



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*



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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).

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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.

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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



Ladysmith Community Services Centre, awarded LEED Gold



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.

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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.

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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	



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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.

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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.

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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)





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.

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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



gallery

Ladysmith's anchor fountain

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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