Services), Patrick Durban (Director of Parks, Recreation and Culture), Felicity Adams (Director of Development Services), Erin Anderson (Director of Financial Services), Joe Friesenhan, John Manson (Director of Infrastructure Services), Ray Delcourt (Chief, Ladysmith Fire-Rescue) and staff.

Action Team Member Organizations

BC Assessment, BC Hydro, BC Transit, Cowichan Valley Regional District, FortisBC, Ladysmith Downtown Business Association, Ladysmith Chamber of Commerce, Ladysmith Employment Assistance Society, Ministry of Energy and Mines, Ministry of Jobs Tourism and Innovation, Vancouver Island Health Authority, Stz'uminus First Nation, Western Forest Products, School District 68, Ministry of Environment, Regional District of Nanaimo.

Town of Ladysmith Sustainability Action Plan Core Project Team

Ruth Malli (City Manager), Joan Ogden (Administrative Assistant), Ladysmith staff (as listed above).

Federation of Canadian Municipalities (FCM)

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Introduction

Ladysmith is an award-winning green community, recognized both provincially and nationally as a leader in sustainability. Guided by a shared vision that was the recipient of a Canadian Institute of Planners Award of Excellence in 2010, sustainability in Ladysmith is about continually working to make that vision a reality - improving the quality of life for all residents, protecting and enhancing the natural environment, strengthening the local economy, and enriching and celebrating the uniqueness of Ladysmith. Sustainability is a defining element of Ladysmith's cultural identity, a source of tremendous civic pride and a fundamental component of the community's long-term success and well-being.

The Sustainability Action Plan advances Ladysmith's strategy for staying on the leading-edge of community sustainability. It provides a road map for the implementation of the Community Sustainability Vision developed in 2009, a document that was co-created with the input of Ladysmith Mayor and Council, management and staff, local community organizations and citizens, and provided an over-arching strategy for Ladysmith to become more sustainable, resilient, and adaptable to the environmental, social, and economic challenges of the 21st century. Since its adoption, Ladysmith has been active in implementing many of the directions outlined in the Sustainability Vision document. Some of these initiatives have included providing incentives for

green buildings, creating a new multi-use trail and bike-friendly policies, encouraging local arts and craft production, developing a community energy plan, and many others. The purpose of the current document is to help guide the continued implementation of the Sustainability Vision by providing a set of priorities, identifying key action items, assigning responsibility for those items, and establishing a means by which Ladysmith can easily measure their performance over time.

The Sustainability Action Plan was developed by the Town of Ladysmith, an "Action Team" made up of representatives from key local and regional partners, and with input from Ladysmith residents. Golder Associates Sustainable Communities Group,

a Vancouver-based consultancy, provided planning and engagement services in support of the creation of the Plan. The Sustainability Action Plan has been designed to be a practical, attainable and measurable guide for Ladysmith Council, staff and partners. It is also a source of information and inspiration for Ladysmith residents. Town Council and staff will be able to use the Sustainability Action Plan to set priorities, guide decision-making, inform subsequent projects and actions, monitor performance, and report annually on outcomes. Key partners, including Stz'uminus First Nation, the Cowichan Valley Regional District, committees of Council, local community groups and associations, and other stakeholders have an important role to play on many of the sustainability priority actions in this Plan. Most importantly, it includes every citizen in that it enables residents to align their passions and actions to implement local initiatives or collaborate on current projects through direct engagement with Town staff and local agencies.



The priority actions for the Sustainability Action Plan are organized according to ten broad categories:

- 1 Growth and Development**
 - 2 Transportation**
 - 3 Energy and Emissions**
 - 4 Green and Natural Systems**
 - 5 Water and Waste Systems**
 - 6 Culture and Identity**
 - 7 Public Health and Social Development**
 - 8 Economic Development**
 - 9 Local Food and Agriculture**
 - 10 Leadership and Partnerships**
-

Under each of these categories is presented objectives and recommended actions, which have been separated into “priority actions” and “longer-term actions”. Many of these actions have been brought forward from the Community Sustainability Vision, with new suggested actions provided by participants of the Action Plan’s engagement events. The prioritization of actions was determined through activities with the community and Ladysmith staff. Finally, the Plan outlines suggested indicators that can be used by Town staff to measure and report to Council and the community on the performance of the Plan over time.



CONSTRUCTION AREA
Please Use Caution
Throughout the Month



GROWTH AND DEVELOPMENT

ALIGN LAND USE REGULATIONS TO SUPPORT A COMPACT, COMPLETE COMMUNITY DESIGN

Possibly the most effective means to promote sustainability is through careful planning and management of growth and development. A complete community should be a great place to live, work, and play - this requires local and convenient access to options for food, transportation, housing, recreation, education, retail, and employment. In utilizing a planning approach that supports complete community design, Ladysmith will see long-term benefits including a healthier natural environment, stronger social connectivity and local economic impact.

1

GROWTH & DEVELOPMENT

OBJECTIVES

- » Increase housing diversity throughout Ladysmith
- » Allow for mixed uses in more areas of Ladysmith, including any future waterfront development
- » Increase density, especially in the downtown and new development areas

PRIORITY ACTION ITEMS

1. Review the Zoning Bylaw to determine feasibility of allowing for detached suites (i.e. coach houses, cottages, etc.).
2. Update Waterfront Area Plan to align it with the Sustainability Vision which envisions development of a mixed use waterfront village.
3. Complete and implement a Downtown Area Plan that supports small-scale commercial/retail mixed with residential uses; vibrant public gathering spaces; reinvestment in First Avenue; view protection; heritage building conservation; and highway connectivity.

LONGER-TERM ACTION ITEMS

1. Aim for transit-supportive densities in new development areas.
2. Explore ways to integrate other land uses into or around existing single-use areas .
3. Implement land use regulations to support the Downtown Plan and Waterfront Plan.
4. Leverage Ladysmith's location along the Island highway corridor – pursue addition of appropriate land uses along this corridor
5. Improve the pedestrian linkage between downtown, the highway and the waterfront.



Ladysmith's walkable downtown

MEASURING PROGRESS

The following table outlines suggested indicators for use in monitoring Ladysmith's performance in the sustainable management of growth in development.

| OBJECTIVE | INDICATOR | RATIONALE | DATA SOURCE |
|--|--|--|-------------------------|
| Increased housing diversity across Ladysmith | Relative percentage of housing types (SF, MF, and other types) | Housing diversity is a key measure of how well the community meets residents' needs across the full housing spectrum. | BC Assessment roll data |
| More mixed uses in more areas of Ladysmith | Relative percentage of different land uses | Diverse uses relate directly to the goal of complete communities, and supports more viable district energy systems and transit systems because they help keep demands on the systems balanced. | GIS data |
| More areas with transit-supportive densities, especially downtown area and new development areas | Transit-supportive Development: Aggregate density of population in Ladysmith | Measures aggregate intensity of use, which related to ability to support transit, retail, infrastructure costs, etc. | Census data |





TRANSPORTATION

MAKE WALKING, CYCLING AND TRANSIT PREFERRED TRANSPORTATION OPTIONS

A sustainable transportation system prioritizes low-impact travel modes, such as active transportation (walking, cycling) and public transit, triggering a shift away from reliance on personal vehicles. In recent years Ladysmith has taken important steps towards a more sustainable transportation system. Key achievements include the 2013 expansion of the Cowichan Valley Regional Transit system to Ladysmith, completion of a Bicycle Plan and bicycle-friendly policies, and a new multi-use pathway connecting neighbourhoods and job centres.

Sustainable transportation systems help to:

- » Promote physical activity
- » Reduce accidents
- » Improve air quality
- » Provide insulation from rising oil prices
- » Cost less than operating & insuring a vehicle
- » Reduce GHG emissions and other pollutants

In focusing on moving people, rather than cars, sustainable transportation systems help to promote the development of more vibrant public spaces and richer social experiences. To be effective, active transportation networks must be safe, convenient and enjoyable while transit must be affordable, efficient, reliable and accessible.

2

TRANSPORTATION

OBJECTIVES:

- » Increase walking rates
- » Increase bicycle usage
- » Increase transit usage



Ladysmith Bicycle Plan

PRIORITY ACTION ITEMS

1. Develop a Master Transportation Plan that coordinates and builds on the objectives outlined in the Community Sustainability Vision, Community Energy Plan, Bicycle Plan and Official Community Plan.
2. Conduct an inventory and review of existing pedestrian conditions and infrastructure, identifying any key gaps in the connections between neighbourhoods and job centres.
3. Enhance public transit systems and identify connections to areas currently travelled by car (such as Vancouver Island University).
4. Continue establishing bike lanes on existing roadways to enhance safety. Ensure bike infrastructure is included in all new developments. Identify appropriate locations and pursue implement of bicycle facilities such as bike storage, racks and changing facilities.

LONGER-TERM ACTION ITEMS

1. Open discussions with Provincial Transportation Ministries to identify ways to work together on sustainable innovations.
2. Create an alternative transportation reserve fund financed through off-street parking funds to enhance car-free opportunities. Requires bylaw amendment.
3. Explore the possibility of providing a commuter service between Ladysmith and Duncan and Nanaimo via train or bus.
4. Support car-pooling and car co-op programs within the community. Also look at ways to incorporate connections to regional nodes into these programs.
5. Review existing parking requirements and consider reducing requirements in new developments.
6. Consider opportunities to develop new road standards that include narrower streets, bike lanes and other traffic calming provisions such as roundabouts, one-way streets and speed bumps where appropriate.



Multi-use Trail in Ladysmith

MEASURING PROGRESS

The following table outlines suggested indicators for use in monitoring Ladysmith’s performance in encouraging sustainable mobility.

| OBJECTIVE | INDICATOR | RATIONALE | DATA SOURCE |
|--|---|--|-------------------------------------|
| Increase walking | Number and percentage of residents who walk to meet daily needs | Increased walking helps reduce local pollution and GHG emissions. Improved public health is an important co-benefit. | Resident survey |
| Increase levels of residents making key trips on bikes | Number and percentage of users of Town bike system | Reduced car trips helps reduce local pollution and GHG emissions. Improved public health is an important co-benefit of increased bike use. | Resident survey; bike counts |
| Increase transit usage | Number of transit riders – on both local and inter-municipal routes | Increased numbers of users of transit would suggest fewer car trips. Reduced car trips helps reduce local pollution and GHG emissions. | Ladysmith and BC Transit statistics |





ENERGY AND EMISSIONS

BE ONE OF CANADA'S GREENEST COMMUNITIES BY CONSERVING ENERGY, LIMITING THE USE OF FOSSIL FUELS, AND ENCOURAGING RENEWABLE ENERGY.

For many years, there has been increasing evidence that global climate change resulting from emissions of carbon dioxide and other greenhouse gases (GHGs) is causing significant environmental impact on the ecology of the planet. The vast majority of climate scientists agree that human activities are the primary cause of this change – these include burning fuel to power vehicles; using energy to heat and cool our homes, buildings, and in the production of consumer goods; release of methane from landfills, and much more.

In 2009, Ladysmith adopted a Community Energy Plan that provided more than thirty suggested actions and directions for Ladysmith aimed at helping Ladysmith reduce its corporate and community energy use and GHG emissions, as well as encouraging market adoption of renewable energy technologies.

In 2012, Ladysmith achieved carbon neutrality in its corporate operations through a combination of energy reduction initiatives and the purchase of carbon credits through Cowichan's own "Community Carbon Marketplace". The Town was also named one of "Canada's Greenest Employers" for both 2012 and 2013. The award recognizes the municipality's organization-wide commitment to reducing its environmental footprint.

3

ENERGY AND EMISSIONS

OBJECTIVES:

- » Reduce Ladysmith's community and corporate energy and GHG emissions
- » Encourage efficient and renewable energy systems

PRIORITY ACTION ITEMS

1. Review the Community Energy Plan to develop an updated energy and emissions action plan.
2. Consider amending the Civic Green Building Policy to increase the LEED Silver standard for all new municipal buildings over 465 square meters to LEED Gold.
3. Provide information to Ladysmith residents about financial incentive and rebate programs for energy efficiency.
4. Develop a municipal fleet inventory and assess for efficiencies including mode of travel, vehicle type, fuel type, route planning, fleet operation and vehicle size.
5. Inclusion of regulations to support energy efficient building guidelines in the new Zoning Bylaw.
6. Undertake a detailed energy audit of key buildings, such as at the Frank Jameson Community Centre in collaboration with the Cowichan Valley Regional District (CVRD) and pursue funding for priority upgrades.

LONGER-TERM ACTION ITEMS

1. Explore alternative forms of energy, such as solar, wind and geothermal that could be adopted by individual houses and specified areas of Ladysmith.
2. Review existing guidelines to support green building directions in both new construction and renovations or retrofits.
3. Explore opportunities to pursue a pilot project of a Net Zero building/home and neighbourhood that has no net draw on external energy sources.
4. Use heat from available sources, such as sewage pipes or pumping stations, to heat buildings through district energy systems where appropriate. Encourage new developments to incorporate an alternative energy source or district heating systems.



Town of Ladysmith vehicle being recharged at electric vehicle charging station on First Avenue

MEASURING PROGRESS

The following table outlines suggested indicators for use in monitoring Ladysmith's performance in sustainable energy use and reduced GHG emissions.

| OBJECTIVE | INDICATOR | RATIONALE | DATA SOURCE |
|---|---|--|--|
| Reduce levels of Ladysmith's total community energy use and GHG emissions | Annual total of community energy use (kWh and GJ) and GHG emissions (tonne CO ² e) | Supports meeting Town's proposed energy and emissions targets in Community Energy Plan | Community Energy and Emissions Inventory |
| Reduce energy use and emissions related to Town operations | Annual total of corporate energy use (kWh and GJ) and GHG emissions (tonne CO ² e) | | |



4

GREEN AND NATURAL SYSTEMS

PROTECT LADYSMITH'S PARKS, GREENWAYS, ENVIRONMENTAL AREAS, WILDLIFE HABITAT, WATERSHED AND RIPARIAN ZONES.

Ladysmith has an exceptionally diverse ecosystem including rainforest, mountains, ocean, lakes and streams, which combine to create spectacular surroundings and pristine habitat for multitudes of wildlife species. The Town boasts over 110 hectares of parks and green spaces offering seaside adventure, nature experiences, playgrounds, and recreation/sports fields. The area's temperate climate enables year-round enjoyment of all that the local environment has to offer.

Ladysmith has taken many strong steps towards protecting community parks and green spaces, including banning pesticide use in public landscapes; inventorying sensitive riparian areas and establishing protective measures through Development Permit Area guidelines; protecting sensitive areas; creating a network of parks and trails; developing the Holland Creek Trail System; and, creating an environmental committee to promote and advise on ways to continue supporting sustainable practices.

4

GREEN AND NATURAL SYSTEMS

OBJECTIVES

- » Protect and enhance Ladysmith's parks and natural ecosystems
- » Restore the ecological functionality of degraded sensitive ecosystem areas

PRIORITY ACTION ITEMS

1. Review the Riparian Development Permit Area 6 Guidelines to ensure these are achieving the desired level of riparian area protection.
2. Prepare a Ladysmith Harbour Remediation Action Plan for extensive clean-up of contamination caused by historic industrial activities.
3. Prepare a Holland Creek Restoration Plan aimed at restoring the creek to support a viable salmon run.
4. Form a multi-stakeholder watershed management committee to provide advice on managing Ladysmith's' watersheds.

LONGER-TERM ACTION ITEMS

1. Undertake more detailed mapping of wildlife habitats and corridors locally and collaboratively throughout the Cowichan region to support a scientific basis for areas to be preserved and protected.
2. Support the protection of sensitive areas such as wetlands and watersheds in order to maintain water quality and quantity.
3. Develop and implement landscape design guidelines to provide songbird and butterfly habitat in new and existing developments.
4. Reduce/eliminate invasive species throughout the community.



Marine trail

MEASURING PROGRESS

The following table outlines suggested indicators for use in monitoring Ladysmith’s performance in protecting and restoring Ladysmith’s green and natural systems.

| OBJECTIVE | INDICATOR | RATIONALE | DATA SOURCE |
|--|---|--|--|
| Protect Ladysmith’s parks and natural ecosystems | Amount of protected natural greenspace and parkland within the Town | Measures the % of greenspace that is available for public use, but also can determine whether current inventory is suitable for animal and bird habitat. | Sensitive Ecosystem Inventory (data from CVRD) |
| Restore the ecological functionality of degraded sensitive ecosystem areas | Percentage of degraded sensitive ecosystem areas that have an appropriate level of ecological function restored | Measures the level of restoration activity | |

Cowichan energy alternatives

Grease cycle

Cowichan bio-diesel co-op

NO GLASS

NO GLASS

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Bio-fuel receptor on Sixth Avenue



WATER AND WASTE SYSTEMS

CLEAN DRINKING WATER; SUSTAINABLE WASTEWATER MANAGEMENT; ZERO WASTE

Ladysmith's water and waste systems are comprised of the following:

- » the water system provides clean drinking water to residents;
- » the liquid waste system includes removal and treatment of wastewater (sewer) and stormwater; and,
- » the solid waste system includes pick up and disposal of garbage, recycling and compost.

Together these systems perform some of the most essential services delivered by local government, but do so while imposing environmental impacts. Ladysmith has established itself as one of BC's leading communities for innovative infrastructure management, including strong water conservation programs such as water metering and toilet exchange programs; recovery and re-use of wastewater at Transfer Beach Spray Park; a highly advanced, award-winning municipal recycling and composting program that diverts 60% of the community's solid waste from landfills; and ongoing construction of a new wastewater treatment plant that includes several innovative and environmentally friendly technologies.

5

WATER AND WASTE SYSTEMS

OBJECTIVES:

- » Conserve and protect the Town's drinking water;
- » Integrate leading sustainability practices and technology in stormwater and wastewater management;
- » Achieve Zero Waste;
- » Reduce the amount of environmentally hazardous substances and waste.

PRIORITY ACTION ITEMS

1. Complete current upgrades to the Town's drinking water system;
2. Complete construction of the secondary wastewater treatment plant;
3. Implement Stage 3 of the Liquid Waste Management Plan (LWMP), which addresses management of liquid waste (sewage), rainwater/storm drainage and the watershed;
4. Develop a Zero Waste Plan that includes composting pickup options for multi-family dwellings;
5. Formalize ongoing environmental communications & outreach initiatives through implementation of a coordinated Environmental Education Campaign.

LONGER-TERM ACTION ITEMS

1. Explore options for composting of municipal bio-solids from the new wastewater treatment plant;
2. Expand the curbside recycling program to include glass and Styrofoam, if possible;
3. Improve rainwater management through the use of rain harvesting systems for collection/reuse and adoption of rainwater management Bylaws.



Ladysmith children at Public Works Education Day

MEASURING PROGRESS

The following table outlines suggested indicators for use in monitoring Ladysmith’s performance in conserving water and sustainably managing its waste systems.

| OBJECTIVE | INDICATOR | RATIONALE | DATA SOURCE |
|---|--|--|---|
| Encourage water conservation | Per capita residential water consumption | Measures intensity of water consumption, which may support conservation efforts and programs. | Water metering; or total water consumed divided by population |
| Use best practices in stormwater and wastewater management | Streams water quality index | Measures water quality, which relates to the ability to support appropriate infrastructure. | Water Quality Index Calculator |
| Reduce, divert and manage solid waste to achieve target of zero waste | Amount of solid waste landfilled, per capita | Measures overall waste reduction performance by the amount of waste going to landfill compared to previous years. | Public Works data review |
| Reduce the amount of environmentally hazardous substances and waste. | Hazardous waste generated in tonnes | Measures amount of waste generated annually, which relates to the performance of current waste reduction programs or new programs where necessary. | Landfill composition sample |





CULTURE AND IDENTITY

AN INCLUSIVE, EQUITABLE AND VITAL COMMUNITY WITH A STRONG, LOCAL CULTURAL IDENTITY.

Ladysmith is an exceptionally engaged community with tremendous community spirit that is evident in every aspect of the local lifestyle - from simply spending a day at Transfer Beach, to browsing through the boutiques of the iconic heritage downtown, to delighting in any one of the Town's famous festivals that draw thousands and are orchestrated almost entirely by volunteers.

As with several other Vancouver Island communities, Ladysmith's cultural identity is very much tied to its coastal surroundings and vibrant local arts sector, with the added dimension of a rich and defining heritage ambiance.

6

CULTURE AND IDENTITY

OBJECTIVES

- » Support and promote Ladysmith's arts and cultural events and facilities;
- » Preserve and enhance Ladysmith's built heritage;
- » Promote ongoing volunteerism through support and recognition of community events and organizations.

PRIORITY ACTION ITEMS

1. Expand existing spaces and programming for arts-based groups and activities;
2. Review the Town's Heritage Strategic Plan to align it with the Sustainability Vision outcomes, particularly regarding the preservation and enhancement of the character and experience of First Avenue;
3. Review and update the 2011 Community Resources listing on the Town's web site to connect the community with volunteer/service opportunities.
4. Enhance public art and experience.

LONGER-TERM ACTION ITEMS

1. Develop a Volunteer Stewardship Strategy to create a central volunteer support network that reduces "re-inventing of wheels", supports the production of public events in a consistent manner, connects organizers with interested volunteers, and connects schools and youth into the volunteer system.
2. Develop a Public Art Strategy to profile and celebrate the artists in Ladysmith, and generally raise the profile and celebration of art in the community.



Town of Ladysmith arts programs

MEASURING PROGRESS

The following table outlines suggested indicators for use in monitoring Ladysmith's performance in the nurturing culture and identity.

| OBJECTIVE | INDICATOR | RATIONALE | HOW TO MEASURE |
|---|---|--|--|
| Encourage greater participation and appreciation of Ladysmith's arts and cultural events and facilities | Percentage of residents actively participating in public celebrations | Measures the level of community engagement in social and cultural events, which supports planning for future events. | Resident survey; Parks, Recreation & Culture statistics |
| Preserve and enhance Ladysmith's built heritage | Number of heritage buildings in various states of repair (excellent, fair, poor); Number of heritage buildings restored | Measures heritage buildings restored, which relates to the preservation of the Town's heritage and identity. | Demolition and Building permits; Community Heritage Register |
| Enhance support to Ladysmith's diverse arts, cultural and heritage venues and events | Dollars spent to provide cultural services | Measures the level of service delivery to meeting public demand for culture services and programming | Resident survey; program statistics |
| | Value of arts grants distributed (\$ per resident) | Measures the level of funding availability to adequately address public demand for cultural services | Grants funding provided (\$) |



Leisure pool at the Frank Jameson Community Centre



PUBLIC HEALTH AND SOCIAL DEVELOPMENT

FOSTERING THE PHYSICAL AND SOCIAL HEALTH OF RESIDENTS

A community with sustainable public health is one in which individuals are able to meet their basic needs (food, affordable housing, employment/income, healthcare, safety & security), as well as their personal goals, such as education, skill development, improved mental or physical health, social engagement, etc. Fostering the physical and social health of a community is no simple task - it takes a myriad of organizations working together to improve systems and environments that influence health related behaviours. Much of this work is outside of the realm of traditional municipal services and infrastructure, yet local governments have a key role to play in identifying and addressing local public health challenges, and organizing/maximizing community assets and resources in response.

The 2011 completion of the LEED Gold Community Services Centre on High Street in partnership with the Ladysmith Resources Centre Association, Ladysmith Seniors Centre Society and the Boys & Girls Club is a shining example of a collaborative initiative that will have a lasting, positive impact on the health and well-being of the community.

One of the more conventional ways in which the Town of Ladysmith promotes the physical and social well-being of residents is through recreation facilities and programs. Ladysmith's Frank Jameson Community Centre offers an array of health and fitness programs for residents of all ages. Ladysmith also operates Aggie Hall, a multi-purpose community space, which hosts a number of community-based groups.

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PUBLIC HEALTH AND SOCIAL DEVELOPMENT

OBJECTIVES

- » Improve the physical and social well-being of Ladysmith residents
- » Improve access to affordable housing

PRIORITY ACTION ITEMS

1. Actively participate in the Cowichan Communities Health Network to improve the overall health and well-being of the broader region;
2. Improve engagement with residents about recreational facilities and programming through social media and outreach activities;
3. Conduct a community recreational needs assessment & gap analysis.

LONGER-TERM ACTION ITEMS

1. Develop ways to ensure that affordable housing is included in new developments to maintain social diversity and balance in new areas;
2. In partnership with the Vancouver Island Health Authority, redesign the Primary Health Centre and improve daycare services and elderly support.



Ladysmith Family and Friends (LaFF) program at Aggie Hall



Ladysmith Golf Course

MEASURING PROGRESS

The following table outlines suggested indicators for use in monitoring Ladysmith’s performance in promoting public health and social development.

| OBJECTIVE | INDICATOR | RATIONALE | HOW TO MEASURE |
|---|--|---|---|
| Improve physical and social well-being of Ladysmith residents | Percentage of population who take part in an activity at a recreation centre at least once a month | Measures the levels of use of specific facilities, programs and services. | Resident survey or facility user data |
| | Percentage of residents actively participating in sports using community facilities | | |
| Improve access to affordable housing | Number of individuals in Core housing need | Measures individuals who spend a larger portion of their income on housing. Core housing need is generally described as adequate and suitable shelter than can be obtained without spending 30% or more of before-tax household income. | Affordability index; Census data (may need special request) |



Lizavak Tours - Rentals - Sales

99



ECONOMIC DEVELOPMENT

FOSTERING A HEALTHY, RESILIENT AND ENVIRONMENTALLY RESPONSIBLE LOCAL AND REGIONAL ECONOMY

Ladysmith is fortunate to be located in a highly desirable location on southern Vancouver Island. Its mild climate and proximity to major urban centres and transportation networks makes it a natural choice for a business seeking a high quality of life in a well-connected, strategic location. The Town recognizes, however, that the community's natural appeal must be augmented by forward-thinking policies, strategies and programs designed to strengthen the local and regional economy.

Ladysmith has introduced several innovative programs in recent years to diversify the economy, improve efficiencies and position itself as a destination of choice for business. In 2011, the Town won the 'Most Small Business Friendly Community Award' from the B.C. Small Business Roundtable for leading initiatives such as the Town's tax exemption revitalization programs, streamlining of business-related approvals and permitting processes, improvements to business support services, and unique "shop local" strategies, including the 10% Shift Campaign.

The work of the Ladysmith Economic Development Partnership (Town, Chamber, LDBA, SFN) and the Cowichan Region Economic Development Commission (CREDC) supports growth in each of the targeted sectors identified in Ladysmith's economic development strategy, including professional/knowledge-based businesses; green industries, marine-related business; wood products and manufacturing; tourism; and, food and beverage processing.

8

ECONOMIC DEVELOPMENT

OBJECTIVES

- » Support thriving and diverse local, independent businesses;
- » 'Green the Economy' by supporting local businesses to make environmentally responsible improvements in their operations;
- » Ensure stable, long-term employment for Ladysmith residents;
- » Increase tourist visits and spending.

PRIORITY ACTION ITEMS

1. Develop business and retention action plans for each of the target sectors identified in the Economic Development Strategy with support of CREDC;
2. Expand the 10% Shift "buy local" program, possibly through the use of a pledge drive and mailing list;
3. Continue working on the "Partnership for an Economically Diverse Community" with the Chamber of Commerce, Downtown Business Association and Stz'uminus First Nation;
4. Promote the opportunity for local businesses to calculate their carbon footprint and become carbon neutral through the Community Carbon Marketplace;
5. Support building the green economy;
6. Support efforts of the Ladysmith Maritime Society to expand visitor moorage at the community marina and coordinate with CREDC on efforts to expand hotel accommodations in the Region.

LONGER-TERM ACTION ITEMS

1. Update the Town's Economic Development Strategy.
2. Explore opportunities for an eco-industrial project for a new industrial park at South Ladysmith.
3. Continue to support home-based businesses, which eliminate daily commutes and reduces GHG emissions.
4. Develop, support and promote eco-tourism business possibilities within the community.

**How important is your community to you?
Because.....where you spend your money does matter.**



Ladysmith 10% Shift

Ladysmith promotes the "Ten percent shift" campaign, which urges residents to support local businesses

MEASURING PROGRESS

The following table outlines suggested indicators for use in monitoring Ladysmith's performance in building a sustainable economy.

| OBJECTIVE | INDICATOR | RATIONALE | HOW TO MEASURE |
|---|---|---|--|
| Business Diversity | Number of businesses; percentage of businesses in target growth sectors | Measures overall growth, as well as growth within key sectors areas identified as supporting Ladysmith's long-term economic stability | Business licence data |
| More money spent at local, independent businesses | Local spending (residents only) | Measures dollars spent by local residents in order to understand the degree of 'economic leakage' or dollars being spent outside of Ladysmith | Resident survey; visitor questionnaire |
| Increase in tourist visits | Visits by tourists at visitor's centre and overnights visitor stays at marina | Measures aggregate data of visitors arriving via the Town's visitor centre and the marina. | Visitor centre questionnaire |



Donation of locally grown food to Ladysmith food bank



LOCAL FOOD AND AGRICULTURE

A LOCALLY FOCUSED SUSTAINABLE FOOD SYSTEM

Although traditionally managed by federal and provincial agencies, there is a growing recognition that local government food policies and programs can significantly affect the ways that people in communities produce, obtain, consume and dispose of their food.

Ladysmith continues to develop a locally focused sustainable food system with policies and programs designed to:

- » facilitate local opportunities to grow, process and sell food;
- » support the 'greening' of local food production, including banning the use of pesticides;
- » ensure accessibility to nutritious and affordable food;
- » connect residents and visitors to Cowichan Valley and Vancouver Island food producers;
- » celebrate local food, agriculture and cuisine;
- » divert food waste from landfill disposal; and,
- » provide information and education on sustainable food systems.

Ladysmith has made tremendous progress with the development of the local food system to date, including the 2011 construction of new community gardens on High Street; provision of space at Transfer Beach for the seasonal Ladysmith Farmers Market; planting of fruit and vegetables in the gardens at various municipal facilities for donation to the local Food Bank; and, the 2006 implementation of the Town's provincial and national award-winning curbside organics collection program.

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LOCAL FOOD AND AGRICULTURE

OBJECTIVES

- » Increase opportunities for local food production, processing, retail and celebration.
- » Support the connection of local restaurants to local food producers.
- » Promote the inclusion of community gardens in new developments.
- » Support education and awareness of sustainable food systems and issues through festivals, events, and consumer campaigns.

PRIORITY ACTION ITEMS

1. Develop a community food strategy that links the various partners and stakeholders in the local food system in order to streamline efforts and pool resources to promote local food to restaurants and consumers;
2. Make local food available in municipal facilities and at community events;
3. Integrate agricultural opportunities in land use plans, including the update to the Zoning Bylaw.

LONGER-TERM ACTION ITEMS

1. Host food workshops, including training for local growers and producers on how to market and sell their products to retail stores and restaurants.
2. Facilitate and encourage food sharing – for example, match property owners with extra yard/garden space with interested gardeners, coordinate pick-up of surplus fruit and vegetables for donation to the Food Bank, etc.
3. Support the efforts of community partners to strengthen the local food system, wherever possible.



Community garden

MEASURING PROGRESS

The following table outlines suggested indicators for use in monitoring Ladysmith's performance in supporting local food and agriculture.

| OBJECTIVE | INDICATOR | RATIONALE | HOW TO MEASURE |
|--|------------------------|--|-----------------|
| Increase opportunities for local food production, processing, retail and celebration | Spending on local food | Local food spending is an important measure of community resilience and a proxy for the general level of support for the local economy | Resident survey |



10

LEADERSHIP AND PARTNERSHIPS

ENGAGE AND COLLABORATE WITH KEY PARTNERS, STAKEHOLDERS AND RESIDENTS IN THE IMPLEMENTATION OF THE SUSTAINABILITY PLAN

The Town can do a lot to achieve the goals and action items outlined in this plan, but there are also limits to the municipality's resources and sphere of influence. All communities need strong and effective partnerships to become sustainable in the face of significant challenges such as climate change, declining resources, environmental strain, population growth and aging demographics. Together, we are facing significant challenges in the years ahead, which will require us to think, act and work more collaboratively than ever before. Everyone has a role to play and an important contribution to make – what we achieve today will determine the quality of our tomorrow. The Town is committed to implementing the actions within its jurisdiction. Key partners include other levels of government, community organizations, local businesses, and residents. If you haven't already done so, we warmly encourage and invite you to join us in our shared journey to sustainability.

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LEADERSHIP AND PARTNERSHIPS

OBJECTIVES

- » Engage key partners and residents in the implementation of the Ladysmith Sustainability Action Plan;
- » Engage with the Stz'uminus First Nation on local sustainability and economic development initiatives;
- » Leverage support and funding from the provincial and federal governments for sustainability action items, particularly with respect to upgrading and/or replacement of infrastructure;
- » Continue to collaborate with local partners and community organizations on sustainability issues and opportunities as they arise.

PRIORITY ACTION ITEMS

1. Publish the Ladysmith Sustainability Action Plan to the municipal web site and develop a reporting tool to measure and share results/progress with the community;
2. Promote engagement in the implementation of the Ladysmith Sustainability Action Plan through presentations to community partners, volunteer groups, community/neighbourhood associations etc.;
3. Continue implementing opportunities for shared infrastructure and servicing with the Stz'uminus First Nation.

LONGER-TERM ACTION ITEMS

1. Support regional collaboration where it serves the greater good and promotes the long-term sustainability of the broader Cowichan Valley.
2. Seek opportunities to leverage more efficient use of community facilities and resources, similar to the Community Services Centre.
3. Pursue funding opportunities, as applicable/available, to advance the implementation of more costly aspects of the Sustainability Action Plan, including transportation initiatives and the greening of municipal infrastructure.



Town of Ladysmith and Stz'uminus First Nation signing Naut'sa mawt Community Accord

The following table outlines suggested indicators for use in monitoring Ladysmith's performance in encouraging efficient, effective and supportive governance.

| OBJECTIVE | INDICATOR | RATIONALE | HOW TO MEASURE |
|---|--|--|--|
| Actively engage regional partners and stakeholders in planning and decision-making for sustainability initiatives. | Number of sustainability initiatives completed with partners and stakeholder organizations | Measures sustainability initiatives completed with specific stakeholders to show which groups have been actively engaged with the Town | Report in Annual Report |
| Actively engage citizens in community building, planning and decision-making | Number of residents participating in public events; visitors to Town website (Sustainability webpages) | Measures level of civic engagement, and level of usefulness of website | Resident survey; website visitor count. Advisory Commission Meetings |
| Continue to promote the efficient and effective management of municipal services with the goal of continuous improvement of long-term fiscal sustainability | Completion of annual sustainability report (Yes/No) | Provides timely feedback to Town Council, staff and residents on sustainability performance | Report in Annual Report |

Appendix 1: Implementation Table

| | PRIORITY ACTIONS | LEAD DEPARTMENT | KEY PARTNERS | COST* |
|--------------------------------------|---|-------------------------|---|--------|
| Growth and Development | Infill strategies | Development Services | | \$ |
| | Waterfront Planning | Development Services | | \$\$\$ |
| | Downtown Plan | Development Services | | \$\$ |
| Transportation | Master Transportation Plan | Infrastructure Services | Development Services; PRC | \$ |
| | Pedestrian Improvements | Infrastructure Services | Development Services; PRC | \$\$\$ |
| Energy and Emissions | Energy, Emissions and Renewables Action Plan | City Manager | Development Services; Infrastructure Services | \$ |
| | Green Building Certification Standards | Infrastructure Services | Development Services | \$ |
| | Promote Incentive and Rebate Programs | Financial Services | Corporate Services | \$ |
| | Green Municipal Fleets | Infrastructure Services | Finance | \$ |
| Green and Natural Systems | Riparian Area Protection | Development Services | | \$ |
| | Harbour Remediation and Holland Creek Restoration | City Manager | Province of BC | \$\$ |
| Water and Waste Systems | Zero Waste Strategy | Infrastructure Services | CVRD | \$ |
| | Liquid Waste Management Plan | Infrastructure Services | | \$\$\$ |
| | Environmental Education Campaign | Corporate Services | | \$\$ |
| Culture and Identity | Art Centre and Artisan Support | PRC | Arts Council | \$ |
| Public Health and Social Development | Increased Recreational Opportunities | PRC | | \$ |
| Economic Development | Strategic Industry Promotion | Development Services | CoC; LDBA; Stz'uminus First Nation | \$ |
| | Buy Local Campaign | Development Services | CoC; LDBA | \$ |
| Leadership and Partnerships | Engage Stz'uminus First Nation | City Manager | Stz'uminus First Nation | \$ |
| | Improve Town Website | Corporate Services | | \$ |

*\$ = <50K; \$\$ = \$50-100K; \$\$\$ = >\$100K

Acronyms: PRC = Parks, Recreation & Culture; CVRD = Cowichan Valley Regional District; CoC = Chamber of Commerce; LDBA = Ladysmith Downtown Business Association

Appendix 2: Public Engagement

THE PROCESS

To develop the Sustainability Action Plan the Town of Ladysmith engaged the services of a consulting team (HB Lanarc-Golder Sustainable Communities) to hold workshops with staff, stakeholders, and community residents. During these workshops, participants identified key priorities and directions and explored how to work together on common initiatives.

Four workshops were held during the process:

1. Action Team Launch Workshop – June 27, 2011

The Action Team¹ consists of local and regional stakeholders active in Ladysmith. The workshop focused on strengthening relationships and identifying areas of collaboration on common sustainability initiatives. An outcome of the workshop was an inventory of the current and planned sustainability initiatives/actions by the Town and the Action Team members (see Appendix A for Action Team terms of reference, bound separately).

2. Public Celebration – September 12, 2011

As a way to introduce the project publicly, the Town hosted a Public Celebration event, which was attended by over 50 participants. The event celebrated the sustainability successes and initiatives by the Town, stakeholders, and community residents. It also focused on future initiatives, asking participants to identify their top priorities for action and what is needed to achieve them. These ideas were recorded and used to develop the strategic goals found in this document. Community priorities were ranked according to high, med, and low as shown in Appendix B, bound separately.

3. Sustainability Action Plan Goals and Action Workshop – January 30, 2012

In a workshop with Town staff and the Action Team members, participants discussed ways to collaborate on common sustainability goals, actions and potential projects. Key outcomes included:

- » Identification of common goals and sustainability initiatives;
- » Identification of potential collaborative projects; and
- » Mutual agreement to work together to share resources and collaborate on future projects.

Results are summarized in Appendix C, bound separately.

4. SAP Monitoring and Reporting Staff Workshop – January 30, 2012

This workshop explored the value of sustainability reporting and integration within the Town's reporting requirements and protocols. In addition, staff identified indicators for monitoring the performance of the goals and objectives within the SAP.

¹The Action Team members consisted of the following government agencies and local organizations: BC Assessment, BC Hydro, BC Transit, Cowichan Valley Regional District, FortisBC, Ladysmith Downtown Business Association, Ladysmith Chamber of Commerce, Ladysmith Employment Assistance Society, Ministry of Energy and Mines, Ministry of Jobs Tourism and Innovation, Vancouver Island Health Authority, Stz'uminus First Nation, Western Forest Products, School District 68, Ministry of Environment, Regional District of Nanaimo.



LADYSMITH



Town of Ladysmith
Sustainability Action Plan
2013 – 2016
Public Engagement Appendices

Appendix A

Community Sustainability Implementation Plan **Action Team Terms of Reference** **“Roles and Responsibilities”**

Town of Ladysmith



Submitted to:

The Town Ladysmith
410 Esplanade, PO Box 220
Ladysmith, BC V9G 1A2

Submitted by:

Golder Associates Ltd.
200 – 420 Hastings Street West
Vancouver, BC V9R 5B3
www.Golder.ca

Introduction

The Town of Ladysmith recognizes the importance of becoming more sustainable, resilient, and adaptable, so we are leading collaborative development of a Community Sustainability Implementation Plan (CSIP). Over the next 6 months, the CSIP project will engage three key groups: the Town; other organizations; and the community at large.

The project will:

- Measure Progress against big-picture sustainability outcomes;
- Plan by setting medium and long-term targets, and working together on actions to reach them;
- Enable Action by the Town, other organizations, and the community over the long term.

The Sustainability Action Team will help to co-create the CSIP and ensure that the plan has appropriate expectations and outcomes, and is implementable. The following describes the purpose, roles and responsibilities of Action Team members.

Purpose of the Action Team

- To contribute to the development of the CSIP.
- To enable the CSIP to integrate action from the full range of agencies influencing the sustainability of Ladysmith.
- To ensure proper alignment between the goals, objectives and targets of the Sustainability Plan and agency actions, where applicable.
- To demonstrate support for the process of developing the Sustainability Implementation Plan.
- To set the foundation for agencies to work with the Town to explore next steps and responsibilities once the Sustainability Plan has been adopted.

Composition of the Action Team

Members of the Action Team should be capable of incorporating the elements of the CSIP into their organization and manage staff to ensure that specific sustainable actions are reported on and monitored regarding performance. Action Team members should be able to:

- Incorporate elements of the CSIP into their organization's operations.
- Manage staff to ensure the effective reporting and monitoring of the Plan's actions.
- Operate as a liaison between the Town of Ladysmith and their organization.
- Inspire staff to become excited about the CSIP.

Roles & Responsibilities of Action Team Members

- To promote the goals and objectives of the CSIP within your organization.
- To attend and participate in the ½ day **Action Team launch** workshop, anticipated for mid-May.
- To **Inventory** all relevant current initiatives from your organization and identify indicators you are currently measuring.
- To attend and participate with the Town as hosts in the **Public Celebration Launch** event (½ day or evening, anticipated for June).
- To promote and invite local stakeholders to attend the Public Celebration event.
- To attend and participate in the 1-day **Goals, Targets, Indicators and Actions workshop**, anticipated for June.
- To assist in the refinement of interim targets developed in that workshop to ensure the appropriate alignment with planned actions (i.e., connecting actions to what we want to measure for performance).
- To attend and participate with the Town as hosts in the ½ day or evening **Public Review Meeting**, connecting to community members as individuals who may implement important elements of the Sustainability Plan.
- To attend the ½ day **Implementation and Decision Making Workshop** (anticipated for early September) to provide strategic management advice on how best to integrate goals, indicators and targets with budgets, strategic plans, capital plans and other management cornerstones. In addition, the Action Team may help establish decision-making criteria to ensure that the Town's operational decisions are in close alignment with the objectives and directions of the Sustainability Plan.
- To attend and participate in the ½ day **Monitoring and Reporting Workshop** (anticipated for early September).
- To review and provide feedback on the monitoring and reporting framework.
- To review the **Draft Sustainability Implementation Plan** and provide feedback to guide refinements.

Appendix B

Community Sustainability Implementation Plan **Public Celebration Summary Report**

Town of Ladysmith

October 4, 2011



Sustainable
Communities

Submitted to:

The Town Ladysmith
410 Esplanade, PO Box 220
Ladysmith, BC V9G 1A2

Submitted by:

Golder Associates Ltd.
200 – 420 Hastings Street West
Vancouver, BC V9R 5B3
www.Golder.ca



Public Celebration Event - Sept 12, 2011. Aggie Hall, Ladysmith, BC

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Appendix A: Transcription of Public Results

1. Workshop Overview

The Town of Ladysmith recognizes the importance of becoming more sustainable, resilient and adaptable and is therefore developing a **Community Sustainability Implementation Plan (CSIP)**. In 2008, the community was heavily involved in developing the Town’s Sustainability Vision and it is essential that they are involved in the CSIP to implement the vision.

Over the next six months, the CSIP project will engage three key groups: the Town, stakeholder organizations and the community at large. Figure 1.0 shows the project’s four key phases and major engagement initiatives. The project will:

- **Measure Progress** against big-picture sustainability outcomes;
- **Plan** by setting medium and long-term targets, and working together on actions to reach them;
- **Enable Action** by the Town, stakeholder organizations, and the community over the long-term.

The project aims to do this for all three key groups:

- For **the Town** it will clarify linkages to strategic planning and decision-making;
- For **stakeholder organizations** (and the Town) it will set a foundation for on-going coordination and collaboration; and
- For **the community** it will create simple ways for community members to coordinate their efforts and to talk to each other about what they are doing to support sustainability, and will start them off.

The CSIP project will accomplish 3 streams of work:

- Measure Progress
- Plan Together
- Enable Action



Figure 1.0 – Project Flowchart



1.1. PUBLIC CELEBRATION

As a way to introduce the project publicly, the Town hosted a Public Celebration event on September 12, 2011 at Ladysmith's Aggie Hall from 6 – 9pm. Over 50 participants attended including, Town staff, representatives from stakeholder organizations, and the general public.

At the event, we highlighted and celebrated current sustainability successes and initiatives by the Town, stakeholders, and the community at large. We then focused on planned and potential initiatives, with participants adding their initiatives to the list and then setting priorities. The result was a rich collection of feedback, summarized in this report.



The evening's discussion was divided into 5 topics. These topics are directly related to the major themes within the Town's vision and represent the five community "systems" that meet human needs. They include:

1. **Economic** – economic well-being
2. **Social & Cultural** – health and well-being
3. **Natural Environment** – ecological integrity
4. **Built Environment** (buildings & infrastructure) – efficient services and infrastructure
5. **Working Together** (governance) – empowerment, partnerships and responsibility

1.2. WORKSHOP FORMAT

The evening was divided into three parts:

- **Introduction and background** – In order to explain why the CSIP is important and how it links to the Town's Sustainability Vision, Mayor Rob Hutchins and Mark Holland (workshop facilitator) presented on the Town's current sustainability successes as well as those by community at large and stressed the importance of working together to create the implementation plan.
- **Small Group Breakout Sessions** – These sessions were organized according to the 5 topics above. In the interest of time, participants were asked to choose their top three topics and attend those sessions. Each session was moderated by a facilitator working with groups of 8 – 15 people.



At each table two posters displayed sustainability successes and planned activities in the form of strategic actions by the Town of Ladysmith and the Action Team organizations.¹ Participants:

- **Expanded the Inventory of Initiatives** – What else is going on in Ladysmith on this topic?
 - **Prioritized Actions** – If you were going to focus on 2 of the planned actions, what would they be?
 - **Considered Actions of Their Own** – What can you do at home / work / play? What would help you take action to accomplish these things?
-
- **Plenary Reporting Back** – Reporting back allowed the participants who could not attend all 5 sessions to hear the other group’s findings. Each table reported on their top 5 priority areas and directions for action for each area.



The highlights for each topic area are listed beginning on the next page. For a complete record of the results see Appendix A.

1.3. NEXT STEPS

Next steps in the Community Sustainability Implementation Plan (CSIP) will be to work with the Town and the Action Team members to review the public feedback and establish draft goals, targets and indicators. This work will lead to the development of a draft framework for the Plan that will establish a strategy to measure progress against sustainability goals; plan by setting medium and long-term targets; engage key stakeholder organizations and the community at large on actions to achieve these goals, and enable action by the Town, stakeholder organizations and the community over the long-term.



¹ The Action Team consists of the following organizations: BC Assessment, BC Hydro, BC Transit, Chamber of Commerce, CVRD, Employment Navigators, FortisBC, LDBA, Ministry of Energy and Mines, Ministry of Jobs, Tourism and Innovation, Town of Ladysmith, VIHA, Western Forest Products.

2. Workshop Highlights

The following highlights describe what the public said about what else is going on in Ladysmith regarding sustainability, top priorities, and directions for action for each of the five topic areas: economic, social & cultural, natural environment, built infrastructure, and working together. Priorities are indicated by the number of votes an action received from participants. Items listed as *potential* are the strategic actions found in the Town’s Sustainability Vision. *Planned* items are future actions that the Town is proposing.



2.1. ECONOMIC

KEY SUCCESSES

- Business development, expansion and diversification of businesses, and Business Improve Areas (BIA)
- Economic marketing campaign (tourism, sports, marine tourism)
- Increase in community collaboration (support networks, volunteerism)
- Local community events
- Mixed use development (residential/commercial)
- Youth employment, skills & capacity development
- Attract businesses
- Local economic business partnerships

TOP PRIORITIES FOR ACTION

Under the category of economic, the top priorities as voted by the public for strategic actions include:

| Strategic Actions | | Your Priorities |
|--|-----------|-----------------|
| Engage youth in small business development & employment strategies (EN) | Planned | 8 |
| Updated Economic Development Strategy (ToL) | Planned | 8 |
| Develop strategies for small business owners & engage in success planning (EN) | Planned | 7 |
| Promote eco-tourism (ToL) | Potential | 7 |
| Continue to support local business growth & economic development (LDBA) | Planned | 6 |
| Attract green business (ToL) | Potential | 6 |

Additional Ideas for Action:

- Promote local business growth
- Focus on tourism economy / infrastructure
- Develop regional transportation links

WHAT CAN YOU DO AT HOME / WORK / PLAY?

Key Themes:

- Recycle
- Support local business economy
- Increase social networks and opportunities to work together
- Support downtown beautification
- Tourism marketing
- Partnerships



WHAT WE NEED TO TAKE ACTION TOGETHER?

Key Themes:

- Attract funding and investment to achieve economic goals & training
- Develop an action plan and implement it
- Continue public outreach and Education
- Improve connections (pedestrian, transit) both regionally and with the Town
- Attract people to downtown

2.2. SOCIAL AND CULTURAL

KEY SUCCESSES

Key Themes:

- Initiatives and programs for seniors
- Festivals and performances
- Local arts and culture programs
- Shop locally campaigns



TOP PRIORITIES FOR ACTION

Under the category of social and cultural, the top priorities as voted by the public for strategic actions include:

| Strategic Actions | | Your Priorities |
|---|-----------|-----------------|
| Support programming for arts (ToL) | Potential | 17 |
| Rejuvenate and expand public space (ToL) | Potential | 7 |
| Explore development of spaces for youth (ToL) | Potential | 6 |
| Increase affordable housing in all new developments (ToL) | Potential | 6 |
| Develop stronger relationships with Stz'uminus First Nation (ToL) | Potential | 5 |
| Host food workshops & training (ToL) | Potential | 5 |

WHAT CAN YOU DO AT HOME / WORK / PLAY?

Key Themes:

- Support arts and culture
- Engage in volunteer opportunities

WHAT WE NEED TO TAKE ACTION TOGETHER?

Key Themes:

- Support development of infrastructure to support arts and culture

2.3. NATURAL ENVIRONMENT

KEY SUCCESSES

Key Themes:

- Community groups (Community gardening, green team, friends of parks, Holland Creek, watershed protection)
- Community gardening, planting trees
- Environmentally conscious practices (recycling, water conservation, water efficient parks/fields)
- Support for protection of environmentally sensitive areas (marina, Holland Creek)

TOP PRIORITIES FOR ACTION

Under the category of natural environment, the top priorities as voted by the public for strategic actions include:

| Strategic Actions | | Your Priorities |
|---|-----------|-----------------|
| Explore expansion of protected areas (ToL) | Potential | 18 |
| Explore environmental restoration of harbour and Holland Creek (ToL) | Potential | 13 |
| Develop integrated greenways plan, linking recreational spaces, pedestrian paths, while protecting wildlife corridors (ToL) | Potential | 11 |
| Complete stage 3 of LWMP (ToL) | Planned | 6 |
| Ensure sufficient amount of open space is publicly owned and accessible (ToL) | Potential | 5 |
| Develop pesticide / herbicide free bylaws (ToL) | Planned | 4 |

WHAT CAN YOU DO AT HOME / WORK / PLAY?

Key Themes:

- Reduce water and energy consumption
- Support protection and enhancement of wildlife habitat (e.g., Holland Creek)
- Retrofit homes to energy efficient standards
- Promote community gardening in new areas of town
- Support new business development

WHAT WE NEED TO TAKE ACTION TOGETHER?

Key Themes:

- Improved access to information about key issues via the Town's website
- Education and awareness on key issues affecting the Town

2.4. BUILT ENVIRONMENT (BUILDINGS AND INFRASTRUCTURE)

KEY SUCCESSES

Key Themes:

- Increase of mixed-used development
- Water restrictions
- Multi-use and bike paths
- Green infrastructure (solar panels, etc.)
- Home based businesses
- Encouragement of alternative energy
- Energy efficient infrastructure
- Fuel efficient vehicles
- Density issues / building height
- Increase in local shopping, dining
- Development of green infrastructure and energy efficient standards
- Community gardening

TOP PRIORITIES FOR ACTION

Under the category of built environment, the top priorities as voted by the public for strategic actions include:

| Strategic Actions | | Your Priorities |
|--|-----------|-----------------|
| Explore densification in downtown core and new developments (ToL) | Potential | 20 |
| Explore appropriate waterfront development (ToL) | Potential | 13 |
| Explore partnerships with the ICF regarding passenger trail transportation & appropriate land use along the corridor (ToL) | Potential | 10 |
| Encourage mixed-used development (i.e., commercial & residential) (ToL) | Potential | 6 |
| Develop strategies to support infill development in the downtown (ToL) | Potential | 5 |
| Explore retrofitting existing areas (ToL) | Potential | 5 |

Additional Ideas for Action:

- Develop green building standards
- Host green building workshops & create green retro fit guides, etc
- Encourage mixed-used development through developer incentives
- Develop integrated greenway network

WHAT CAN YOU DO AT HOME / WORK / PLAY?

Key Themes:

- Develop partnerships with the Town, green building suppliers, funding agencies
- Develop Green building standards
- Host green building educational workshop (retro fit guides, etc)

WHAT WE NEED TO TAKE ACTION TOGETHER?

Key Themes:

- Develop strategic partnerships with key organizations
- Engage in more public outreach/communication
- Educate youth about sustainability
- Create compact, complete neighbourhoods

2.5. WORKING TOGETHER

KEY SUCCESSES

Key Themes:

- Community engagement good, but residents want to be more informed
- Community partnerships
- Support community economic development

TOP PRIORITIES FOR ACTION

Under the category of working together, the top priorities as voted by the public for strategic actions include:

| Strategic Actions | | Your Priorities |
|--|-------------|-----------------|
| Review regional transit service to increase efficiency (BCT) | Planned | 15 |
| Improve Town's website to increase visits (ToL) | In Progress | 11 |
| Host 2 Town Hall Meetings annually (ToL) | In Progress | 5 |
| Ensure public is well engaged & informed regarding the civic election in November 2011 (ToL) | In Progress | 5 |
| Explore 24 hour policing (CoC) | Planned | 3 |

Additional Ideas for Action:

- Create more opportunities for public participation

WHAT CAN YOU DO AT HOME / WORK / PLAY?

Key Themes:

- Become more engaged in local government affairs and community issues
- Support public transit and regional transit
- Conserve water

WHAT WE NEED TO TAKE ACTION TOGETHER?

Key Themes:

- Collaboration with local government and community outreach organizations
- Development of a Citizen's Action Plan Strategy – how can people become involved?
- Support for Trail development

Appendix A: Transcription of Public Results

(Public Celebration Event Sept 2011)

Town of Ladysmith Community Sustainability Implementation Plan

Public Celebration - Transcription of Public Results

Sept 19, 2011

ECONOMIC

Group 1: Economic – Successes

| Strategic Actions | Status |
|---|-------------|
| Promote buy local campaign (ToL) (LDBA) | In Progress |
| Develop Economic Development Strategy (ToL) (LDBA) (MoJTI) | In Progress |
| Explore “green” incentives Development Cost Charges (ToL) | In Progress |
| Improve quality of online BC assessment data (BCA) | In Progress |
| Develop BC Transit Service Plan (BCT) | Completed |
| Explore small business development and skills training (EN) (LDBA) | In Progress |
| Develop a students helping seniors program to gain employment exp. (EN) | Completed |

Additional ideas for Action:

- Initiate EDC/EC meetings.
- Promote and develop train station as future visitor Information Centre – fundraising initiatives – Chamber. Get the train back on the track?
- Continue “Super Committee” meetings.

What else is going on in Ladysmith on this topic?

- New business coming to town.
- Local Business Directory of services – to do.
- 10% shift – joint LDBA, Town, Chamber.
- Neighbourhood potlucks/block party – South Davis Road – feast and networking.
- Youth-led business proposals thru LRCA
- Joint Chamber meetings in the Cowichan – one voice.
- Tourism promotion.
- Sport tourism with new field.
- BIA for Ladysmith (to consider)
- Continuous collaboration eg. Business after business, socials and seminars.
- Airport expansion.
- 49th Parallel Grocery Expansion – upscale, boutique store.
- Success of LMS and more in marine tourism.
- Downtown residential development.

Key Themes:

- Business development, expansion and diversification of businesses, and Business Improve Areas (BIA)

- Economic marketing campaign (tourism, sports, marine tourism)
- Increase in community collaboration (support networks, volunteerism)

Group 1: Economic – Planned Activities

| Strategic Actions | | Your Priorities |
|--|-----------|-----------------|
| Develop strategies for small business owners & engage in success planning (EN) | Planned | 6 |
| Engage youth in small business development & employment strategies (EN) | Planned | 5 \ 1 special |
| Updated Economic Development Strategy (ToL) | Planned | 4 \ 1 special |
| Continue to support local business growth & economic development (LDBA) | Planned | 4 |
| Promote eco-tourism (ToL) | Potential | 3 |
| Host green tourism workshops (ToL) | Potential | 0 |
| Attract green business (ToL) | Potential | 0 |
| Explore green industrial park (ToL) | Potential | 0 |
| Explore home based businesses (ToL) | Potential | 0 |
| Provide business licence data to Economic Development Cowichan (ToL) | Planned | 0 |
| Develop user friendly economic development guides for business (ToL) | Planned | 0 |
| Dialogue with Ladysmith to improve property assessment services (BCA) | Planned | 0 |
| Complete Labour Market Projection (EN) | Planned | 0 |

Additional Ideas for Action:

- Locate locomotive on 1st Avenue

What can you do at home/ work/ play?

- Recycling Program in business and home. Money collected from dev recycling used to support charity. (Cancer research & SPCA).
- Volunteer support for recycling initiatives.
- Collaboration – continue this.
- Organize neighbourhood block parties.
- Use reusable coffee cup.
- Shop local.
- Get involved in 10% shift campaign! + 10% more...
- Flower baskets downtown.

Key Themes:

1. Recycle
2. Support local business economy
3. Increase social networks and opportunities to work together
4. Support downtown beautification

What we need to take action together?

- Funding.
- Training funds.
- Less talk, more action – develop, move on it!
- Chase one focus and we all work together.
- Continuing education, public forums, keeps giving the message so people can learn and come along.
- Encouragement.
- Use trolley.
- Working groups – action.
- Promote ‘plan’.
- Better connections between downtown and waterfront.
- Transit connections north and south to Ladysmith.
- Marketing outside Ladysmith (lifestyle).

Key Themes:

1. Attract funding and investment to achieve economic goals & training
2. Develop an action plan and implement it
3. Continue public outreach and Education
4. Improve connections (pedestrian, transit) both regionally and with the Town

Group 2: Economic – Successes

| Strategic Actions | Status |
|---|---------------|
| Promote buy local campaign (ToL) (LDBA) | In progress |
| Develop Economic Development Strategy (ToL) (LDBA) (MoJTI) | In Progress |
| Explore “green” incentives Development Cost Charges (ToL) | In Progress |
| Improve quality of online BC assessment data (BCA) | In Progress |
| Develop BC Transit Service Plan (BCT) | Completed |
| Explore small business development and skills training (EN) (LDBA) | In Progress |
| Develop a students helping seniors program to gain employment exp. (EN) | Completed |

Additional Ideas for Action:

- Think global – act local.
- Business will come here because it’s a great place to live.

What else is going on in Ladysmith on this topic?

- Support for LMS – Bringing boating community (trolley, 49th).
- Support for festivals (show and shine).
- Thursday night downtown (community sprit & ED).
- Encouraging residential above / business below (life work play).
- Facilitating & supporting development (ToFL).
- Career consulting services for all residents (EN).

- Blade runners program & high school carpentry, culinary arts – direct training programs.
- Promotion film.
- Branding Town as small town does good.
- Lots of support for art and music (culture) and heritage (trolley).
- Destination green supports green businesses.
- Solar promotion, etc.
- Bringing economic stimulus \$ to town (grants) – using local contractors.
- Promoting new business – business retention/ attraction (ToFL, LDCA Chamber).
- Marketing easier for business to make connections (ToFL).
- Welcome wagon.
- Focus areas – economic development (ToFL).
- Newcomers club.
- Student cards – buy local.
- Partnerships – LRCA – community led business.
- Leadership program.

Key Themes:

1. Local community events
2. Increase of mixed use development (residential/commercial)
3. Youth employment, skills & capacity development
4. Campaigns to attract new businesses
5. Local economic business partnerships

What can town do to help?

- Support civic pride – make sure it stays high.
- Promote places for people to stay when they get here/such as hotels, campgrounds.
- Ensure we all promote great customer service – good tell your friends, bad tell business.
- Need better signage for HC trail.
- Continue to work hard at working together.
- Continue to grow business – such as signage to business, instead of sandwich boards).
- Better access to town – show people where underpass signage.
- Use the highway – help people slow down and stop here.
- Promote route – biking and train station.
- Better maps (download on website).
- Get new website.
- Review “weedwacking” on waterfront (by public launch).
- Make easier ‘entry’ for questions.
- Pave road BC.
- Help with transportation from town to CVRD.

Key Themes:

1. Support tourism economy and relevant infrastructure
2. Explore regional transportation links (Nanaimo, Duncan, Victoria)
3. Develop strategy to attract, retain people to the downtown, tourism dollars
4. Support local business growth

Group 2: Economic – Planned Activities

| Strategic Actions | | Your Priorities |
|--|------------------|------------------------|
| Attract green business (ToL) | Potential | 6 |
| Promote eco-tourism (ToL) | Potential | 4 |
| Explore home based businesses (ToL) | Potential | 3 |
| Updated Economic Development Strategy (ToL) | Planned | 3 |
| Explore green industrial park (ToL) | Potential | 2 |
| Engage youth in small business development & employment strategies (EN) | Planned | 2 |
| Continue to support local business growth & Economic development (LDBA) | Planned | 2 |
| Develop user friendly economic development guides for business (ToL) | Planned | 1 |
| Develop strategies for small business owners & engage in success planning (EN) | Planned | 1 |
| Complete Labour Market Projection (EN) | Planned | 1 |
| Host green tourism workshops (ToL) | Potential | 0 |
| Provide business licence data to Economic Development Cowichan (ToL) | Planned | 0 |
| Dialogue with Ladysmith to improve property assessment services (BCA) | Planned | 0 |

What can you do at home/ work/ play?

- Promote places for places to stay – such as hotel tax incentives, such as campsite, B&B's.
- Ensure civic pride continues to remain high.
- Ensure we all promote great customer service (tell business not your friends when it's not great), tell your friends when it is).
- Send tourism cards.
- Promote Ladysmith.
- Vacation at home (@ B&B's).
- Shop local.
- Be a tourist in your own town – tour harbor, ride trolley.
- Bring people here.
- Realtors – thank you's.
- Skills- inventory – GAP – training (Campbell River).
- Work with VIU – lead hikes around town, promote ecotourism (ie. Bike club in Golden & Whistler).
- Promote TC trail route – to Duke Point.

Key Themes:

1. Market Ladysmith as a tourism destination to social networks, friends, etc.
2. Encourage others to buy local
3. Develop business partnerships, etc., where applicable

SOCIAL**Group 3: Social & Culture – Successes**

What else is going on in Ladysmith on this topic?

- Live performances.
- Entertainment in restaurants.
- Meet your neighbours/block parties.
- Two-way partnerships with seniors and youths.
- Seniors housing in downtown core.
- Gay/straight alliance.
- Open mic coffee house First United Church.
- Activities for “junior seniors”.
- Holland Creek Trail.
- Dragon boats.
- Improve amphitheatre (band shell, staging).
- Gardens maintained by volunteers.

Key Themes:

- Initiatives and programs for seniors
- Festivals and performances

Group 3: Social & Cultural – Planned Activities

| Strategic Actions | | Your Priorities |
|--|-------------|-----------------|
| Support programming for arts (ToL) | Potential | 17 |
| Rejuvenate and expand public space (ToL) | Potential | 7 |
| Explore development of spaces for youth (ToL) | Potential | 6 |
| Increase affordable housing in all new developments (ToL) | Potential | 6 |
| Develop stronger relationships with Stz'uminus First Nation (ToL) | Potential | 5 |
| Host food workshops & training (ToL) | Potential | 5 |
| Develop Youth Council (ToL) | Potential | 4 |
| Explore community health & wellness programming and services needs (ToL) | Potential | 3 |
| Draft and complete community need survey (ToL) | Planned | 2 |
| Expand Maritime Festival(Ladysmith Maritime Society) | Planned | 2 |
| Align Heritage Strategy with Sustainability Vision (ToL) | Planned | 1 |
| Increased participation in Ladysmith sustainability initiatives (BCA) | Planned | 1 |
| Initiate students helping seniors program (EN) | In Progress | 1 |
| Host seasonal & harvest festivals (ToL) | Potential | 0 |
| Identify site for Habitat for Humanity home (ToL) | Planned | 0 |

What can you do at home/ work/ play?

- Volunteer for committees, etc.
- Support local events.
- Support the arts.
- Promote Ladysmith as destination for theatre/arts – partner with high school.
- New theatre in machine shop (art gallery location).
- Doing art projects and connecting with others.
- Attend live performances.
- Organize “Philosopher’s café”.
- Create and support community initiatives.
- Develop film commission.
- Support local facilities/programs.
- More community poster boards (like the one by Pharmasave).
- Develop community performance space.
- Establish farmers market.
- Create more pedestrian friendly downtown.
- Attend youth-led enterprise presentation – September 15, 2011 at LSS at 6pm.
- Buy local art.
- Town policy on community art.

Key Themes:

- Support arts and culture
- Engage in volunteer opportunities
- Support development of infrastructure to support arts and culture

Group 4: Social & Cultural – Successes

What else is going on in Ladysmith on this topic?

- Nonprofit community theatre.
- Potential partnership with TOL/LRCA re: food workshops/training.
- Citizen/community church refugee sponsorship program.
- Senior advisory council – possible partnership to assist with youth council – employment navigators.
- Art outreach programs/training.
- Shop locally programs.
- Community museum and achieves.

Key Themes:

- Local arts and culture programs
- Shop locally campaigns

NATURAL ENVIRONMENT

Group 5: Natural Environment - Successes

What else is going on in Ladysmith on this topic?

- Community garden Ladysmith centre property? Status – needs support.
- Garden matching- skills/time – needs support.
- Cleaning.
- Above Davis Road – more development – what is going on?
- Friends of Holland Creek/Status.
- Friends of Parks – needed.
- Green team – planting trees, educational – BC Hydro, others, youth awareness.
- Power generation, shift garbage to create energy. Reduce garbage to land fill.
- Community garden – partnership with VIHA.
- Energy retrofits “rebates” – status?
- Rail to Trails.
- Biosphere res.
- Working with adjacent jurisdictions.
- Green belt (protection areas, habitat) watershed protection.
- Waste management – less garbage in land fill/recycling include MFH and commercial – responsibility to manufacture.
- Water harbor clean up 10G storage.

Key Themes:

- Community groups (Community gardening, green team, friends of parks, Holland Creek, watershed protection)

Group 5: Natural Environment – Planned Activities

| Strategic Actions | | Your Priorities |
|--|-------------|-----------------|
| Create sensitive wildlife and habitat mapping inventory (ToL) | Potential | 1 |
| Explore expansion of protected areas (ToL) | Potential | 9 |
| Develop songbird habitat (ToL) | Potential | 0 |
| Explore environmental restoration of harbour and Holland Creek (ToL) | Potential | 0 |
| Reduce and eliminate invasive species (ToL) | Potential | 1 |
| Ensure sufficient amount of open space is publicly owned and accessible (ToL) | Potential | 0 |
| Develop integrated greenways plan, linking recreational spaces, pedestrian paths, while protecting wildlife corridors. (ToL) | Potential | 3 |
| Complete stage 3 of LWMP (ToL) | Planned | 1 |
| Develop organics collection for multi-family & commercial buildings (ToL) | Planned | 0 |
| Increase efficiency of wastewater & sewer services (ToL) | Planned | 0 |
| Develop pesticide / herbicide free bylaws (ToL) | Planned | 2 |
| Initiate Community Energy Plan implementation (ToL) | In Progress | 1 |
| Reduce total GHG emission level by 5% by 2012; 15% by 2016 & 33% by 2020 from 2007 levels (ToL) | In Progress | 0 |
| Continue to encourage low-flush toilets through rebate program (ToL) | In Progress | 0 |
| Continue with water restrictions (ToL) | In Progress | 1 |

What can you do at home/ work/ play?

- Resistant plant utilizes – reduce water.
- Natural lighting to resolve energy consumption.
- Natural space – wildlife friendly habitat.
- Less car use
- Consumer awareness of products.
- Pick up of litter.
- Holland Creek – maintain restoration of trail.
- Public ownership of watershed.
- Public space allowance in private development.

Key Themes:

- Reduce water and energy consumption
- Support protection and enhancement of wildlife habitat (e.g., Holland Creek)

Group 6: Natural Environment – Successes

| Strategic Actions | Status |
|--|-------------|
| Develop riparian protection policies and regulations, including permits (ToL) | In progress |
| Develop Liquid Waste Management Plan (ToL) | In progress |
| Explore initiatives to reduce solid waste (ToL) | In progress |
| Introduce toilet rebate program (ToL) | In progress |
| Promote pesticide/herbicide free landscapes (ToL) | In progress |
| Develop targets, actions and strategies to reduce GHG emissions (ToL) | In progress |
| Implement water metering to adjust rates based on consumption (ToL) | In progress |
| Encourage low-flush toilets through rebates | In progress |
| Explore 100 mile diet in area offices (BCA) | In progress |
| Introduce LEED certification in new BCA office buildings (BCA) | In progress |
| Explore green initiatives (ie. car-pooling, recycling, composting, etc.) into corporate operations (BCA) | In progress |

What else is going on in Ladysmith on this topic?

- School tree planting and use of native plants
- School gardens
- Community Marina Maritimes Society: Purple Martin Project (fuel safety management) and Sportsman Club sponsored fish hatchery
- Beach Cleanup – “Paul Boy” legacy
- Friends of Holland Creek?
- Rotary – trail/lookout and community garden
- Liquid Waste Management Co. – R&D
- Community garden at Kiwi Farm
- TimberWest works with town staff to keep community up to date
- Town hall planting food in gardens
- Sportsman Club – cleanup waterways and Holland Creek habitat and getting kids involved
- Kinsmen playground is environmentally friendly
- Turf field
- 49th Parallel – promoting cloth bags and organic produce
- Rotary solar panel on city hall
- Recirculating water near spray park
- VIHA and town putting in new community gardens
- Residents – have stopped watering lawns
- Ladysmith Theatre takes care of its area
- Tim Horton’s – recycle bins installed
- Bottle depot – Haz/Electronic recycling
- Kinsmen – major park = all bottles project

Key Themes:

- Community gardening, planting trees
- Environmentally conscious practices (recycling, water conservation, water efficient parks/fields)
- Support for protection of environmentally sensitive areas (marina, Holland Creek)

What can you do at home/ work/ play?

- Promote net zero homes (through education and rebates)
- Promote electric vehicle plug-ins – partnership with the Rotary Downtown Business Association
- Continue promoting community gardens, hydro, etc.
- Promote awareness of sustainability (new website)
- Take the trolley
- Refine the trolley (senior center) rules and route to serve primary connections better and coordinate with special events. Talk to City Hall to set up a Trolley Riders Group.
- Work with gardening club to educate residents on natural pest control
- Work with community garden group to expand gardens. Work with town (empty town or parks land), developers, and land owners.
- Fenced dog park
- Choose environmentally friendly buildings
- TimberWest – work with community to preserve watershed and forest capital/protection
- Business – promote eco-tourism
- Business – support volunteer programs
- Re-energizing Friends of Holland Creek
- Micro-hydro/water supply power generation
- Citizens support investment with City owning Holland Creek
- Bring Diamond into Ladysmith

Key Themes:

- Retrofit homes to energy efficient standards
- Promote community gardening in new areas of town
- Support new business development

What would help you take action?

- Town website databases and facebook – social networks.
- Garden matching.
- Parks friends society.
- Information about water quality/areas of.
- Env impact education risk.

Key Themes:

- Improved access to information about key issues via the Town's website
- Education and awareness on key issues affecting the Town

What do we need help with?

- Awareness/education for downtown businesses
- Chamber – High School research project
- Town website upgrade
- Promote eco-tourism
- Support for getting volunteers and help connecting people to needs
- Social media/Website support for local groups, and projects
- Connect Newcomers Club to volunteer opportunities
- Tax incentives for green building
- Work with businesses and community to help educate (ATV, x-country bikers) on watershed protection
- Protect Heart Lake
- Government/Hydro grants for home energy efficiency and heat pumps
- Subsidize rain barrels

Key Themes:

- Downtown business development guide / education for new business owners
- Support for community groups and volunteer networks
- Upgrade to town website to include key environmental information for public education

Group 6: Natural Environment - Planned Activities

| Strategic Actions | Status | Your Priorities (# of votes) |
|---|---------------|-------------------------------------|
| Create sensitive wildlife and habitat mapping inventory (ToL) | Potential | 2 |
| Explore expansion of protected areas (ToL) | Potential | 9 |
| Develop songbird habitat (ToL) | Potential | 1 |
| Explore environmental restoration of harbour and Holland Creek (ToL) | Potential | 13 |
| Reduce and eliminate invasive species (ToL) | Potential | 1 |
| Ensure sufficient amount of open space is publicly owned and accessible (ToL) | Potential | 5 |
| Develop integrated greenways plan, linking recreational spaces, pedestrian paths, while protecting wildlife corridors (ToL) | Potential | 8 |
| Complete Stage 3 of LWMP (ToL) | Planned | 5 |
| Develop organics collection for multi-family & commercial | Planned | 2 |

| | | |
|--|-------------|---|
| buildings (ToL) | | |
| Increase efficiency of water and sewer services (ToL) | Planned | |
| Develop pesticide/herbicide free bylaws | Planned | 2 |
| Initiate Community Energy Plan implementation (ToL) | In progress | 1 |
| Reduce total GHG emission levels by 5% by 2012; 15% by 2016 & 33% by 2020 from 2007 levels (ToL) | In progress | |
| Continue to encourage low-flush toilets through rebate program (ToL) | In progress | |
| Continue with water restrictions (ToL) | In progress | |

BUILT ENVIRONMENT (Buildings & Infrastructure)

Group 7: Built Environment - Successes

| Strategic Actions | Status |
|---|---------------|
| Initiate zoning bylaw update (ToL) | In Progress |
| Create Sustainable Development Checklist for applicants (ToL) | In Progress |
| Implement 2009 Sustainability Vision through rezoning applications & land use approvals (ToL) | In Progress |
| Support a pedestrian –oriented downtown (ToL) | In Progress |
| Adopt Bicycle Plan (ToL) | In Progress |
| Develop sustainability policies for public works & services (ToL) | In Progress |
| Develop BC Transit Service Plan (BCT) | Completed |
| Explore small business development and skills training (EN) (LDBA) | In Progress |
| Initiate trolley transit service | Completed |

What else is going on in Ladysmith on this topic?

- Secondary suites bylaws.
- Affordability attracts young family.
- Subdivision bylaw – development servicing grey water.
- Like live/work on Rocky Creek Road. Like the mix of business and residential – encourage more.
- Lots of business under the radar in town. Home based business – exciting, innovative, business we do not know about.
- High Street project is LEED silver.
- Water meter.
- Chemainus Road bike path.
- LMS – sewage pump out – at marina.

- Visitor centre solar panels.
- BC building code.
- Densification.
- Relax requirements for parking in the downtown – there is tons of parking.
- Build with wood – encourage building with wood.
- Suites exist.
- Museum being created/developed - great for tourism.
- RV Park and hotel needed.
- Height is okay in the right location to permit densification.
- The community is already spread out.
- 3 storeys okay – not 10 storeys.
- Idea – rebate for rainwater.
- No grass – drought tolerant landscaping (new trend).
- Second vehicle tends to be fuel efficient (smaller).
- Micro generation - use energy from water flow.
- Solar panels encouraged – required solar ready.
- House at Lagoon Bridge with solar panel.

Key Themes:

- Mixed use development
- Water restrictions
- Bike paths
- Green infrastructure (solar panels)
- Home based businesses
- Energy efficient infrastructure
- Fuel efficient vehicles

What can you do at home/ work/ play?

- Clothesline – be creative – can be anywhere.
- Electronics consuming most energy – surpassing fridge/stove so use a power bar – turn off at night/day.
- Turn off lights – motion sensor lights.
- Energy audit.
- Clean air – do not burn garbage in your woodstove. (be a considerate neighbor).
- Ride your bike.
- Get a rain barrel.

Key Themes:

- Consume less energy
- Upgrade home, business, etc to apply energy efficient practices
- Encourage people through education, marketing campaign, etc, to adopt energy efficient practices

Group 7: Built Environment (buildings & infrastructure) – Planned Activities

| Strategic Actions | | Your Priorities |
|--|-----------|-----------------|
| Explore densification in downtown core and new developments (ToL) | Potential | 7 / 4 special |
| Explore partnerships with the ICF regarding passenger trail transportation & appropriate land use along the corridor (ToL) | Potential | 7 |
| Explore appropriate waterfront development (ToL) | Potential | 6 |
| Develop strategies to support infill development in the downtown (ToL) | Potential | 4 / 1 special |
| Improve multi-use pathways (ToL) | Planned | 3 |
| Explore retrofitting existing areas (ToL) | Potential | 1 |
| Encourage mixed-used development (ie., commercial & residential) (ToL) | Potential | 2 |
| Complete area plan updates (ToL) | Planned | 1 |
| Update design guidelines to reflect the Visioning Public Preference Handbook (ToL) | Planned | 1 |
| Explore new routes for trolley transit (ToL) | Planned | 0 |

Additional Ideas for Action:

- Educate younger generations about these issues.
- Encourage alternate energy – solar etc.

What can you do at home/ work/ play?

- Rain barrels.
- Better display posters, etc in specific places.
- Be aware of ‘urban sprawl’.
- Traffic calming.
- Green space – connected in corridors.
- Get to know neighbours – work together re: safety.
- Use local facilities, services, etc.
- Mixed zoning in neighbourhoods to encourage people getting to know/use neighbourhoods.
- Take individual action to discourage noise (eg. Leaf blowers).
- Get to know neighbours.
- Keep home/yard tidy and help neighbours as well.

Key Themes:

- Mixed-used development
- Social capital
- Integrated greenway network
- Public outreach/communication
- Educate youth about sustainability
- Compact, complete neighbourhoods

What else is going on in Ladysmith on this topic?

- More density in town (need to be concerned re: building height issues – limits).
- Sprawl?
- Energy retrofit – assistance for 2nd generation.
- Faster respect for what we have (less vandalism more care).
- Shop local /use local services and facilities.
- ‘Eat local’ – grow own food – use sustainable practices.
- Commercial / business clean up along roads (adopt a highway).
- Follow existing zoning B/L & OCP.
- Bike path between LS and Nanaimo.
- Public art.
- Affordable housing/ seniors lodges over commercial.

Key Themes:

- Desire to increase density, while minimizing building height
- Increase in local shopping, dining
- Increase of mixed-used development
- Encouragement of alternative energy
- Development of multi-use paths

Group 8: Built Environment (Buildings & Infrastructure) – Success

| Strategic Actions | Status |
|---|---------------|
| Initiate zoning bylaw update (ToL) | In Progress |
| Create Sustainable Development Checklist for applicants (ToL) | In Progress |
| Implement 2009 Sustainability Vision through rezoning applications & land use approvals (ToL) | In Progress |
| Support a pedestrian –oriented downtown (ToL) | In Progress |
| Adopt Bicycle Plan (ToL) | In Progress |
| Develop sustainability policies for public works & services (ToL) | In Progress |
| Develop BC Transit Service Plan (BCT) | Completed |
| Explore small business development and skills training (EN) (LDBA) | In Progress |
| Initiate trolley transit service | Completed |

What else is going on in Ladysmith on this topic?

- Secondary suites bylaws.
- Affordability attracts young family.
- Subdivision bylaw – development servicing grey water.
- Like live/work on Rocky Creek Road. Like the mix of business and residential – encourage more.
- Lots of business under the radar in town. Home based business – exciting, innovative, business we do not know about.
- High st project is LEED silver.
- Water meter.
- Chemainus Road bike path.
- LMS – sewage pump out – at marina.
- Visitor centre solar panels.
- Chamber – reno & new use for train station.
- Design / building scheme / heritage conservation.
- Solar hot water ready residential.
- Rain water capture.
- Energy wide standards.
- Water meters for multi-family units.
- Permeable surfaces – parking lots etc.
- Community garden.
- Commercial recycling – needs support by private contractors.
- Community marine expansion.
- High street complex.
- New development.
- Couverdon expansion.
- Upgrades at community centre (heating and lighting, etc).
- High Street / Spirit Square Complex – reno, retrofit new building, landscaping.

Key Themes:

- Increase in densification and multi-family housing
- Development of secondary suites
- Development of green infrastructure and energy efficient standards
- Community garden

What would help you to take action?

- Work together – town and local orgs. in P'ship.
- Sort out jurisdiction of LS waterfront.
- Eg. Dogpatch.
- Adapt sustainability goals to additional specific checklists.
- Demonstration projects.
- Promotion of 'green' initiatives.
- Government support for 2nd/3rd generation energy retrofits.
- Build on pride of comm. Ownership – get community involvement in smaller projects.

- Workshop re solar and other energy installations.
- Green tradeshow / workshops.

Key Themes:

- Develop partnerships with the Town, green building suppliers, funding agencies
- Develop Green building standards
- Hosting green building educational workshop (retro fit guides, etc)

Group 8: Built Environment (Buildings & Infrastructure) – Planning Activities

| Strategic Actions | | Your Priorities |
|---|-----------|------------------------|
| Explore densification in downtown core and new developments (ToL) | Potential | 8 \ 1 special |
| Develop strategies to support infill development in the downtown (ToL) | Potential | 0 |
| Explore retrofitting existing areas (ToL) | Potential | 4 |
| Encourage mixed –used development (ie. Commercial & residential) (ToL) | Potential | 4 |
| Explore appropriate waterfront development (ToL) | Potential | 5 \ 2 special |
| Explore partnerships with the Island Corridor Foundation regarding passenger trail transportation & appropriate land use along the corridor (ToL) | Potential | 1 \ 2 special |
| Complete area plan updates (ToL) | Planned | 0 |
| Update design guidelines to reflect the Visioning Public Preference Handbook (ToL) | Planned | 3 |
| Improve multi-use pathways (ToL) | Planned | 0 |
| Explore new routes for trolley transit (ToL) | Planned | 4 |

What can you do at home/ work/ play?

- Be diligent about recycle programs.
- Build a secondary suite.
- Solar heating of garage floor, which heats the house.
- Rainwater reuse as irrigation.
- Town should not require that rainwater be directed to storm drains (if suitable alternative is provided).
- Encourage neighbours to consider alternative solutions and green building.

Key Themes:

- Become energy efficient
- Reduce water consumption and incorporate rainwater capture and reuse

WORKING TOGETHER

Group 9: Working Together – Success

| Strategic Actions | Your Priorities |
|--|-----------------|
| Engage in Human Resources Succession Planning (ToL) | In Progress |
| Complete annual performance reviews of all Town of Ladysmith Employees (ToL) | In Progress |
| Update website to include interactive features to enable community feedback (ToL) | In Progress |
| Host monthly Council-Public Dialogue Sessions (ToL) | In Progress |
| Explore “green” incentives Development Cost Charges (ToL) | In Progress |
| Apply for Top 100 Employees – application submitted in 2010 (ToL) | Completed |
| Continue to host Mayor’s Open Door (ToL) | Ongoing |
| Continue to hold meetings with Town’s Advisory Commissions (ToL) | Ongoing |
| Host Town Hall Meetings and Sustainability Meetings (ToL) | Ongoing |
| Issue regular community newsletters with each utility bill & tax notice (ToL) | Ongoing |
| Improve quality of online BC assessment data (BCA) | In Progress |
| Attend local council meetings (CoC) | In Progress |
| Liaise with the RCMP and the LDBA on safer community initiatives (CoC) | In Progress |
| Explore small business development and skills training (EN) (LDBA) | In Progress |
| Appoint community liaison to engage Stz’uminus First Nation on youth employment (EN) | In Progress |

What else is going on in Ladysmith on this topic?

- Environmental Commission restricted.
- CoC – DBA – Town working together on sharing ideas.
- More better communication.
- Area H parks – meets with PR & C in Ladysmith (attend meetings).
- Most involved community he’s been part of.
- Cul de sac party.
- Town does involve people who want to be included.
- Progressive.
- Waterfront – continue to make it a priority – what’s the vision, how can rotary help?

Key Themes:

- Community engagement good, but residents want to be more informed

Group 9: Working Together - Planned Activities

| Strategic Actions | | Your Priorities |
|--|-------------|-----------------|
| Review regional transit service to increase efficiency (BCT) | Planned | 13 \ 2 special |
| Improve Town's website to increase visits (ToL) | In Progress | 11 |
| Host 2 Town Hall Meetings annually (ToL) | In Progress | 5 |
| Ensure public is well engaged & informed regarding the civic election in November 2011 (ToL) | In Progress | 5 |
| Explore 24 hour policing (CoC) | Planned | 3 |
| Include 1 board member to attend Ladysmith Council meetings (CoC) | Planned | 2 |
| Engage in staff training (ToL) | In Progress | 1 |
| Improve BCA website increased accessibility (BCA) | Planned | 0 |

What can you do at home/ work/ play?

- Use less water (shower less/ watering lawn less).
- Attend public events / council meetings/ mayor open door.
- Form friendships with neighbours.
- Online networking.
- Joint community organizations/volunteers.
- Read local news and news releases (chronicle take 5).
- Speak out / ask questions.
- Connect with community members.
- Public transit Nanaimo and Chemainus/Duncan.
- Encourage community members to attend events.

Key Themes:

- Become more engaged in local government affairs and community issues
- Support public transit and regional transit
- Conserve water

What would help you take action?

- When you say someone "should" do this it starts with you.
- Personal indicator.
- "Volunteer" job fair.
- Expanding the trails.
- Development include trail development i.e. Galloping Goose.
- More recycling receptacles
- Live stream council meetings.
- Council Chamber – too small, poor air circulation – facility – other site.
- New Town Hall.
- Celebrating what we have done e.g. Tonight's presentation.

- Kitchen meetings.
- Coordinate neighbourhood.
- Promote volunteerism – youth, secondary council meetings at high school – student council, town council.
- Newcomers club – help us get people involved in the community – social community.
- Old timers become involved in the community again.
- Canadian Blood Services – space for 2 day blood clinic.
- Senior advisory council – collaboration between agencies.
- Community get together/volunteered – bring agencies together, who does what, how can we work together.
- Organizing a cul-de-sac party.
- Encourage CFH to join committees and participate in festivals – paddling, dancing.
- Community inventory.

Key Themes:

- More opportunities for Public participation
- Collaboration with local government and community outreach organizations
- Development of a Citizen’s Action Plan Strategy – how can people become involved?
- Support for Trail development

Group 10: Working Together – Successes

What else is going on in Ladysmith on this topic?

- Health care auxiliary – recycles, donate to community (200,000).
- Assessment of ongoing 24 hour policy – allows to life ToL website sharing of life.
- Churches – engagement in town connect with residents – energy and business.
- Boys and girls club – social service campus – Spirit Square.
- TML.
- Community committees – liaison, build supportive network with community.
- East clean up – recycle.
- Community calendar.
- LBDA – town – CoC – collaboration to promote local business success.
- Citizens on Patrol – volunteer.
- LS Museum – volunteers (ie. FOL).
- Newcomers club
- Partnership continues B & G club service, etc.

Key Themes:

- Community partnerships
- Support for community economic development

Group 10: Working Together – Planned Activities:

| Strategic Actions | | Your Priorities |
|--|-------------|------------------------|
| Engage in staff training (ToL) | In Progress | 0 |
| Host 2 Town Hall Meetings annually (ToL) | In Progress | 0 |
| Improve Town's website to increase visits (ToL) | In Progress | 0 |
| Ensure public is well engaged & informed regarding the civic election in November 2011 (ToL) | In Progress | 0 |
| Improve BCA website increased accessibility | Planned | 0 |
| Include 1 board member to attend Ladysmith Council meetings (CoC) | Planned | 0 |
| Review regional transit service to increase efficiency (BCT) | Planned | 0 |
| Explore 24 Hours policing (CoC) | Planned | 0 |

Appendix C

Community Sustainability Implementation Plan **Goals and Actions Workshop Summary**

Town of Ladysmith

March 6, 2012



Sustainable
Communities

Submitted to:

The Town Ladysmith
410 Esplanade, PO Box 220
Ladysmith, BC V9G 1A2

Submitted by:

Golder Associates Ltd.
200 – 420 Hastings Street West
Vancouver, BC V9R 5B3
www.Golder.ca

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1. Workshop Overview

On January 30, 2012 the Town of Ladysmith hosted the **Goals and Actions Workshop** to discuss ways to collaborate better with the Action Team members on common sustainability goals and potential projects. A list of the workshop participants is included in Appendix A.

The purpose of the half-day workshop was to discuss the (1) value of collaboration and identify some of the (2) challenges and possible solutions to overcome these barriers. To identify (3) proposed actions of collaboration that the Town and the Action Team can work together on, and to identify (4) potential tools to help facilitate collaboration by exploring the best means of collaboration.

The Goals and Actions workshop focused on the following themes:

- Value of Collaboration
- Challenges & Solutions
- Proposed Actions
- Potential Tools

The following questions helped lead this discussion:

- What is the value of collaboration?
- When and where is collaboration a good thing?
- What factors make collaboration challenging?
- What factors make collaboration efforts successful?
- What are good ways to build more concerted collaboration?

1.1. WORKSHOP AGENDA

The half-day workshop included a review of the inventory results, a discussion of available collaborative tools and the challenges and solutions to collaboration, and shared ideas about potential initiatives and areas of collaboration. These items were discussed as shown in the agenda below.

Figure 1.1 – Workshop Agenda

| Time | Agenda Item |
|-------|---|
| 8:30 | Networking – coffee served |
| 8:45 | Review Agenda, Purpose & Desired Outcomes |
| 8:50 | Present summary of inventory results |
| 9:00 | Present tools and precedents for collaboration |
| 9:30 | Discuss Challenges and Solutions |
| 10:15 | Discuss and Decide on Potential Approaches and Actions |
| 10:40 | Summarize & Outline Next Steps |
| 10:45 | Formal Closing |
| 10:50 | Refreshments – time to connect on potential collaboration 15 min |

1.2. KEY OUTCOMES

The key desired outcomes for the workshop were:

- The Town of Ladysmith and workshop participants clearly understand:
 - The value to Action Team members of alignment/coordination/collaboration in general, and in particular with respect to sustainability in Ladysmith
 - The challenges they face to alignment/coordination/collaboration
 - Preferred means of collaboration on local sustainability concerns, considering geographic scale, mandate, resourcing, time commitment, management level of participants in collaboration, skills/knowledge availability, formality, reporting, and other considerations.
- The Town of Ladysmith and workshop participants have agreed on a preferred approach to pilot ongoing collaboration.

2. Workshop Summary

2.1. COLLABORATION: CHALLENGES AND SOLUTIONS

The following workshop summary identifies the key themes that were raised during the discussion. These themes are organized under the headings: (1) current challenges, (2) potential solutions, and (3) potential actions.

Current Challenges

The Town of Ladysmith compares well with other local governments on sustainability attitudes, and is encouraged to continue with efforts on:

- **Where to start** – Knowing where to start and focusing on the things that can be done now with respect to sustainability was identified as a challenge regarding strategic planning.
- **Incorporating sustainability** – into the everyday life of municipal corporate management. The general feeling was that sustainability is often treated as a separate project (but should be at the heart of everything we do). Development of a common vision among departments and awareness of other objectives is a related challenge.
- **Sustainability management** – one of the challenges of becoming more sustainable at the local government level is to manage efforts across departments with various staff and external stakeholders. For small towns in BC this task can be overwhelming.
- **Fairness / efficiency vs. carbon neutrality** – There can be an unfair playing field regarding carbon offsets that must be purchased but are not financially feasible.
- **Communication** – Some participants noted the challenge of communicating the bigger picture of sustainability.

- **Educational awareness** –the public does not understand well the long-term benefits of sustainability initiatives (e.g., household energy retrofits) and the role they can play in becoming more sustainable.
- **Political will / support / leadership** – framing the issues with councils, regional boards, etc., can be a challenge when building a business case for sustainability initiatives. The challenge lies in building enthusiasm and overcoming uncertainty to gain political support from leadership.

Potential Solutions

Participants identified specific solutions to the collaboration challenge. These have been framed for this summary as actions for the Town’s consideration.

- **Increase public outreach** – communicate out to the public on how they can become more sustainable via social media, online forums, print media, etc.
- **Hold an informal annual / semi-annual meeting** of major agencies to discuss the following:
 - What major initiatives do you have planned in/near Ladysmith this year?
What major initiatives does the Town have planned?
 - What initiatives make sense to work on together?
 - What is the value to your organization of working with Ladysmith on these?
 - Who in your organization should Ladysmith connect with to make things happen?
- **Identify and collaborate on an existing / planned project as a pilot** – what existing or planned projects make sense to collaborate together where there is obvious value for everyone.
- **Leverage the Climate Toolkit** – use the climate toolkit as a tool to share information and initiate collaboration between the Town of Ladysmith and the Action Team members.
- **Report back to community regularly** – on successes regarding individual initiatives as well as overall sustainability performance (i.e., Annual Report).
- **Hire a Sustainability Coordinator** – identify a staff person to coordinate sustainability initiatives, actions and liaise with stakeholders. Organizations that have been successful at collaboration have had an identifiable leader / point person.

3. Collaborative Tools

One example of a collaborative tool that was presented during the workshop was the LiveSmart BC online community forum. An email has been sent to all of the Action Team members from Trevor Barry, Ministry of Environment, inviting you to be a part of the online community.

The LiveSmart climate leaders community is a secure private social network of approximately 1000 climate leaders from across British Columbia, including local government officials, practitioners, advocates and climate change educators.

Included in the invitation email were two tutorial videos that walk through the [registration process](#) and how to [update your profile](#). Use these videos to help you navigate through the registration process and create a profile to communicate with others in the network. Figures 1.2 and 1.3 show the registration and profile pages respectively – web links are provided in the boxes to the right, or they may be accessed using the hyperlinks above.

For any technical difficulties please contact:

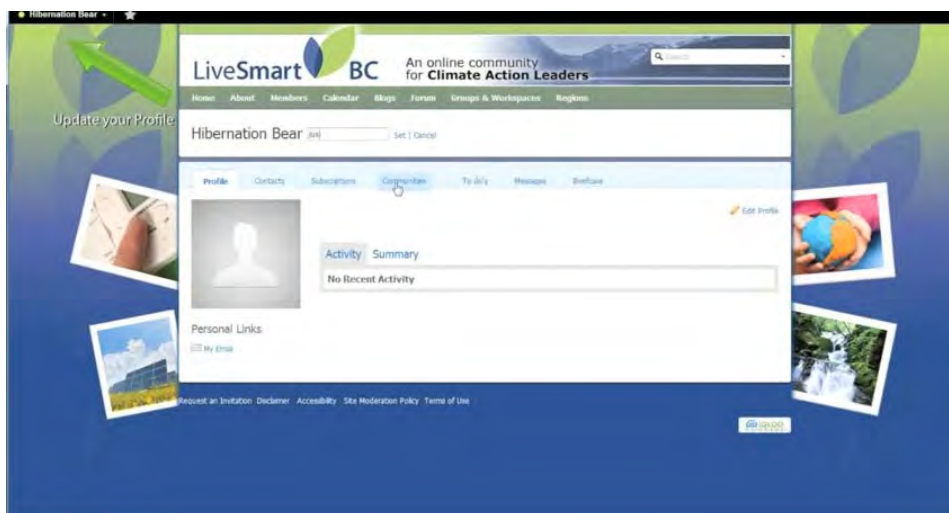
Trevor Barry
Social Media & Outreach Office,
Climate Action Secretariat,
Ministry of Environment,
Trevor.barr@gov.bc.ca
250.387.9684

Figure 1.2 – LiveSmart BC Registration



The link for this tutorial video is:
<http://www.youtube.com/watch?v=hC9VdMAfiZQ&feature=youtu.be>

Figure 1.3 – LiveSmart Profile Set-Up



The link for this tutorial video is:
http://www.youtube.com/watch?v=v5Vr_S0mLPo&feature=youtu.be

In addition, an important resource for all British Columbia Government related climate action topics is the BC Climate Action Toolkit (<http://www.toolkit.bc.ca/>).

Appendix A: Workshop Participants

(Goals and Action Workshop – Jan 30, 2012)

| Town of Ladysmith | Action Team Member | Ministry of Environment | Regional District of Nanaimo |
|--|---|---|--|
| <p>Ruth Malli City Manager rmalli@ladysmith.ca</p> <p>Pat Durban Director, Parks, Recreation & Culture pdurban@ladysmith.ca</p> <p>Felicity Adams Director of Development Services fadams@ladysmith.ca</p> <p>Erin Anderson Director of Financial Services eanderson@ladysmith.ca</p> <p>Sandy Bowden Director of Corporate Services sbowden@ladysmith.ca</p> <p>John S. Manson Director of Infrastructure Services jmanson@ladysmith.ca</p> | <p>James Wadsworth Senior Transit Planner, BC Transit james_wadsworth@bctransit.com</p> <p>Rob Conway Manager, Development Services, CVRD rconway@cvr.bc.ca</p> <p>Nancy Myers Community Energy Solutions Manager, Fortis BC nacy.myers@fortisbc.com</p> <p>Brian Kingsley Technical Assistant, School District 68 bkingsley@sd68.bc.ca</p> <p>Deanna Fournier Director, Energy Efficiency and Conservation, VIHA denna.fournier@viha.ca</p> <p>Daniel Bowes Divisional Manager, WFP dbowes@westernforest.com</p> | <p>Ben Finkelstein Manager, Green Communities ben.finkelstein@gov.bc.ca</p> <p>Ben Clark Transportation Policy Analyst, Adaptation and Regulatory Development ben.clark@gov.bc.ca</p> | <p>Chris Midgley Energy Manager, RDN cmidgley@rdn.bc.ca</p> |



LADYSMITH

TOWN OF LADYSMITH

BYLAW NO. 1839

A BYLAW TO ESTABLISH A SCHEME FOR INTER-COMMUNITY LICENSING AND REGULATING OF TRADES, OCCUPATIONS AND BUSINESSES.

WHEREAS Council may, pursuant to Section 8(6) of the *Community Charter*, regulate in relation to business;

AND WHEREAS pursuant to Section 14 of the *Community Charter*, two or more municipalities may, by bylaw adopted by the Council of each participating municipality, establish an inter-community scheme in relation to one or more matters;

AND WHEREAS pursuant to Section 15(1) of the *Community Charter*, Council may provide terms and conditions that may be imposed for obtaining, continuing to hold or renewing a licence, permit or approval and specify the nature of the terms and conditions and who may impose them;

AND WHEREAS Council has given notice of its intention to adopt this bylaw by publishing such notice in two consecutive issues of a newspaper, the last publication appearing not less than three (3) and not more than ten (10) days before the hearing and has provided an opportunity for persons who consider they are affected by this bylaw to make representations to Council at a hearing pursuant to Section 59 of the *Community Charter*.

NOW THEREFORE the Council of the Town of Ladysmith in open meeting assembled hereby enacts as follows:

1. CITATION

This bylaw may be cited as "Town of Ladysmith Inter-Community Business Licence Bylaw 2013, No. 1839".

2. DEFINITIONS

In this bylaw, unless the context otherwise requires,

"**Business**" has the meaning as defined by the "*Community Charter Schedule – Definitions and Rules of Interpretation*".

"**Excluded Business**" means a Business excluded from application for an Inter-community Business Licence and includes those Businesses referred to in *Schedule A* attached hereto and forming part of this bylaw.

"**Inter-Community Business**" means a Business that performs a service or activity within more than one Participating Municipality by moving from client to client rather than having clients come to them. This includes but is not limited to trades, plumbers, electricians, cleaning services, pest control or other similar businesses. This does not include fruit stands, flea markets, trade shows or other similar businesses.

"**Inter-Community Business Licence**" means a business licence which authorizes Inter-community Business to be carried on within the boundaries of any or all of the Participating Municipalities in accordance with this Bylaw and will be in addition to a Municipal Business Licence.

"**Municipal Business Licence**" means a licence or permit, other than an Inter-community Business Licence, issued by a Participating Municipality that authorizes a Business to be carried on within the jurisdictional boundaries of that Participating Municipality.

"**Participating Municipality**" means the following local governments that have adopted the Inter-community Business Licence Bylaw:

City of Campbell River
City of Courtenay
City of Duncan

City of Nanaimo
City of Parksville
City of Port Alberni
District of North Cowichan
District of Lantzville
Town of Comox
Town of Lake Cowichan
Town of Ladysmith
Town of Qualicum Beach
Village of Cumberland

“**Person**” has the meaning ascribed to it by the Interpretation Act.

“**Premise**” means a fixed or permanent location where the applicant ordinarily carries on Business.

“**Principal Municipality**” means the Participating Municipality where a Business is physically located, or has a Premise, or, where the licensee does not maintain a Premise in any of the Participating Municipalities, the municipality that issues the Inter-community Business Licence.

3. **REGULATIONS**

- (a) Subject to Section (c) and (e), a person who has obtained an Inter-community Business Licence may carry on business within a Participating Municipality for the term authorized by the Inter-community Business Licence without obtaining a Municipal Business Licence in the other Participating Municipalities.
- (b) A Participating Municipality may issue an Inter-community Business Licence to an applicant for an Inter-community Business Licence provided the business type is an Inter-community Business and is not an Excluded Business, the applicant has a valid Municipal Business Licence issued by that Participating Municipality, and the applicant meets the requirements of this Bylaw.
- (c) A person holding an Inter-community Business Licence must comply with all other regulations and bylaws of the Participating Municipality in which they are carrying on business.
- (d) A business that operates under an Inter-community Business Licence in more than one Participating Municipality shall only apply for an Inter-community Business Licence from the Participating Municipality in which they maintain a Premise.
- (e) Notwithstanding the issuance of an Inter-community Business Licence, every person who carries on, maintains, owns or operates, within a Participating Municipality, any profession, business, trade, occupation, calling, undertaking or thing in or from more than one branch, office, place, premise or store shall obtain a separate Municipal Business Licence for each branch, office, place, premise or store. And further notwithstanding Sections (b), (c), and (d), the Participating Municipalities agree that where an applicant for an Inter-community Business Licence:
 - i. Does not maintain Premises in any of the Participating Municipalities, then the applicant may apply at any one of them; or
 - ii. Maintains a Premise in more than one of the Participating Municipalities, the applicant must apply at one of the Participating Municipalities where they maintain a Premise.

4. **FEES**

- (a) The fee for an Inter-community Business Licence is \$150 and shall be paid in full at the time of application and retained by the Participating Municipality that issues the licence.
- (b) The fee for an Inter-community Business licence is separate and additional to any Municipal Business Licence fee that may be required.

6. **APPLICATION**

- (a) Every Inter-community Business Licence shall be issued on a standard form provided for that purpose, as agreed upon from time to time by the Participating Municipalities and including, as a minimum, the following information:
- Disclosing the nature and character of the profession, business, trade, occupation, calling, undertaking or thing to be carried on, maintained, owned or operated by the applicant;
 - Declaring the mailing address and contact information for such profession, business, trade, occupation, calling, undertaking or thing;
 - Declaring the number of persons engaged or occupied in such profession, business, trade, occupation, calling, undertaking or thing;
 - Disclosing the number of distinctive lines of goods sold or offered for sale;
 - Including any other information concerning the profession, business, trade, occupation, calling, undertaking or thing which the Participating Municipality may require.
- (b) Each Participating Municipality shall, upon request, provide the other Participating Municipalities with a list of Inter-community Business Licences that it has issued during the calendar year.

7. **SUSPENSION OR CANCELLATION OF AN INTER-COMMUNITY BUSINESS LICENCE**

- (a) A Council or Designated Officer or Employee of a participating municipality may exercise the authority of the Principal Municipality in accordance with Sections 15 and 60 of the *Community Charter* to suspend or cancel an Inter-community Business Licence. The suspension or cancellation shall be in effect throughout all of the Participating Municipalities and it shall be unlawful for the holder to carry on the Business authorized by the Inter-community Business Licence in any Participating Municipalities for the period of the suspension or cancellation.
- (b) Before suspending or canceling an inter-community Business Licence under Section 6(a), the Participating Municipality must give the licence holder notice of the proposed action and must inform the licence holder of their right to be heard.
- i. If the licence holder wishes to exercise this right, the Participating Municipality shall communicate in writing to the licence holder and Principal Municipality that issued the Inter-community Business Licence, together with such documentary evidence of the reasons for suspension or cancellation as may be available and the request to be heard. Such Principal Municipality shall then as soon thereafter as reasonably possible provide the Licence Holder an opportunity to address their respective Council who will then consider whether to suspend or cancel the Inter-community Business Licence.
 - ii. If the licence holder does not exercise their right to be heard, the Participating Municipality may suspend or cancel the Inter-community Business Licence in accordance with Section 6(a).
- (c) Any conduct by a licence holder resulting in a hearing made under Section 6(b)(i) shall be considered by the Council of the Principal Municipality as though it happened within the jurisdiction of the Principal Municipality.
- (d) A decision by a Principal Municipality or Participating Municipality to cancel or suspend an Inter-community Business Licence under Section 6 (b) shall be honoured by all Participating Municipalities.
- (e) Nothing in this Bylaw impedes the authority of a Participating Municipality to suspend or cancel any business licence issued by that Municipality, or to enact regulations in respect of any class of Business Licence in accordance with Section 15 of the *Community Charter* and amendments thereto.

9. MISCELLANEOUS

- (a) A Participating Municipality may, by notice in writing to each of the other Participating Municipalities, withdraw from the Inter-community Business Licence scheme established by this bylaw.

Notice Must:

- i. Set out the date on which the withdrawing Municipality will no longer recognize the validity within its boundaries of business licences issued pursuant to this Bylaw, which date must be at least six months from the date of the notice; and
 - ii. Include a certified copy of the Bylaw authorizing the withdrawal.
- (b) An Inter-community Business Licence issued prior to the effective date of the withdrawal shall, until it expires, remain valid within the boundaries of the withdrawing Municipality.

8. SEVERABILITY

- (a) If any section, paragraph or phrase in this bylaw is for any reason held to be invalid by a decision of a Court of competent jurisdiction, that portion shall be severed and the remainder of this bylaw shall continue in full force and effect.

9. EFFECTIVE DATE

This Bylaw shall come into full force and effect on the first day January 2014.

READ A FIRST TIME on the 7th day of October 2013
READ A SECOND TIME on the 7th day of October 2013
READ A THIRD TIME on the 7th day of October, 2013
THIRD READING RESCINDED on the 21st day of October, 2013
READ A THIRD TIME AS AMENDED on the 21st day of October, 2013
ADOPTED on the day of,

Mayor (R. Hutchins)

Corporate Officer (S. Bowden)

Schedule A

The following Business types are Excluded Businesses for the purposes of application for an Inter-Community Business Licence under the Inter Community Business Licence Scheme set out in the bylaw:

- Social escort services
- Vehicles for hire (for example, taxis, limousines, or buses)
- Body-rub services (which includes the manipulating, touching or stimulating by any means, of a Person or part thereof, but does not include medical, therapeutic or cosmetic massage treatment given by a person duly licensed or registered under any statute of the Province of British Columbia governing such activities or a therapeutic touch technique)

TOWN OF LADYSMITH

BYLAW NO. 1840

A bylaw to establish a Reserve Fund for the Replacement of the Municipal Office Building

WHEREAS section 188 of the *Community Charter* provides that a Council may establish a reserve fund for a specified purpose and direct that money be placed to the credit of the reserve fund.

AND WHEREAS it is deemed necessary to establish a Reserve Fund for the Replacement of the Municipal Office Building for the Town of Ladysmith, for the purpose of acquiring land and building a new Municipal Office building;

NOW THEREFORE the Council of the Town of Ladysmith, in open meeting assembled, enacts as follows:

1. There shall be and is hereby established a reserve fund, under the provisions of the *Community Charter*, to be known as the “Municipal Office Building Replacement Reserve Fund”.
2. The monies set aside until required to be used, may be invested in the manner provided by the *Community Charter*.
3. The monies so set aside and any interest earned thereon shall be expended solely for the acquisition of land and the construction of a new Municipal Office Building.
4. This bylaw may be cited as the “Municipal Office Building Replacement Reserve Fund Establishment Bylaw 2013, No. 1840.

READ A FIRST TIME on the 21 day of October , 2013

READ A SECOND TIME on the 21 day of October , 2013

READ A THIRD TIME on the 21 day of October , 2013

ADOPTED on the day of , 2013

Mayor (R. Hutchins)

Corporate Officer (S. Bowden)