



Town of Ladysmith: Parks, Recreation, and Culture Master Plan

May 31 2016





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EXECUTIVE SUMMARY

The Town of Ladysmith is a beautiful waterfront community situated on the 49th parallel, 90 kilometres north of Victoria on Vancouver Island. The Town has a long, rich heritage, a spectacular natural environment and a comprehensive sustainability vision. The Town has also established a community accord with the Stz'uminus First Nation. The Town's mission statement captures their priorities: "Ladysmith is a spirited community that values its small town quality of life, where we work together as stewards of our heritage, environment and economy".

This Parks Recreation & Culture Master Plan has been developed for the Town of Ladysmith to provide guidance over the next ten years and beyond for parks, trails, recreation and cultural facilities and amenities as well as programs and services. The Plan is based on the needs and desires of the community supported by professional analysis and consideration of population and sector trends.

The Town has a long history of active volunteers that have served to enrich the parks, recreation and cultural experiences in the town. An important component in the development of this plan was to ensure that the entire community was given the opportunity to provide their thoughts on the future of parks, recreation and culture in the Town of Ladysmith.

Various methods were used to engage community members and collect information. They included focus group workshops, interviews with community leaders, discussions with staff and elected officials, a community survey and a public open house. The consulting team spent time in the community touring the parks, and facilities and gathering information on programs, activities, and services.



This community engagement provided the consulting team with considerable insight into the levels of satisfaction with the Town’s Parks, Recreation & Culture facilities and services, as well as information on desired improvements and additions to those facilities and services.

The public survey told us that the level of satisfaction with the parks in the Town of Ladysmith was high and that 96 % of survey respondents participated in outdoor recreation activities in 2015. It is no surprise that the most popular parks and trails are Transfer Beach and the Holland Creek Trail. On the indoor recreation side many Town of Ladysmith residents use and enjoy the facilities at the Frank Jameson Community Centre, in particular the pool and fitness centre.

The focus groups and interviews revealed the importance of maintaining and enhancing the many parks, trails, and community recreation and cultural facilities for all ages to enjoy. The community told us that partnerships in the delivery of programs, services and capital projects should continue to be supported and encouraged. The Public Open House confirmed what we had heard and helped to prioritize the recommendations in this Master Plan.

The recommendations have been categorized into the following subject areas:

- Parks and Outdoor Recreation
- Indoor Recreation and Culture Facilities
- Recreation and Culture Programs and Services
- Partnerships and Agreements
- Marketing and Communications
- Administration

The Implementation Plan includes all of the recommendations along with proposed priorities, timeframes and resources required for each of the recommendations.



1.0 INTRODUCTION

1.1 Context and Purpose of the Master Plan

The Town of Ladysmith is proud of its rich heritage, natural environment and sustainability vision with additional access to services in nearby communities. The Town has established a community accord with its neighbour, the Stz'uminus First Nation. These priorities are captured in the Town's vision statement: Ladysmith is a spirited community that values its small town quality of life, where we work together as stewards of our heritage, environment and economy.

An objective in the sustainability progress report of the Town of Ladysmith's 2014 Annual Report is to 'protect parks and natural ecosystems'. The indicator for this objective is to quantify the amount of protected natural greenspace and parkland within the Town boundary. Research and analysis associated with the Parks, Recreation and Culture Master Plan indicates a total parkland amount of 96.5 hectares, or 238 acres; representing an allocation of 110 square metres of parkland per person.

It is in this context that the Town wishes to develop a new Parks, Recreation and Culture Master Plan to guide current and future operations and planning of existing and potential programs, services, facilities and amenities within the scope of the Department. There have been many changes since the last Master Plan was completed in 2001. This new plan reflects the Community Vision and will be a key driver in the development of comprehensive parks, recreation and culture resources to improve the quality of life for Ladysmith area residents and visitors.



1.2 Community Engagement

The Parks Recreation & Culture Master Plan is based on the needs and wants of the community of Ladysmith, and is supported by professional analysis; trends in the sector and a community based Steering Committee. The Steering Committee included representation from the Seniors Centre, the Arts Council, Youth, Sports Groups, Parks & Trails and Public Works. They met on two occasions to provide guidance and input to the Plan.

The opportunity for participation in the development of the Plan was promoted through the Town's website and social media as well as through print media. A community engagement process was undertaken targeting a variety of demographics and interest groups. The following is a summary of the process.

A comprehensive community survey was conducted from January 6 to February 12, with a total of 438 surveys completed. The survey was available online and in hard copy.

Key Informant Interviews were conducted with 25+ individuals in leadership positions in the community during the months of January and February 2016.

Focus groups were held on January 19th and 20th with the following groups:

- Youth attending the Ladysmith Secondary School (grades 10 to 12)
- Senior Citizens (through the Seniors Centre)
- Organized sports groups, parks and trail users
- Recreation Program participants (or parents of participants)
- Community Organizations/service providers
- Service Clubs, Event organizers, Arts & Culture

1.3 Review of Related Documents

Parks, Recreation and Culture Master Plan, 2001

This Plan completed by Professional Environmental Recreation Consultants Inc (PERC) determined that the public was generally satisfied with the current services and made extensive use of available opportunities and facilities. The report reached a large number of “conclusions” and made fifty-three recommendations. Many of the recommendations have been acted upon, most notably the expansion of the FJCC (the fitness area and program room); a space for youth in the community centre (the Rec Room), improved facility repairs and maintenance (done), a sports field complex (Forrest Field), a new spray park (at Transfer Beach), and work with community organizations to deliver services (ongoing).

Some of the recommendations are still a work in progress, for example the lack of a fenced dog park, and developing an agreement with School District 68 regarding sports field use and maintenance (both of which are in progress)

Community Vision Report and Community Vision Public Preferences (HB Lanarc), 2008

This entire document was reviewed to ensure that the approach and final recommendations of the Parks Recreation & Culture Master Plan are in line with and support Ladysmith’s Community vision. Of particular interest for the Master Plan were the visions for: Streetscape and Pedestrian Environments; Pathways, Cycling, Public Spaces; Entertainment (outdoors) and Destinations (outdoor adventure, art galleries); Pocket Parks & Plazas, Bike trails (in Holland Creek development); and the Waterfront Vision with marinas, live/work studios, open spaces, walkways, stronger connections to downtown, and a range of activities and events.

Town of Ladysmith 2014 Annual Report and 2015 Community Profile

The key accomplishments as outlined in the report include two which fit under PRC: the replacement of the Holland Creek Bridge, and the completion of an energy retrofit at the Frank Jameson Community Centre, Aggie Hall, and the Public Works Building. Other achievements included: the development of Forrest Field, replacement of fitness centre cardio equipment, updated fees and charges for facility rentals, and an enhanced Healthy Living program with Stz’uminus First Nation.

In the Sustainability Progress Report section there are a number of action items relating to Parks, Recreation & Culture including undertake more detailed mapping of wildlife habitats and corridors (with CVRD); Support the protection of sensitive areas such as wetlands and watersheds; reduce/eliminate invasive species throughout the community; develop and implement landscape guidelines to provide songbird and butterfly habitats; and develop a Public Art Strategy.

There were four Objectives with Indicators that were “targets” for this Parks Recreation & Culture Master Plan. They are:

Objective: Protect Parks and Natural eco-systems

Indicator: Amount of protected natural greenspace and parkland within the town

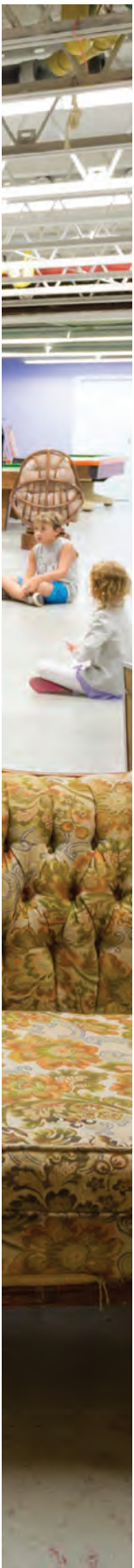
Objective: Encourage greater participation and appreciation of Ladysmith’s arts and cultural events and facilities

Indicator: Percentage of residents actively participating in public celebrations

Objective: Enhance support to Ladysmith’s diverse arts, cultural and heritage venues and events

Indicator: Dollars spent to provide cultural services. Value of arts grants distributed (\$ per resident)

Objective: Improve physical and social well-being of Ladysmith residents



Indicator: percentage of population who take an active part in an activity at a recreation centre at least once a month, percentage of residents actively participating in sports using community facilities.

In addition to these key documents, a long list of additional reports, plans, guides, and documents were reviewed as background to this plan.

Parks, Recreation and Culture Documents

- Operating Budgets (2015 & 2016)
- Capital Budgets (2015-2020)
- PRC Activity Guides - Spring, Summer, Fall, Winter
- Organizational Charts
- The 2012 PRC Survey Results
- Property Condition Assessment for the Machine Shop (2014)
- Various forms - e.g. Contract for Services, Program Status Report, Volunteer application
- Volunteer Training Manual

Planning and development centred documents

- OCP Amendment/Rezoning Application for Holland Creek Development February 1, 2016
- Schedule A Town of Ladysmith Community Plan
- Schedule C Holland Creek Area Plan
- Schedule D South Ladysmith Area Plan

Park development plans

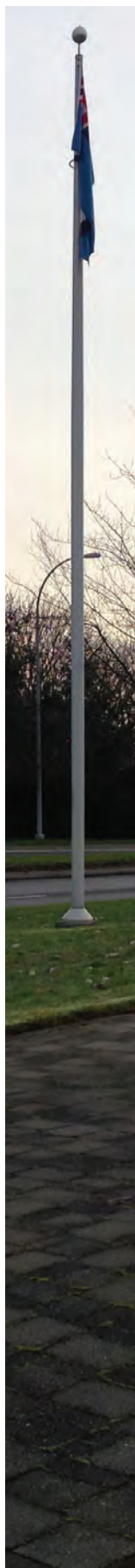
- TOL Senior Athletic Fields Strategy – LEES + Associates with Rainforest Consultants, January 19, 2004
- TOL Waterfront Area Plan
- Ladysmith Bicycle Plan 'Ladysmith Gets Rolling', HB Lanarc Consultants Ltd., December 2009
- Ladysmith Cemetery Expansion, Hilton Landmarks Inc. Cemetery Consultants, February 2005
- Ladysmith Athletic Park Concept Review, LEES + Associates with Rainforest Consultants, 2002
- Cowichan Valley Regional Parks and Trails Master Plan

Historical documents

- General overview of Town's history in an interview with Ladysmith Archives Manager
- Dunsmuir's Dream – Ladysmith, the First Fifty Years, Richard Goodacre
- Ladysmith – Our Community. Your Credit Union. A History, Patrick A. Dunae
- Ladysmith 100 Years – Official Centennial Souvenir Book
- TOL Community Heritage Register
- History of the Machine Shop building

Tourism based documents

- CVRD ALR General Guide (Brochure)
- CVRD Parks and Trails Guide (Brochure)
- Ladysmith Heritage Walk (Brochure)
- Ladysmith EDC Pamphlets
- Ladysmith Fall Activity Guide 2015
- Ladysmith Arts Council – Artmagazine
- 2015 Take 5 Guides
- CVRD Fall Recreation Guide December 2015





1.4 Parks and Facility Site Visits

The Consulting Team toured the facilities, parks and trails over a period of three days, early in the Master Plan process. During this tour they photo-documented all park properties and facilities and summarized key findings from the site visits (see Appendix). The overall impression of the parks system is a well maintained, high functioning system. The Town of Ladysmith is well serviced by parks; 95% of Town residents are able to access a public outdoor space using the benchmark of a five minute walking distance (400 metre radius).

The Town has access to a large, contiguous waterfront land base fronting Ladysmith Harbour, and access to upland regional park facilities and Crown land located to the south. Highlights of the park inventory included the following parks:

- Transfer Beach Park
- Holland Creek Park
- Spirit Square
- High Street Ball Field and Community Garden
- Forrest Field Athletic Park
- Gourlay Janes Park
- Ladysmith Golf Course and Holland Creek Ball Fields
- Brown Drive/Kinsmen Park and Playground/Aggie Sports Fields

The four major recreation and culture facilities are the Frank Jameson Community Centre, Forrest Field, The Agricultural Hall (Aggie Hall) and the Machine Shop. The Community Centre and Aggie Hall, although aging, both appeared to be in reasonable condition and well-maintained. The Machine Shop is in need of major renovations, and was the subject of a Property Condition Assessment in 2014. In addition to these major facilities, the Department of Parks Recreation and Culture has responsibility for numerous smaller facilities throughout the Town including washrooms, picnic shelters, and storage buildings. The Department also oversees overall capital and building maintenance for Town Hall, Public Works, Ladysmith Resources Centre, Boys and Girls Club and RCMP building.

1.5 Review of Programs and Services

The programs and services offered by the Parks, Recreation and Culture Department were reviewed and analyzed by the consultant through site visits, staff interviews, review of program guides, budgets, schedules for the pool, fitness centre and program spaces participant numbers, and fees. This information was supplemented by input from focus groups, key informant interviews and the survey. The Program and Services section provides the analysis and recommendations.



1.6 Benefits of Recreation

The Benefits of Recreation have been well documented over the past twenty-five years. The extensive list of benefits is divided into four categories: Personal, Social, Economic and Environmental. Each of these areas has application to parks, recreation and culture in Ladysmith.

Personal Benefits

- Extends life expectancy
- Prolongs independent living
- Reduces heart disease and stroke
- Contributes to mental health
- Holistic development of children
- Lifelong learning and academic success
- Builds self-esteem and positive self-image
- Enhances life satisfaction

Social Benefits

- Leisure activities enhance perceived/actual quality of life
- Recreation nurtures independent living for persons with disabilities
- Reduces self-destructive behaviour
- Reduces isolation and loneliness
- Keeps families together
- Provides safe programs for children and youth
- Builds strong communities
- Understand cultural differences

Economic Benefits

- Reduces illness and disability
- Reduces crime and social dysfunction
- Improves work performance & productivity
- Attracts tourists and businesses to the community

Environmental Benefits

- Protect Habitat and diversity
- Greenspaces are essential to overall good health and quality of life
- Trails encourage non-motorized transportation

All the benefits along with the supporting research data can be found on the Benefits Hub. <http://benefitshub.ca/>.



1.7 National Recreation Framework

Framework for Recreation in Canada 2015: Pathways to Wellbeing

In 2011, the Interprovincial Sport and Recreation Council and the Canadian Parks and Recreation Association kicked off a three year journey to develop a new Framework for Recreation in Canada. Parks and recreation leaders from across the country (except Quebec) participated in numerous discussions and debates in the development of a new vision for recreation. The Framework was endorsed in February 2015 in Prince George by the Federal-Provincial – Territorial Ministers responsible for Sport Physical Activity and Recreation. The document can be found at <http://www.cpra.ca>.

The parks and recreation sector is now working towards the implementation of the Framework. The renewed definition of Recreation is:

“Recreation is the experience that results from freely chosen participation in physical, social, intellectual, creative, and spiritual pursuits that enhance individual and community wellbeing.”

The Framework describes five goals and priorities for action under each goal. The goals are:

1. **Active Living.** Foster active, healthy living through recreation.
2. **Inclusion and Access.** Increase inclusion and access to recreation for populations that face constraints to participation.
3. **Connecting People.** Help people connect to nature through recreation.
4. **Supportive Environments.** Ensure the provision of supportive physical and social environments that encourage participation in recreation and build strong, caring communities.
5. **Recreation Capacity.** Ensure the continued growth and sustainability of the recreation field.

This Town of Ladysmith Master Plan incorporates aspects of each of these national goals and priorities in the recommendations and action plan.

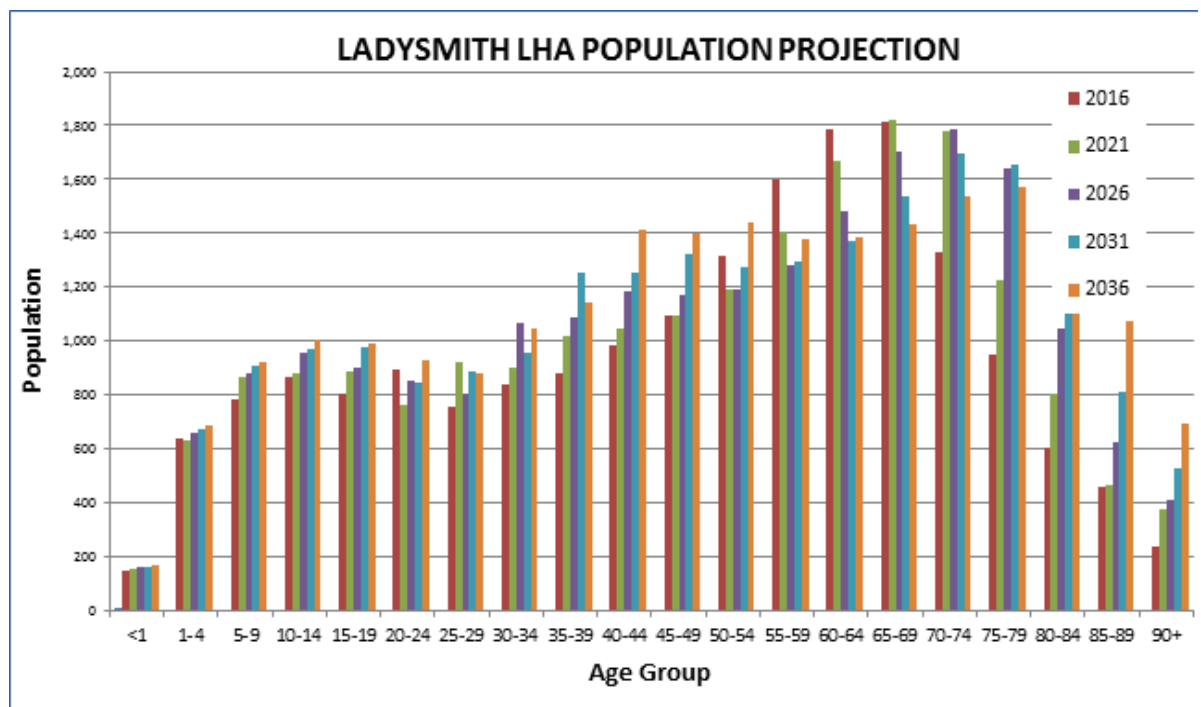


2.0 COMMUNITY PROFILE

2.1 Demographic Profile

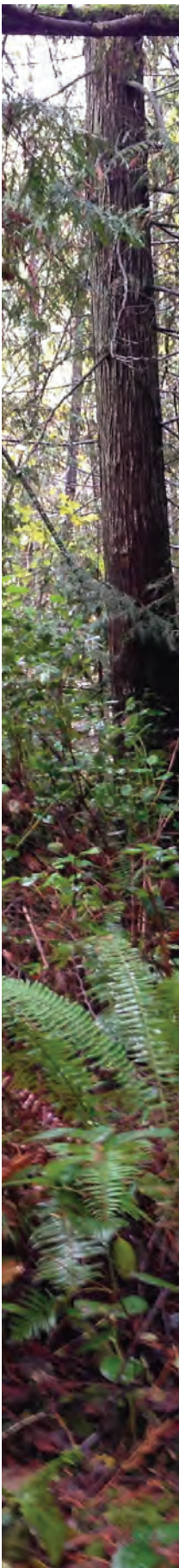
The following chart shows the projected population in five year cohorts for the period 2016 to 2031. The information is derived from BC Stats - Sub-Provincial Population Projections - P.E.O.P.L.E. 2015 (Sep 2015) for the Ladysmith Local Health Area. The population for the Local Health Area is about double the population of just the Town of Ladysmith, which was estimated at 8,273 (BC Stats). Due to the change in data collection for the 2011 National Household Survey (Census), figures may not be accurate.

The population estimate for the Ladysmith Health Area for 2016 is 18,770. The total projected population in 2036 for the Ladysmith LHA is 22,516.



This table highlights a few trends in the future population of Ladysmith, assuming it is similar to the Local Health Area population trends. The number of children and youth (ages 1 to 19) will continue to grow at a slow, but steady pace over the next 20 years, whereas the 20 to 35 age group increases very little over the 20 year period, only adding a total of 376 persons in that age range (for the entire LHA).

In the 35 to 54 age groups the numbers increase every five years, but at age 55 there is a dramatic decrease in the population. This continues until the 70 plus age groups where the numbers are projected to grow considerably over the next 20 years, resulting in a significant increase in the 80 plus groups by 2036.





Community and Health Profile

The information in this section is derived from the Town of Ladysmith 2015 Community Profile, and from the Local Health Area Profile prepared by Island Health in December 2014.

On average, the population is older than both the BC and Island population. Between 2001 and 2011 the Town's population aged 55 plus grew by 70%. However, Ladysmith also grew in the 15-24 year age group. As of 2011, 12.4 % of people living in Ladysmith identified as Aboriginal compared to 6.6% in the Island Health area.

In terms of economic wellbeing, Ladysmith had a lower percentage of low income seniors than B.C. or the Island Health area. However Ladysmith had a lower average family income for couple economic families (\$82,405) compared to BC (\$94,632) and Island Health (\$94,760). A lower percentage of individuals in Ladysmith received income assistance (1.1%) than in BC (1.7%) or Island Health (1.8%).

On the education front, a higher proportion of 18 year olds from Ladysmith graduated high school (90%) compared to BC (78%) and Island Health (72.1%). However Ladysmith had a higher percentage of grade 4 and 7 students who scored below standard in reading (29.3% and writing (20.9%) than BC (20.5% and 14.2%) or Island Health (22.4% and 18.3%).

Under "Healthy Development" a higher proportion of kindergarten children in Ladysmith were rated as vulnerable for social (25.0%) and emotional (27.05%) development compared to BC (15.6% and 14.9%) and Island Health (15.4% and 15.4%).

Ladysmith had a much higher rate of births to teen mothers (64.8 per 1,000 live births) than BC (29.0 per 1,000) or Island Health (40.4 per 1,000).

Ladysmith had a higher rate of children hospitalized due to respiratory diseases (11.2 per 1,000 children aged 0-14) than BC (9.0 per 1,000), but a similar rate as Island Health (10.7 per 1,000).

There was a higher rate of maternal smoking in Ladysmith (12.8%) than in BC (8.6%), but a similar rate as Island Health (11.9%).

The percent of kindergarten children rated as having problems with fine and gross motor skills, daily preparedness for school, washroom skills and handedness is 17.0% for Ladysmith versus 15.7% for BC and 16.8% for Island Health.

The provision of health care for Aboriginal peoples on Vancouver Island has been evolving as the 2006 VIHA (Vancouver Island Health Authority) Aboriginal Health Care Plan is implemented. There is increasing collaboration between and among Aboriginal partners and government and non-profit health care providers to ensure the unique needs of the First Nation communities are met.



2.2 Implications for Parks, Recreation and Culture

As the demographic profile indicates the younger age groups will experience relatively steady low growth over the next 20 years. The current demand for parks, trails, recreation and culture facilities and programs will continue in relationship to the increasing number of children and youth. They will continue to need a variety of recreational opportunities and community services to support their growth and healthy development. Physical literacy will continue to play a key role.

The 25-34 age groups will not have an appreciable increase in overall numbers; however this age group will continue to be active users of the outdoor recreation opportunities, along with their young families.

The 50 to 69 year old residents will continue to be big consumers of the fitness centre and aquatic programs as well as therapy and rehab services. The same age group will be participants in the arts and cultural offerings of the community.

The dramatic increase in the over 70 age group will require expanded “active living” opportunities both indoors and out. These opportunities will need to be senior friendly - this includes accessibility, structured and non-structured programs, and affordability. An example is trails that are “easy walking”, outdoor Pickleball, and appropriate outdoor exercise equipment. Another important element of healthy aging is the opportunity for social engagement. Participation in recreation and culture activities offers this opportunity.

The large number of elderly (80+) residents, many of whom will continue to be quite active, will require similar active living opportunities as well as specialized programs.





3.0 TRENDS AND BEST PRACTICES

3.1 Recreation and Culture Trends

Wellness and Chronic Disease Prevention

There is recognition of the connection between health and recreation. The benefits of recreation activities, both in the pool and on dry land support a healthy active lifestyle and help to prevent chronic disease.

Declining Participation in Organized Sports

Participation in sport has continued to decline in Canada over the past decade. Sport participation levels decline with age beginning at the age of 12 and dropping off considerably beyond the age of 20.

Aquatics

Swimming is a favoured activity for people of all ages. Swimming lessons are the primary market for indoor pools and participation in such activities tends to decline after age 10. With the aging of the population has come increased demand for therapeutic pools and programs aimed at rehabilitation.

Children and Youth Inactivity

Only five percent (5%) of Canada's children are getting enough daily physical activity. Participation in organized physical activity and sport is notably lower among girls, children and youth with a disability, and those with a low household income. As children move into adolescence the levels of participation drop drastically.

Physical Literacy

A trend over the past five years or so has been to embrace the concept of "physical literacy" in programs for children. Physical Literacy has been defined and promoted by Canadian Sport For Life as critical for the development of children and youth so that they can participate in lifelong sports and recreation activities.

The private sector has become engaged, offering grants in support of building physical literacy (for example RBC). Excellent resources are available on the Canadian Sport For Life Physical Literacy site at <http://www.physicalliteracy.ca>.



Increased Desire for Unstructured Opportunities

Busy lifestyles make it difficult for some families and individuals to commit to a series of classes or ongoing programs. Special events and festivals continue to grow in popularity, as do “mini-sessions” for programs. People are choosing activities that can be done at personally convenient times.

Outdoor facilities that provide for self-programmed, resource-based and self-scheduled recreation activities are the most successful in park systems.

More Older Adults

As the number of older adults increases in the community, a greater percentage of recreation facility space and program staff will need to be dedicated to serving the needs of this population. This group may have higher expectations in terms of quality services and facilities.

Persons with Disabilities

Barriers can be physical, architectural, informational, communicational, attitudinal, technological, or through a policy/practice. For recreation facilities this would include improving accessibility to all aspects of facilities, and creating an environment that supports participation by all persons regardless of their disability.

Changing Families and Households

Families are more diverse, with more common-law and lone-parent families. People are marrying later in life, an average of 5 years older since the 70's. There has been an increase in one person households. Young people (aged 20-29) are staying home longer. The increasing numbers of people living alone, in particular senior citizens could affect preferences for increased opportunities for socialization through recreation.

Changing Preferences and Expectations

Another clear trend is the shift toward the experiential aspect of activities. People are seeking personal growth and meaning in the activities they choose. For example, the two fastest growth areas in tourism are cultural learning and ecotourism. People not only have high expectations for achieving personal benefits, but also that there will be a high quality of service in terms of quality of instruction, customer service, and facility cleanliness and appearance.

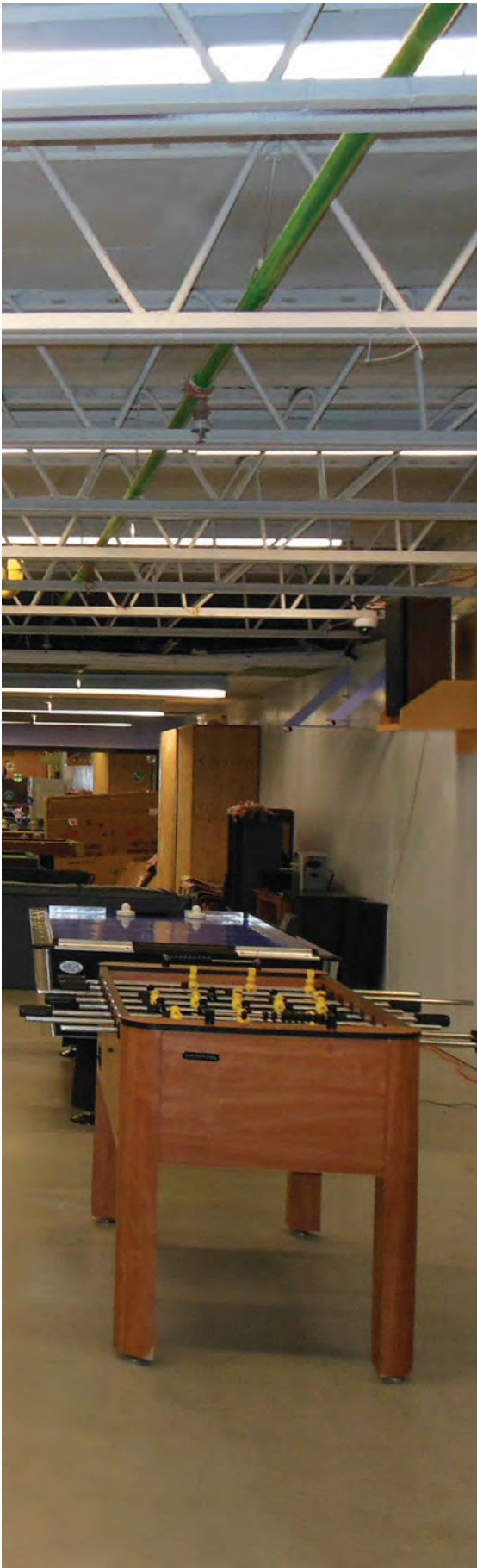
As the Baby Boomers age, they continue to have an interest and commitment to being active, but will turn away from more strenuous activities such as tennis and jogging to more moderate activities such as walking and yoga. Boomers are also showing an increased interest in culture, both in terms of attending performances and cultural venues, and in actual participation in art activities.

Outdoor Activities on the Rise

This is a trend across the country, which is very significant in BC. Outdoor nature-based activities are gaining in popularity. Trails continue to be one of the most demanded amenities for walking, biking, running and enjoying nature. There are many initiatives and resources for recreation professionals and the general public that help support healthy outdoor activities. Examples include Walk BC, Healthy by Nature, Everybody Active.

Events and Festivals

Festivals are reflective of a community, creating a sense of local pride and encouraging people to leave their homes and participate. Events can promote cultural awareness, and support the artistic community. Events and Festivals are a strong tourist draw if well managed. There is a trend towards an increasing number of municipally organized special events and festivals.



Expanded Use of Technology

Technology has become an integral part of recreation. In facilities some elements include registration systems, energy management, bar-coded facility entry, user tracking systems and enhanced communications. Participants are most likely to find program and facility information on line, often through their mobile devices.

The growth in new technologies has increased computer mediated leisure participation. The popularity of interactive video games and social media has resulted in people spending a significant portion of their free time engaged in digital activities.

Technology supports many physical recreation activities including Geocaching, walking, running (through pedometers, accelerometers, and heart monitors etc), interactive physical video games and exercises.

Aging Infrastructure

A large proportion of BC's recreation, parks, and culture infrastructure is aging. The cost of renovating or replacing these old facilities is significant. There is a clear shift from stand-alone to multi-use facilities, often integrating youth and seniors' components as well as common spaces that serve as community "hubs". The Federal/Provincial Infrastructure funding programs has been insufficient to replace old facilities and to build new ones, both indoor and outdoor.

Partnerships and Outsourcing

Partnerships with the private sector and with not-for-profit organizations continue to grow as revenue from tax dollars often does not keep up with escalating expenses. While parks and recreation have always fallen under the municipal umbrella, since the 1970's, a larger portion of responsibility for all public infrastructure has shifted to municipalities. Provincial and federal budgets are increasingly being consumed by health care and education costs, reducing their contribution to services like parks and recreation.

There are numerous examples of public/public and public/private partnerships in BC and across Canada. An example of a public/public partnership is between municipal government and the School District, or the Health Authority. Many of the "partnerships" are actually a form of contracting out facility management and service delivery.

There has been a trend in municipal partnerships extending to a variety of agencies in health, justice, education, community and social services.

Municipal facilities such as heritage and/or arts and culture buildings are commonly being managed by non-profit societies through leases or partnership arrangements.

Municipally owned fitness and wellness centres can also be operated through a partnership with the public or private sector, however these types of facilities usually generate a positive revenue stream and have become an important component of municipally run multi-use facilities.

Sport Tourism

Municipalities are embracing “Sports Tourism” as a means of making better use of their facilities, attracting tourists to their communities and generating additional revenue for sports and recreation. The Canadian Sport Tourism Alliance defines Sport Tourism as “any activity in which people are attracted to a particular location as a sport event participant, an event spectator, or to attend sport attractions or sport business meetings”. Sport Tourism in BC is valued at \$30 million annually and is the fastest growing segment of the tourism industry.

Many municipalities/regions have developed Sport Tourism Plans and Policies, which support sport tourism initiatives in their community. Examples of those communities include Fort St. John, Kamloops, Langley, Surrey, and Nanaimo.

Arts, Culture and Heritage

The participation in arts, culture and heritage is growing across Canada, particularly in BC. Residents of BC are more likely to participate in many more different forms of arts, culture and heritage activities.

Hill Strategies found that between 1992 and 2010:

- Museum attendance in BC increased 17%
- Art gallery attendance increased 48%
- Attendance at performances of cultural or heritage music, dance or theatre increased by 76% - this was 2.5 times the rate of the population growth in the same period.
- Older adults prefer informal, casual and self-directed activities, with more focus on arts and cultural activities as well as an emphasis on active living.

Economic Benefits of Culture

The economic contribution of artists, artisans, creators and many other participants in the creative economy is very significant. Municipalities that adopt culture as an economic engine can achieve positive economic benefits for their communities. Cultural Tourism has grown significantly over the past decade thanks to the interest and spending by baby boomers on the arts.





3.2 Trends Specific to Parks

Park Attendance

Generally, park attendance is in decline; programming is key to increasing attendance. Literature indicates that revenue-based classes and programs are growing in the field of parks services.

Park Budgets

Park budgets remain strained and below 2010 levels, compelling municipalities to pioneer new funding mechanisms for park delivery, including the exploration of P3 partnerships and community based, volunteer based initiatives.

Environmental Stewardship

There is an increase in the acquisition and development of passive park space and the retention of naturalized open spaces for public parkland. This movement is further supported with the incorporation of the following elements in parks:

- Constructed wetlands
- Bioswales
- Edge management plantings
- The application of integrated pest management
- Indigenous plant species
- Drought resistant plants

Walkable Communities

The implementation of municipal park improvements that promote a walkable community is on the rise. The millennial demographic is funding a suburban exodus by being drawn to communities that espouse this value – in particular the provision of cultural amenities such as public squares that allow for passive use.

Decline in Organized Sport Participation

Participation in organized sports is on the decline, with the exception of soccer. The Canadian Youth Sports report released in 2014 found that the top organized sports for youth were swimming and soccer (ages 3 to 17). Activity levels and preferences in children and youth trend toward walking, soccer, bicycling, swimming, running and basketball. There is a movement toward the conversion of underutilized baseball diamonds into soccer fields, tennis and basketball courts and skateparks.

Multi-Use Sports Fields

A multi-use approach to sport fields where park amenities and programming accommodate soccer, lacrosse, football, cricket, rugby and ultimate Frisbee is on the rise.

Ancillary Park Facilities

There is an increasing demand for ancillary park amenities for sport field complexes such as washrooms, recycling stations, concessions and benches.

Extreme Sports

An increase in the participation of “extreme” sports such skateboarding, BMX/Trick cycling, rollerblading and the provision of facilities to accommodate these activities.

Parks as a Prescription

The role of parks in public health via the Divisions of Family Practice and the care and prevention of chronic conditions utilizing park amenities. An example of this might be a general practitioner prescribing a 1.5 km walk along a linear trail in an attempt to reduce the reliance on prescription medication for a Type 2 diabetic.

Nature Based Sports Tourism

This is a growing market with a focus on family recreation and outdoor facilities such as golf, marine and waterfront activities, trails and pathways that allow for nature study, hiking and walking, bird watching, and eco-tourism.

Village Squares

The incorporation of village squares or parkettes, providing opportunities for neighbourhood residents to socialize in flexible, urban spaces.







4.0 COMMUNITY INPUT

4.1 Community Survey

A key component of the community input was the Community Survey. The purpose of the survey was to gather information from a wide range of residents as to their interests, priorities and levels of satisfaction with parks, recreation and culture in Ladysmith. The survey was posted on line for the month of January and the first two weeks of February. Hard copies of the survey were available at the community centre, and were included in the utility bills. The survey was promoted through print and social media, the website, at the focus groups and at the community centre. A total of 438 surveys were completed, although 470 completed portions of the survey.

Highlights of the survey are presented here, with the full survey results available in the Appendix.

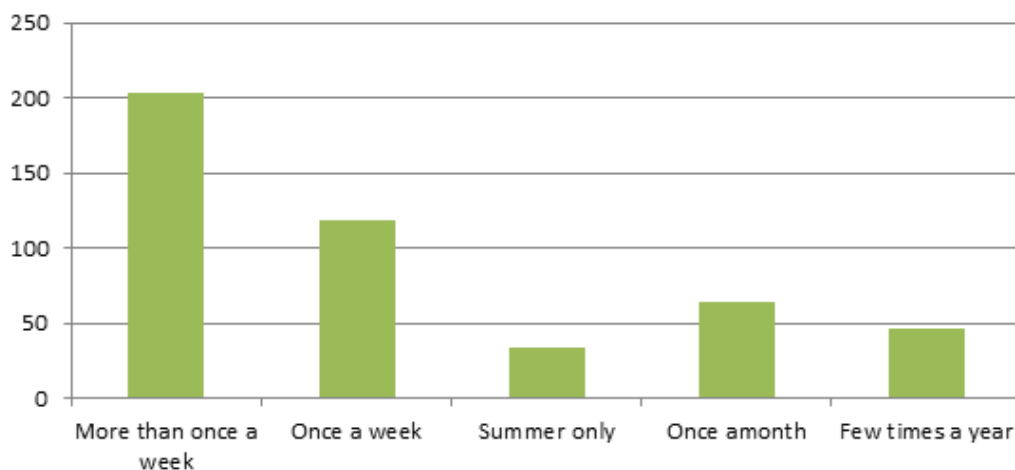
Survey Results

Ninety-five percent of the survey participants rated the parks system as “great” or “okay”. The majority stated that one or more parks were easily accessible from their homes, with the main exception being the south end of town.

“Should the Town of Ladysmith acquire new parkland to expand the current system?”

There was almost a 50/50 split between “yes” and “don’t know”.

Park Visits





The areas of interest for additional parkland were: the waterfront, south end, Davis Road school property, more trails and a location for a dog park.

Additional desired waterfront amenities included:

- Café, restaurant with healthy food choices
- Shops, Hotel, Outdoor art
- Boardwalk/walkway along water
- Separate bike trail
- Campground and RV park
- Better kayak, canoe access
- Permanent space for artisans
- Outdoor fitness equipment
- More picnic tables and BBQ pits
- Improved amphitheatre

Should features such as culture, historic interpretation be incorporated into the parks system?

79% of respondents said “yes”.

96% of respondents participated in outdoor recreation activities in or near Ladysmith in 2015. These activities included (in order of popularity):

1. Walk or hike
2. Attend event or festival
3. Beach use
4. Informal activity in a park
5. Nature appreciation
6. Use a playground
7. Walk a dog
8. Bike
9. Run or jog
10. Other - Frisbee golf, boating, soccer, baseball, football

The most popular parks and trails are:

- Transfer Beach
- Holland Creek Trail
- Waterfront Trails
- Aggie Park
- Heart Lake Loop
- Kinsmen Park and Brown Drive
- Stocking Lake Trail

The level of satisfaction with outdoor facilities was quite high. The three areas with the highest levels of dissatisfaction were: no fenced off leash Dog Park (30%), bikeways and trails (21%) and picnic areas (15%).

Frank Jameson Community Centre is very popular- 83% said they used the Centre last year. The pool was most popular followed by the Fitness Centre, gymnasium and the meeting/program rooms.

Programs were also very popular, with 43% taking fitness classes, 33% swimming lessons, 33% aquatic fitness. Adult and children’s programs were also popular, as were the art classes at the Waterfront Gallery and the programs at Aggie Hall.

The level of satisfaction with programs & indoor facilities was very high with only small percentages expressing some dissatisfaction with the pool and fitness facilities, the youth centre and some adult programs.

The survey found that there were a large number of dog owners at 44%.

Almost 80% of survey participants have lived in Ladysmith for more than five years. The following chart shows the ranking of priorities for outdoor facilities. Participants were asked to rank their top three.



Outdoor Priorities	1st Choice Number of Respondents	2nd Choice Number of Respondents	3rd Choice Number of Respondents	Totals of Priorities Ranked 1, 2, or 3
Soccer/Football	17	8	10	35
Ball Diamonds	8	10	16	34
Paths and Trails	99	68	86	253
Improved Roadside Bikeways	22	53	34	109
Playgrounds	14	18	26	58
Fenced Dog Parks	58	52	42	152
Skate Park Improvements	2	2	15	19
Waterfront Park Facilities	63	96	63	222
Waterfront Walkway	127	113	106	346

Participants were also asked to rank their top three indoor priorities. The following chart shows the responses.

Indoor Priorities	1st Choice Number of Respondents	2nd Choice Number of Respondents	3rd Choice Number of Respondents	Totals of Priorities Ranked 1, 2, or 3
Aquatic Facilities	96	37	55	188
Fitness Facilities	86	70	39	198
Program Space	28	52	58	138
Programs	72	90	78	240
Special Events	32	48	51	131
Cultural Facilities	27	30	28	85
Cultural Programs	23	39	57	119

Although the largest percentage of respondents was over the age of 65, there was good representation from all age categories.



4.2 Focus Groups and Key Informant Interviews

Feedback was sought from a variety of sources. In addition to the survey, six (6) focus groups were held and more than twenty-five (25) community stakeholder interviews.

Focus Groups Outcomes

The focus groups consisted of a wide variety of stakeholders and users including representatives from not for profit community service organizations, the School District, VIHA, sports groups, arts and culture groups, Stz'uminus Youth Services, service clubs, the Chamber of Commerce, and program participants.

The following list of strengths, challenges, priorities and strategies represent a synopsis of the many comments by all of the participants. The detailed notes from each of the focus groups can be found in the Appendices.

Strengths:

- Good partnerships between the Town and many service providers
- Staff willingness to work with other service providers and to introduce new programs/forward thinking
- Approachable Mayor and Councillors
- FJCC facility - variety of programs, fitness centre, pool, gym; good location
- Forrest Field, Holland Creek ball fields, Aggie field (location)
- Golf course
- Variety of parks, well maintained
- Holland Creek trail, Nature opportunities
- Transfer Beach - great for families, music, picnics,
- Legacy of good events, festivals and concerts
- Great Arts Centre; accessible
- Potential of Machine Shop for Arts and Ladysmith Maritime Society
- Marina and related activities
- Ladysmith Museum
- Town Archives - willing to assist with research
- Opportunities to volunteer, Strong volunteerism in the community
- Extent of resources in Ladysmith
- Educational and cultural programs with Ladysmith Marine Society, Ladysmith Historical Society and Ladysmith Arts Council
- Ladysmith Little Theatre



Challenges:

- Seniors fitness programs - need more fitness and healthy activity opportunities for seniors of all ages and abilities, at a reasonable or no cost; offer activities on the waterfront for seniors
- Frequently cancelled classes/programs due to registration
- Need more children’s programs after school; more active programs - e.g. junior triathlete, yoga
- More adult programs in evenings (after work)
- Have more drop in programs - no pre-registration required
- Not enough focus on youth, activities, jobs, leadership opportunities
- Not enough low cost outdoor activities
- Fitness centre too small, needs expansion
- Need adapted exercise equipment at FJCC
- FJCC - need updated change/dressing rooms
- Need better pool equipment e.g. lane ropes, blocks
- Accessibility issues at Aggie Hall and some areas of FJCC
- Aggie and High Street ball fields need improvements
- Forrest Field needs to be completed as a “complete” sports facility
- Need more lit sports fields
- Poor signage throughout town and on trails
- Improve and expand trails; erosion in areas, need more accessible/easier trails
- Bike trails and paths - need safer areas to bike and mountain bike trails
- Develop bike skills park for kids
- Waterfront - lots of opportunity, pursue development, deal with Dogpatch, remove dog park, improve road access to marina and Machine Shop area
- Lack of planning for machine shop and area surrounding it - needs heritage industrial artifacts maintained
- Improve the Amphitheatre
- Need a campground, and/or RV park
- Trans Canada Trail “hiccups” in transition through Ladysmith
- Improve the community garden
- Expand Art Gallery programs
- Add Disc Golf
- No decent tennis courts
- Need outdoor Pickleball courts
- Skatepark needs upgrading - has no “flow”
- Need playgrounds for older kids - 9 years plus
- Lack of First Nation presence in Ladysmith
- Lack of transportation between Stz’uminus and Ladysmith; lack of transportation for disabled
- Need a dog park or parks
- Golf course needs improvement - dwindling membership
- Ladysmith Little Theatre suffers from lack of awareness from the Town
- Lack of Destination Marketing - fragmented



Priorities and Strategies

These are not in any rank order, as each group had different emphasis.

Waterfront

- a. Develop an overall Park Plan that complements the Town's Waterfront Plan. The park plan could include an expanded waterpark, improved boat launch, kayak launch area
- b. Improve trails, work with First Nation to include Slack point in trail extension
- c. Make it a Destination Attraction
- d. Get support from CVRD economic development

Transfer Beach

- a. Collaborate with all interest groups create a "vision" the projects based on phases and priorities, and celebrate each completion
- b. Develop seasonal RV and camping in a specific, designated area, somewhere around Transfer Beach to bring in revenue to the Town and provide opportunity for use during major events.

Frank Jameson Community Centre

- a. Improve regular maintenance and upkeep of pool and change rooms
- b. Expand fitness centre; increase hours. Earlier opening and later closing
- c. Upgrade/expand pool

Machine Shop

- a. Preserve Industrial Machine Shop, determine users, partnerships, and tenants
- b. Investigate a partnership agreement that establishes how one or a consortium of user groups manage the site
- c. Do a space needs analysis and opportunities
- d. Examine logistics - cost, timing, phasing, funding

Forrest Field

- a. Develop this into a multi-sports complex as a support in Regional Sports Tourism
- b. Develop it in phases, in priority as identified by the user groups
- c. Need Softball fields
- d. Apply for grants and do fundraising

Sports Fields- More practice field capacity

- a. Add lights to Holland Creek fields
- b. Repair High Street Ball Field, involve ball association
- c. Upgrade Aggie field
- d. Add additional lights to LSS fields behind FJCC
- e. Work with School District to increase quality of playing fields and access to fields, partnership with SD



Trail Network

- a. Develop a trail network by starting throughout the town.
- b. Start with smaller loops and branch out - increase distance and difficulty to attract all interests
- c. Partner with volunteer groups with grant assistance
- d. Apply for grants for healthy living, youth, seniors
- e. Continue to develop family friendly trails, some more accessible and some more challenging
- f. Develop and provide maps and signage
- g. Promote as "trail destinations" for Tourism
- h. Tackle invasive species

Outdoor Environment

- a. Increase opportunities for families and youth to engage in outdoor environment
- b. Link to parks and recreation programs and school programs
- c. Consider the types of early years programs that could incorporate more outdoor based programming
- d. Add facilities outdoors to create interest and encourage participation
- e. Add Disc Golf to one of the parks or the golf course

Bicycling Environment

- a. Create an enthusiastic family and youth bicycling environment
- b. Build trails at locations that kids and families can ride - level or mid-grade
- c. Offer/promote kids/youth cycling classes or activities/skills
- d. Build a bike skills park

Golf Course

- a. Review options to replace or re-locate the clubhouse to another location on the site
- b. Resolve access issues due to Culvert failure
- c. Renovate golf course
- d. Introduce Disc Golf or other uses such as Footgolf to site

Improve Skatepark

- a. Improve skate experience
- b. Build for younger skaters
- c. Review lighting (lack thereof)

Children's Programs

- a. Participate in, and support Ladysmith Early Years Partnership
- b. Work with school board
- c. Offer "samplers" and promote them
- d. Continue with low enrollment programs for another season
- e. Have "civic nights" - free passes
- f. Offer kids yoga and other activities to promote physical literacy



Adolescence/Youth

- a. Focus on the 10 to 18 years age group in the following areas: physical literacy, use of facilities (lack of), relevant programs, marketing and awareness, engagement, accessibility from a cost perspective. Learn from other communities, engage youth in the process, develop champions, develop a youth driven space.
- b. Explore ways of offering free access to fitness centre and gym for youth on a regular basis
- c. Youth are interested in additional program offerings: art classes, teen swim (Friday nights)

Seniors and Challenged People

- a. Provide programs for these groups in computer literacy, healthy activities in a cost effective manner. Involve the participants in the design of the programs, use experienced staff, develop programs in partnerships between agencies and Town staff, link seniors with youth(e.g. sharing teaching, computer skills, cooking)

Cultural Programs and Events

- a. Review PRC involvement and support
- b. Partners - Museums, Marina, Historical Society, Maritime Society, Arts Council, First Nation
- c. Focus on First Nation presence - gathering place near Machine Shop, carvings

Community Trust or Fund

- a. Town to take the lead in developing a trust fund in conjunction with all on-profits and NGO's to avoid donor saturation in the community
- b. Create a true community partnership; look at gaps within service groups

Safe, Accessible Structures and Infrastructure

- a. Assess program space needs; undertake feasibility of expansion, parking etc.
- b. Ensure the maintenance of safe, accessible structure, parks, trails, parking etc.

Potential/Protection of Natural Environment

- a. Enhanced use of outdoor space - a community classroom
- b. Offer more outdoor programs and activities
- c. Build mountain bike and hiking trails

Partnerships

- a. Town to work with not for profits to access dollars/funding that are not available to municipalities
- b. Work out a formal partnership with the School District
- c. Partnerships with Stz'uminus

Destination Marketing

- a. Support Chamber of Commerce and other Town organizations in their Destination Marketing efforts through the provision of parks, recreation & culture information



Key Informant Outcomes

The following are the key perspectives gleaned from the interviews by category.

Frank Jameson Community Centre - Facility and Programs

- Facility is exceptional for the size of the community
- The facility is aging, but is generally well maintained
- The fitness centre is in need of an expansion, as it is very well used and quite crowded in peak periods
- The pool is usually busy, although there are times when the pool is not staffed and therefore empty due to cost constraints
- Pool schedule should be reviewed to meet demand
- Elite programs could enhance revenue, and encourage new participants
- Expand to more outdoor programs
- Offer more programs for the 20-30 age group
- Peak versus non-peak fees could be explored
- Facility needs enhanced marketing
- A climbing wall would attract new participants
- The youth space, the Rec Room could use a major renovation to make it more welcoming and comfortable for youth
- Encourage biking - kid's clubs; bike park
- Work with Stz'uminus to provide programs for families and youth
- There are transportation issues - residents wanting to get to FJCC from La Rosa and persons living on Stz'uminus First Nation land

Aggie Hall and Sports Fields

- Generally satisfied with the Hall and activities offered there by community organizations
- Ball diamonds need upgrading
- Expand the parking area
- Use indoor and outdoor areas for a Marketplace venue
- "Arts at the Aggie" would be interesting

Parks

- Invest in and maintain parks and trails
- Consider summer student program for maintenance and to help students with tuition
- South end needs more park space
- Park focus is just on kids, need adult equipment
- Brown Drive park needs more amenities - family space, adult equipment
- Consider physical literacy in park development
- Trend towards "riskier play"
- Tot lot on Root Street does not get much use
- Consider reducing number of "pocket parks" to focus on other park needs
- Develop a program for the provision of more benches and picnic tables
- Consider Russel Road lands potential



Trails

- Great wilderness trails
- Need better maintenance
- Holland Creek need more attention - it has been let go
- Trails are too narrow for two people to walk side by side
- Should have better access points
- Add kiosks identifying park history and interpretation
- Need much better signage
- Put in exercise stations
- Rotary Lookout Trail needs work on some sections
- Need easier trails for some of the population
- Concern regarding loss of forested areas (not owned by Town)

Sports Fields

- School sports fields are in poor condition
- Lack of support facilities
- Need more soccer and multi-purpose fields

Golf Course

- Make it an Executive Par 3
- Move the clubhouse to the bank on Holland Creek/build a new clubhouse in new location
- Re-locate the ball diamonds, as they were intended to be temporary
- Town should consider taking on all the course maintenance
- Rebuild the bridge/don't rebuild the bridge
- Need youth participants
- Keep fees at an affordable amount
- Make course more open and welcoming
- Add disc golf

Dog Park

- No dog park in Transfer Beach
- Smaller parks could be used for dog park
- Dog owners should pay majority of the cost (as facility users pay)
- Need dog poop disposal bins
- Need community consultation specifically on dog parks

Transfer Beach and Waterfront

- Foster partnerships with service clubs
- Improve Amphitheatre; offer more events there, tourist draw
- Replace the concession, combine with washrooms
- Kinsmen Hut and Sportsman's Hut are aging, could be more attractive
- Need to improve waterfront trail
- Consider Slack Point for "viewpoints"
- Need better visibility from highway
- Need more parking, defined areas
- Important area for First Nation - should recognize their involvement and work with them in partnership
- Place benches on higher areas of park for viewing
- Area to the north is a hodgepodge - contamination, ownership issues, huge potential



Forrest Field

- Turf field is great
- A second soccer field next to turf field would work well
- Needs to be completed with amenities
- Ideally two ball fields and two soccer pitches in infields
- Ensure fit with overall park plan, community trail linkages
- Needs funding from higher levels of government
- Sport Tourism possibilities
- 2018 BC Summer Games in CVRD - opportunity to host some games

Machine Shop

- Have invested in this building
- Will be very significant costs to bring building up to “public use” code
- Roof needs fixing/replacement now
- Could be a cultural/heritage centre, community museum, theatre
- Should be a “people place”, a tourist draw, could be an info centre
- Industrial Heritage group is active
- Need better road access to site
- Involve First Nation

Arts and Culture

- CVRD has a grants program for Arts group - Some Ladysmith organizations are eligible (Including Ladysmith Arts Council)
- Arts on the Avenue has been going for 18 years
- Arts Council wants to be the “hub” for Arts- they want to make Ladysmith a destination for the Arts, Art retreats etc.
- AC is writing a strategic Plan for their programs
- AC offers a speaker series, arts education with the schools, arts camps in the summer

Youth

- Need to be more educated as to what they can do in Ladysmith
- Youth Advisory Coalition is “non-functional” - should be looked at under another umbrella
- Need a coordinated response to youth issues - Town, Resource centre, VIHA, School District, Boys and Girls Club
- Good collaboration between Town and Boys and Girls Club on youth services
- The Youth Advisory Council and the Youth Advisory Coalition are both no longer active
- Difficult to engage Stz’uminus youth in Ladysmith activities due to the distance and transportation issues
- Need to create some employment opportunities for youth e.g. concession, day camps, park maintenance

Partnerships

- Work with VIHA to improve health determinants (Ladysmith scores low)
- Work with school board on field use and maintenance agreement and on future of Davis Road school lands
- Work with service clubs in a coordinated fashion to set priorities and tackle bigger projects
- Consider Leisure Access Cards for Area G and H residents as CVRD pays for their participants
- Develop partnership with Stz’uminus for access to recreation services, for the development and programming of Transfer Beach and the Machine Shop campus



4.3 Public Open House

The Open House was held on April 6th, from 2:00 pm to 4:00 pm and 6:00 pm to 8:00 pm, at the Frank Jameson Community Centre. Over 100 residents dropped by to review the information provided, to discuss options with the consultants and staff and to provide input into the ongoing development of the Parks, Recreation & Culture Master Plan.

Open house attendees were provided with colored dots which were then used to indicate preferences on the community input and recommendations to date. The responses are listed in groups from highest to lowest priority.

Group 1:

- Enhancement and enlargement of Transfer Beach Park amenities
- PRC Department to continue to take a lead role in the staging of major events and festivals
- Create a trail that links the waterfront, active transportation corridors, the Holland Creek Trail and CVRD parks/trails
- Develop improved access/boat launching for kayaks and other small watercraft at Transfer Beach

Group 2:

- Undertake visioning exercise for the Machine Shop; research and pursue grants; and explore partnerships for the operation of the facility
- Consider supporting a Service Club Alliance for the provision of specific capital projects that fit the Town's Master Plan and vision.
- Provision of a fenced dog area - long term at Lot 108, plus south end (Holland Creek Ball field); short term at Davis Road school site.
- Develop more outdoor programs for children and families; offer more programs/activities for ages 10-18
- Increase parking at Aggie Hall/Field; offer more programs in Aggie Hall
- Develop waterfront cultural core and heritage park in the vicinity of the Machine Shop
- Enter into discussions with SD 68 with the goal of improving the maintenance/playability as well as booking of school fields, and facility access
- Explore the diversification of the Ladysmith Golf Course lands through multi-use programming such as disc golf
- Pursue grant opportunities for the provision of more programs in partnership with Stz'uminus First Nation, specifically to cover transportation and instructor fees
- Develop a cluster of public land encompassing the Spirit Square, Ladysmith Resources Centre and High Street Ball Field into a downtown public hub



Group 3:

- Look for opportunities for P3's (Public/private Partnerships). The partnerships should apply to both capital and operating opportunities.
- Create a Task Force for the development and implementation of a Public Art Strategy, and an Action Plan. The task force should include representation from Stz'uminus First Nation, the Arts Council, the Downtown Business Association, the Town of Ladysmith, the Chamber of Commerce and a local artist.
- Incorporation of waterfront accommodations (camping facilities for major events) to attract visitors and complement existing events
- Creation of a pedestrian highway overpass at High Street and Highway 1 to connect downtown with the waterfront as part of a cultural corridor.
- Review options for improvements to the pool area and change/dressing rooms and new pool equipment. Determine remaining life cycle of pool facility and develop replacement plan.
- Consider the need for a larger fitness space and additional / updated equipment in the capital planning process. Undertake a small feasibility exercise on expansion costs.
- Review hours of operation for the Fitness Centre as well as fitness and sport program options. Review and analyze aquatic schedule and current practices to ensure lessons, length and recreational swimming make the best use of the facility, while meeting the needs of all age groups.
- Review options to improve youth centre space. Replace furniture and improve atmosphere. Work with other local service providers to provide programs and services that better meet the needs of youth living in the community.





5.0 PARKS AND OUTDOOR RECREATION

5.1 Parkland Supply

The Town of Ladysmith currently provides 110 square metres of parkland per person (96.5 hectares for 8,723 people) and is in line with national standards for parkland provision.

Analysis of the existing parks system confirms that all residents have equitable access to public parkland within a five minute walking distance of their front door.

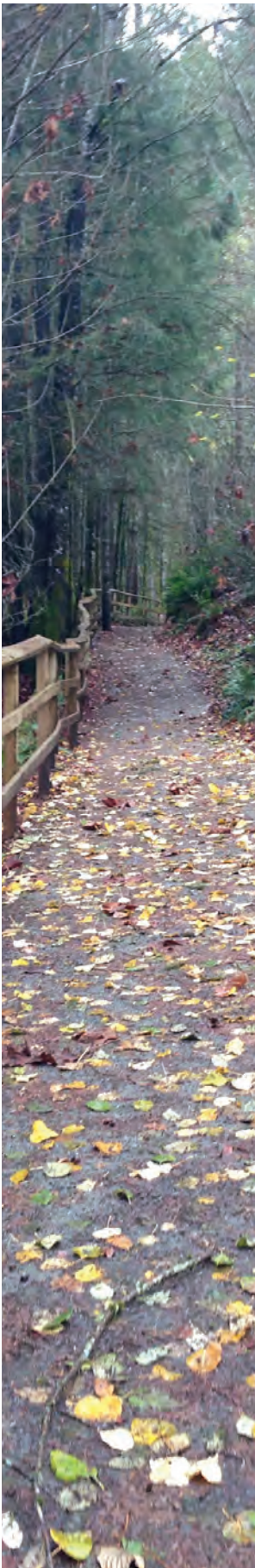
Due to the adequate provision of parkland within the existing developed area, future acquisition and development of parkland would be attributed to the following future expansion areas of the municipality:

- Holland Creek Area Plan
- South Ladysmith Area Plan
- The TimberWest Forest Corporation lands (Couverdon Real Estate)
- Waterfront Area Plan lands

5.2 Classification System

The Town of Ladysmith system of parks can be categorized into the following classifications:

1. Linear Parks
2. Waterfront
3. Neighbourhood
4. Community
5. Athletic
6. Open Space
7. School District #68 Lands (sport fields)



1. Linear Parks

Linear Parks are corridors of protected open space managed for conservation and recreation purposes. Linear parks often follow natural land or water features, and link nature reserves, parks, cultural features and historic sites with each other and with populated areas. Linear parks provide open space connections to and from parks, schools, and neighbourhoods, and may include wildlife corridors, pathways, and trails. Development of these areas should be kept to a level that preserves the integrity of the initial resource.

Design Guidelines

The following explains design attributes associated with linear parks. The development, operation and maintenance of this classification are subject to guidelines, recognized standards and best practices observed and practiced by the Town of Ladysmith.

Access

- Openings and access points

Amenities

- Benches, bicycle racks, formalized viewpoints, animal-proof garbage receptacles, adult fitness equipment, interpretive signage, pathways and trails, planting beds, trees and shrubs

Drainage

- May be used for drainage provided water does not collect within site or around recreational amenities
- Low impact development principles should be incorporated to ensure functional storm water management

Functional Design

- Include marker posts, fencing, or other methods to delineate these lands from private lands
- Develop through public utility right-of-ways, reserve dedication, road right-of-ways, utility right-of-ways and/or easements to permit ecological or trail connectivity
- May accommodate linear utility right-of-ways; however, these should be located along the linear park's periphery and surface installations must not directly interfere with recreational and functional design of the linear park
- May accommodate regional pathway or trails or perform linear recreation function
- May serve as adequate protection and habitat to permit animal movement through a developed area
- May also include riparian areas recognized and protected through easement or reserve dedication
- May include publicly held corridors such as power line right-of-ways

Location

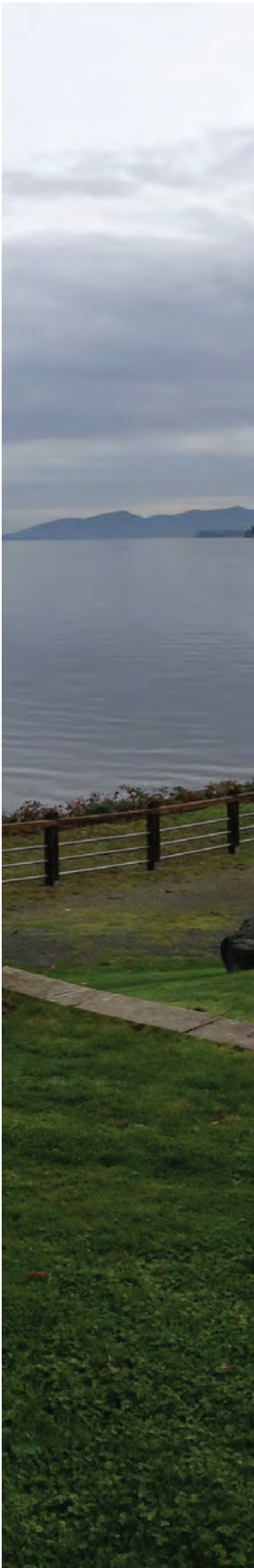
- Located along waterways, natural areas, historic features, roadways

Functional Size

- Variable - based on function

Parks in the Ladysmith Parks System classified as Linear Parks include the following:

- Holland Creek Trails
- Trans Canada Trail
- Heart Lake Stocking Lake & Stocking Creek (Regional Parklands)



2. Waterfront Parks

The Town of Ladysmith is a seaside community. The area has an identity that is intertwined with history and culture of life on Oyster Bay and it is important to recognize the significance of this waterfront and how it captures the spirit of the community. Each park site plays an important role in the waterfront park system and serves a different need for the overall community.

The waterfront is, in essence, a natural area and the residents of Ladysmith its custodian. As such, it is important to recognize the responsibilities of environmental stewardship.

Design Guidelines

The following explains design attributes associated with waterfront parks. The development, operation and maintenance of this classification are subject to guidelines, recognized standards and best practices observed and practiced by the Town of Ladysmith.

Access

- Ensure access by walking and cycling
- Provide links to sidewalks, pathways, trails, adjacent parks
- Incorporate adequate street frontage to provide sightlines for safety and access
- Provide accessible opportunities to participants of all abilities and mobility
- Provide adequate facilities for waterfront access to park (docks for human-propelled watercraft)
- Provide an on-site parking lot

Amenities

- Benches, bicycle racks, event and gathering spaces, washroom facilities, concessions, picnic shelters, fenced off-leash dog exercise area, formalized viewpoints, animal-proof garbage receptacles, children's play equipment (dry and water play), interpretive signage, pathways and trails, planting beds, trees and shrubs, parking, waterfront access to launch human-propelled watercraft.

Drainage

- Ensure drainage of deleterious materials is directed away from waterfront, incorporating infiltration methods such as detention ponds where space permits.

Functional Design

- Ensure a relatively flat, level site to accommodate informal field play space
- Include marker posts or other methods to delineate site from private space
- Incorporate open, unobstructed area to accommodate unstructured play
- Ensure mix of shade and non-shade areas to accommodate year round usage
- Consider crime prevention through environmental design principles when determining locations, programming and design
- Include multi-use design with flexibility to change over time
- Provide sufficient street frontage to recognize and access park

Location & Functional Size

- Located along lakes and oceanfront
- Variable size - based on function

Waterfront Parks within the Town of Ladysmith, for the most part, are seasonal in use but integral to the overall open space system. These sites include:

- Transfer Beach Park
- Arboretum Park
- Gourlay Janes Park



3. Neighbourhood Parks

This is the local gateway park that provides nearby recreation and leisure opportunities within a 20 minute walking distance of any residential front door. This park is developed to be a social and recreational focal point in the neighbourhood, and serves as a high-use amenity within existing and developing neighbourhoods.

The design-model for this facility is based on basic neighbourhood park needs. Thus, park components may include informal court space, elevated and exciting play equipment, cognitive play spaces, informal field play space, shade, seating, natural space and access to connector networks. The site is usually a minimum of one hectare with surrounding activity that may include higher density residential and neighbourhood commercial uses (to support the notion of neighbourhood focal point and ‘eyes on the park’ for safety reasons).

Design Guidelines

The following explains design attributes associated with Neighbourhood Parks.

Access

- Consider on-street parking, which is preferred over delineated parking lots
- Incorporate sufficient street frontage to provide sightlines for safety and access
- Ensure access by walking and cycling
- Provide links to neighbourhood sidewalks, pathways, trails, adjacent park

Amenities

- Benches, Bicycle racks, Community gardens, Animal-proof garbage receptacles, Lighting, Pathways and trails, Picnic tables, Public art, Shade structures, Signage, Multi-use court, Small playgrounds, Trees and shrubs, Viewpoints

Functional Design

- Ensure a relatively flat, level site to accommodate informal field play space
- Include marker posts or other methods to delineate site from private space
- Incorporate open, unobstructed area to accommodate unstructured play
- Ensure mix of shade and non-shade areas to accommodate year round usage
- Consider crime prevention through environmental design principles when determining locations, programming and design
- Where possible locate utility right-of-ways along the periphery so as not to interfere with recreational and functional use of the park

Location and Functional Size

- Locate centrally within a given neighbourhood
- Provide sufficient street frontage (two sides preferable) to recognize access to park
- Locate in close proximity to school site where feasible
- Park Area Requirement Standards: Approximately 1 hectare placed at 20 minute walking intervals
- Recommended population benchmark: 0.8Ha/1000 people

Parks in the Ladysmith Parks System classified as Neighbourhood Parks range in size from 0.47 to 1.6 hectares and include:

- | | |
|--------------------|-------------------------|
| • Harbourview Park | • Mackie Park |
| • Stonewall Park | • Stuart Park |
| • Root Street Park | • Resolution Place Park |
| • Queen’s Park | • Stonewall Park |



4. Community Parks

These centrally and strategically located parks provide an active and passive recreation amenity to several neighbourhoods through trail, sidewalk and street access. Community Parks are diverse in nature, serving a broader purpose than the neighborhood or mini parks.

While community parks may include neighborhood park amenities, and do act as neighborhood parks, the focus of a community park is on meeting community-based recreation, athletics and open space needs. These parks may contain significant athletic fields, large open spaces, walking paths, picnic areas, natural areas, restrooms, and various other active and passive services depending upon community needs and site suitability.

The design model for this facility is simple: this is to be a downsized version of a sub-regional park relative to the need of the community the park serves. Thus, park components include the same elements as the neighbourhood park as well as natural areas, community connectors, sport and/or enhanced play facilities. Enhanced play facilities may include skateboard parks, splash pads and other play elements that are intended for multiple neighbourhood use. Community park sites are located by arterial and/or collector streets and usually include off street parking.

Design Guidelines

The following explains design attributes associated with Community Parks.

Access

- Incorporate adequate street frontage to provide sightlines for safety and access
- Locate centrally in the community to maximize neighbourhood catchment areas
- Provide accessible opportunities to participants of all abilities and mobility
- Ensure access by walking or cycling
- Provide links to neighbourhood sidewalks, pathways, trails, adjacent parks, school yards
- Provide nearby safe street crossings
- Provide street parking or parking lot

Amenities

- Benches, bicycle racks, community gardens, cultural installations, animal-proof garbage receptacles, gateway to trails, gazebos, lighting, off-leash dog exercise area, on-site parking, outdoor rinks, pathways and trails, picnic tables, public art, restrooms, shade structures, signage, sports fields, spray parks, trees and shrubs, viewpoints, skateboard park, bike skills park

Functional Design

- Where possible locate utility right-of-ways along the periphery so as not to interfere with the recreational and functional use of the park
- Include multi-use design with flexibility to change over time
- Ensure mix of shade and non-shade areas to accommodate year-round usage
- Provide adequate access for fire, emergency, and maintenance equipment
- Ensure square or rectangular site to accommodate sports fields
- Include marker posts, fencing, or other methods to delineate site from private space
- Provide links to schools and/or other park sites where feasible



4. Community Parks...Continued

Location and Functional Size

- Ensure placement near collector or arterial roads to facilitate vehicular access
- Provide sufficient street frontage to recognize and access park
- Locate centrally between neighbourhoods or developments within a 40 minute walking interval from residential front door
- Functional site: 3 – 12 hectares. Recommended population benchmark: 4.0Ha/1000

Community Parks can include multiple athletic fields and courts as well as other unique amenities that service the entire community. Community parks include:

- Ladysmith Public Golf Course
- Transfer Beach Park
- Aggie Fields
- High Street Little League Park and Community Gardens
- Spirit Square Park
- Forrest Field/Lot 108





5. Athletic Parks

The primary function of athletic parks is to provide outdoor recreation facilities that serve the community's needs for active recreation and organized outdoor sport. The size of athletic parks varies, depending on function, but these spaces tend to be large. Athletic parks require large tracts of flat land. In the Town of Ladysmith, flat land is not readily available. It will be important to identify potential athletic park locations as the community develops to ensure sufficient land can be reserved for this function.

Design Guidelines

The following explains design attributes associated with Athletic Parks.

Access

- Incorporate adequate street frontage to provide sightlines for safety and access
- Locate centrally in the community
- Provide accessible opportunities to participants of all abilities and mobility
- Ensure access by walking or cycling
- Provide links to neighbourhood sidewalks, pathways, trails, adjacent parks, school yards
- Provide nearby safe street crossings
- Provide street parking or parking lot

Amenities

- A minimum of (3) multi-use programmable turf fields, field lighting, field house, concession building, washrooms, bleachers and benches, fencing, animal-proof garbage receptacles. Smaller scale athletic facilities including tennis courts (or pickleball), beach volleyball courts, basketball courts and adult outdoor fitness equipment.

Drainage

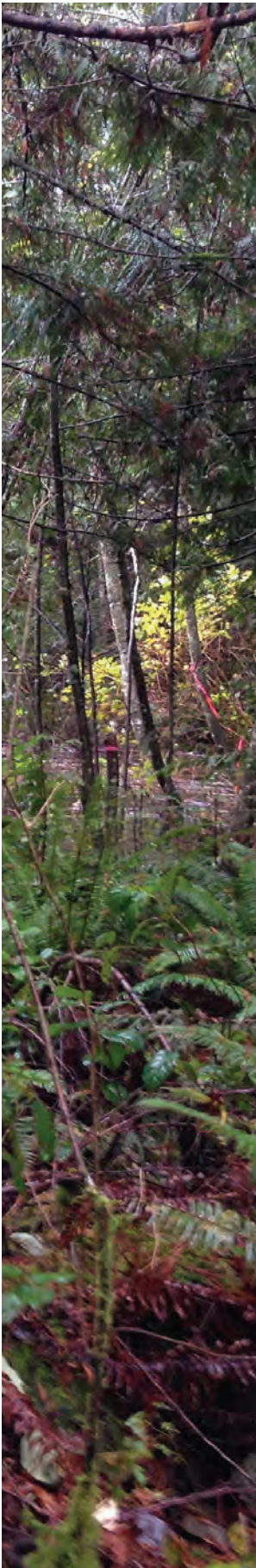
- The sports fields should be designed with positive drainage to maximize play and minimize turf wear. Artificial turf fields should be considered to expand on bookable play time
- Drainage should be directed to storm water detention areas and retained on-site

Location and Functional Site

- Ensure placement near collector or arterial roads to facilitate vehicular access
- Provide sufficient street frontage to recognize and access park
- Locate centrally between neighbourhoods or developments within a 40 minute walking interval from residential front door
- Functional site: 4– 20 hectares. Recommended population benchmark: 8.0Ha/1000

Park sites in the Town of Ladysmith classified as Athletic Parks include:

- Forrest Field
- High Street Ball Park
- Holland Creek Park
- Aggie Fields



6. Open Space Parks

Open space parks are sites established for the protection and stewardship of wildlife, habitat and other natural system support functions. Most open space parks are accessible for low impact use with minimal infrastructure on site in order to not adversely affect the local habitat or natural systems. Larger natural areas, in some cases, may have a small portion of the site developed for community park use. Interpretive signage is critical in order to delineate recreation use areas, habitat, restoration status, wildlife area designation, etc. in order to describe resource needs and use priorities.

Design Guidelines

The following explains design attributes associated with Open Space Parks.

Access

- Linked to neighbourhood sidewalks, pathways, trails, adjacent parks
- Should contribute to connectivity of open space system

Amenities

- Benches, fencing, informal viewpoints, interpretive signage, pathways

Drainage

- Natural drainage courses commonly found within this classification may be used for drainage provided water does not collect within site or around recreational amenities
- Where applicable, low impact development principles should be incorporated to ensure functional storm water management and protection of local habitat

Functional Design

- Primary objective is to protect and manage natural or cultural environment
- Ensure improvements are in accordance with riparian and wetland policy where applicable
- Develop low impact recreational trails where feasible
- Include marker posts, fencing, or other methods to delineate natural areas from private space
- Develop through public utility right-of-ways, reserve dedication, road right-of-ways, utility right-of-ways and/or easements to permit ecological or trail connectivity

Location

- Areas identified as environmentally significant areas should remain undisturbed during subdivision design and construction process and be designated as Open Space
- Areas considered un-developable in accordance with the Town of Ladysmith by-laws should be dedicated as Open Space Park

Park sites in the Town of Ladysmith classified as Open Space Parks include:

- Davis Road Park
- Holland Creek Park
- Parkland at end of Russell Road and Stirling Drive (unnamed park)

7. School District #68 Lands

There are a number of existing sport fields within the Town of Ladysmith that fall within the jurisdiction of both the municipality and School District #68.

These facilities can be considered when reviewing the comprehensive provision of public lands and as an addition to the athletic park classification:

Town of Ladysmith

- (1) Soccer / (1) Football (Forrest Field)
- (2) Baseball (Aggie Park)
- (1) Baseball (High Street Ball Park)
- (2) Baseball (Holland Creek)

School District #68

- (2) Football (Ladysmith Secondary / Primary)
- (2) Soccer (Ladysmith Secondary / Primary)
- (1) Baseball (Ladysmith Secondary / Primary)
- (1) Soccer / (2) Baseball (Ladysmith Intermediate)
- (1) Baseball (Davis Road Elementary Site)

Sport Fields - Comparison of Municipalities with Comparable Population

The Town of Ladysmith is generally in line with the provision of sport fields in relation to other communities of a comparable size (note: the analysis includes both Town and SD #68 fields). The Town has an above average supply of baseball/softball fields and football fields and a slightly below average provision for soccer. However due to the conditions of the School District fields not allowing year round use there can be challenges with having enough available space.

Field Type	Municipality (population)	Ladysmith (8,723)	Revelstoke (7,230)	Parksville (12,598)	Dawson Creek (11,944)	Sidney (11,065)	Terrace (11,164)	Comox (13,986)	Williams Lake (11,215)	Guesnel (9,160)	Coldstream (10,821)	Summerland (11,280)	Whistler (13,361)	Average
Soccer		4	4	5	8	0	8	6	2	12	4	1	3	4.75
Softball/baseball		8	7	3	9	8	0	12	13	12	4	10	6	7.7
Football		3	0	0	0	0	0	0	0	0	1	1	1	0.5

Data: Civic Info BC & Census Canada (2015 projections)





Recommendations for Parks

5.3 Parkland Acquisition

1. Consider acquisition and development of active recreation parkland in the Holland Creek Area Plan and the preservation of open space lands via the designation of slopes in excess of 30% and lands with a High Environmentally Sensitive Area (ESA) rating around the Heart Creek and Arbutus Hump lands.
2. Preserve the exterior lands around the former Davis Road Elementary School building for public parkland.

5.4 Park Planning and Development

1. Target the enhancement and enlargement of waterfront parkland by including parks, trails and other amenities to establish the waterfront as a natural extension of a hillside seaside by undertaking a comprehensive park masterplan exercise for the waterfront public lands, inclusive of the following items:
 - A seawall along the oceanside frontage of Transfer Beach park, continuing in a northwesterly direction along public lands
 - Development of a waterfront cultural core and heritage park in the vicinity of the Machine Shop
 - Enhancement and continuing development of the Transfer Beach amenities
 - Incorporation of waterfront accommodations (camping facilities for major events) to attract visitors and complement existing events
 - Creation of a pedestrian highway overpass at High Street and Highway 1 to connect downtown with the waterfront as part of a cultural corridor
 - Development of improved access/boat launching for kayaks and other small watercraft at Transfer Beach. Provide a drop off area and designated parking for longer term users
2. Explore the creation of an off-road Trans Canada Trail alignment within the Town boundaries and improve connections to the trail.
3. Consider the development of active transportation corridors throughout the community to promote alternative transportation methods and safe routes to schools. Incorporate infrastructure (i.e. bike storage lockers) to promote cycling.



Park Planning and Development...Continued

4. To achieve adequate provision throughout the Town of Ladysmith, community feedback has confirmed a need for off-leash dog exercise areas south of Holland Creek, one north of Holland Creek and one at transfer Beach Park.

Based on this the following approach will apply:

Winter programming: the off-season usage of fenced athletic fields for off-leash dog exercise at the following sports fields:

- High Street Little League Park
- Holland Creek Park – small ball diamond field

Recommended Sites:

- Install a fenced, off-leash area at the Transfer Beach upper park area (currently used as off leash area) leaving the remaining upper area as on leash, or possibly off leash during winter months. Add maps and signage for area describing the boundaries of off leash
- Partner with School District 68 in the creation of a temporary, fenced off-leash dog exercise area at the former Davis Road Elementary School
- The installation of a temporary, fenced off-leash area at Forrest Field/Lot 108 pending the development of additional sports fields

Pilot Sites: On a trial basis, explore the development of permanent, fenced off-leash dog exercise areas at the following parks:

- Kinsmen Park and Playground (Brown Drive) – utilizing the western portion of the park, observing an appropriate riparian setback from Rocky Creek
- Holland Creek Park – small ball diamond field (this would become a permanent site upon the development of additional sports fields at Forrest Field/Lot 108

5. Explore the diversification of the Ladysmith Golf Course lands through multi-use programming such as disc golf and develop a master plan for the future of the Holland Creek Ball fields.
6. Expand on the existing skate park with the incorporation of additional skate park elements , including lighting, and the design and development of a bike skills park.
7. Develop in partnership with regional Sport Tourism a strategy for the Town that promotes the use of hiking and biking trails and waterfront parkland along with sports facilities.
8. Develop an outdoor fitness park for adults.
9. Ensure the adequate provision of site furniture in all parks, in particular, the provision of picnic tables.
10. Review priorities for additional sports fields and amenities for Lot 108 and update the site plan. Develop as per site plan, once funding is available.
11. Development of the cluster of public land encompassing the Spirit Square, Ladysmith Resources Centre and Ball Field into a downtown ‘public hub’.
12. Incorporate First Nation teachings and cultural landscape into the parks system in partnership with the Stz’uminus First Nation.

13. Consider the development of a landscape design guideline document that would provide direction on the following:
 - Utilization of native and/or drought tolerant plant species – an ‘Island-inspired’ plant palette
 - Where an irrigation system is required, that new park construction projects undertake the development of a hydro zone plan, landscape water conservation irrigation report (landscape water budget) and irrigation design plan
 - The audit of existing park irrigation systems and the determination of water consumption and methods to reduce water use
 - The development of an invasive species control plan, in conjunction with volunteer organizations
14. Consider the development of a Parks Brand and Visual Identity Guidelines document that would provide direction on the following:
 - Park address signage
 - Regulatory signage
 - Wayfinding and trail signage
 - Interpretive signage

5.5 Park Partnerships

1. Create a development framework in partnership with CVRD for regional and municipal park collaboration projects.
2. Improve playability and bookability of School District #68 sport fields via the formalization of an operating agreement and maintenance and programming by Town of Ladysmith staff (Joint Use Agreement).
3. Explore linear park opportunities and secure public access easement along the BC Hydro right-of-way corridor at the southern boundary between the Town of Ladysmith and CVRD.
4. The creation of a Ladysmith destination-oriented attraction and community loop trail that encompasses the waterfront, ATC’s and the Holland Creek Trail and Regional Parkland.
5. Investigate the feasibility of a trail to Stz’uminus First Nation in co-operation with SFN and other landowners.
6. Explore a P3 partnership for the management of boat launch and parking facilities.





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6.0 INDOOR RECREATION AND CULTURE FACILITIES

6.1 Overview

The Town of Ladysmith owns and operates two recreation centres, the Frank Jameson Community Centre and Aggie Hall (short for Agricultural Hall). The Town also owns the Machine Shop, a historic building which houses the Arts Council and their Waterfront Gallery, as well as the Ladysmith Maritime Society. The Ladysmith Seniors Centre is owned by the Town but is operated by the Seniors Centre Society. The society offers recreational activities for Seniors for a reasonable membership fee.

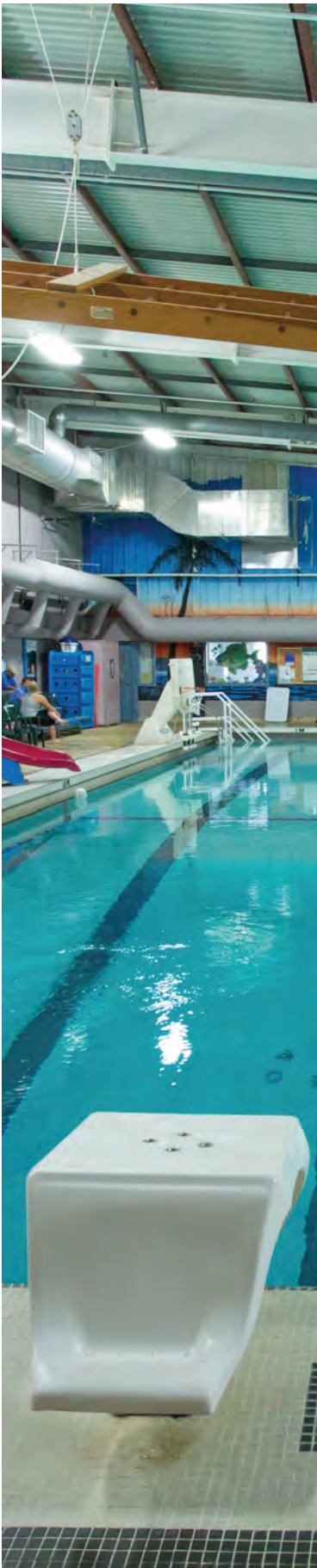
6.2 Frank Jameson Community Centre

The Frank Jameson Community Centre (FJCC) opened in 1982, featuring a 4 lane 25 metre swimming pool with a sauna and hot tub, as well as a gymnasium, program room and offices. In 1994 a leisure/therapy/teaching pool was added to the facility. Subsequent renovations to the FJCC included improved office and administration space, a new program/meeting room, a public fitness centre and a youth centre, replacing a private fitness centre in the basement. The facility continues to undergo upgrades. In 2014 the Town undertook energy improvements including new boilers, motion sensors and LED lighting; and a major investment in additional cardio equipment in the fitness centre. In 2015 the facility improvements were a new filter for the main pool and a new heat pump for the pool admin and lifeguard offices.

The Community Centre is used extensively for programs serving all age groups. The fitness centre is extremely popular and appears to be at capacity. The two pools are used for aquatic fitness as well as swimming lessons, leadership programs length swimming, public swims and rentals. The gymnasium and program rooms are also well used for a wide variety of instructional programs and drop in activities, as well as childminding services. FJCC is open seven days a week, but is closed on most statutory holidays.

According to the community survey 83% of respondents had used the community centre over the past year. Of these, 81% used the swimming pools, hot tub or sauna, while 50% used the fitness centre.

When asked to rank facility priorities in the survey, 51% ranked improved aquatic facilities as number 1, whereas 45% ranked enhanced fitness facilities as number 1.



The facility users and the focus groups participants provided a large number of comments regarding FJCC and potential facility or maintenance improvements. Some of the suggestions and concerns that were raised include the following:

- Pool is “old and tired”
- Change rooms are cold and drafty; water temperature issues (cold)
- Gymnasium floor could use refurbishing or be replaced with a sport court
- Fitness Centre needs to be expanded, and made fully accessible
- Youth Centre needs renovation
- Pool and fitness centre hours should be expanded to reduce crowding and accommodate working adults

Frank Jameson Community Centre Recommendations

1. Proceed with the Facility Condition Assessment as part of the Asset Management Plan.
2. Consider the need for a larger fitness space and additional/updated equipment in the capital planning process. Undertake a small feasibility exercise on the cost of expanding.
3. Determine remaining lifespan of pool facility, and create plan to replace. In the interim review options to improve the youth centre space including accommodation of additional uses, and undertake minor improvements the pool area and change rooms.
4. Redevelop youth centre space.

6.3 Aggie Hall

Aggie Hall is a beautifully restored hall that is home to the Ladysmith Air Cadets and the Ladysmith Family and Friends. A professional kitchen perfect for large events and receptions was installed in 2007. In 2014 the Town replaced the roof and in 2015 re-stained and painted the exterior walls.

Ladysmith Family and Friends (LaFF) operates several programs at Aggie Hall, and does not pay any facility fees to the Town of Ladysmith. LaFF had an agreement with the Town that their rental fees be waived for five years commencing in 2007, in recognition of their contribution to the kitchen upgrade. This arrangement was revisited in 2012, at which time it was decided to continue with the no charge policy. The Air Cadets also do not pay any ongoing facility rental fees to the Town, as they contributed to capital and renovation costs in the past.

The Town operates a few programs at Aggie including gymnastics, square dancing and special events.

Aggie Hall Recommendations

5. That the waiving of fees for usage of the facility be reviewed to find an equitable solution that provides some revenue to the Town for operating expenses, while still providing an affordable space for community organizations.
6. Review opportunities to offer additional programs at Aggie Hall.
7. Increase parking around Aggie Hall for both Hall and Field users.

6.4 Machine Shop

The historic machine shop was built in 1934 by Comox Logging and Railway Co. as a space for the maintenance of locomotives, railcars and ancillary equipment. The building was refurbished in the late 1980's with a grant from the Expo 1986 Legacy fund. The Ladysmith Railway Historical Society was the first tenant, establishing a museum of railway artifacts. Several businesses have used the building over the past 30 years. It currently houses the offices of the Ladysmith Maritime Society, the Arts Council of Ladysmith and District, and the Ladysmith Waterfront Art Gallery, since 2006. They do not pay rent for the use of these facilities, although the Arts Council does pay a percentage of their revenue to the town for the administrative and registration support for their arts classes.

The Town of Ladysmith commissioned a Property Condition Assessment in 2014. The study found that the building requires extensive improvement. Items which were deemed "critical" that are requiring immediate attention were estimated to cost \$818,000. Building code requirements to comply with current code, as the building is renovated, would cost about \$287,000. In total the renovations to the facility could be in the range of \$1.25 million to \$1.5 Million.

Due to cost of improvements required to upgrade, preserve and maintain this facility, it is critical that the desired future be determined prior to any significant work proceeding. A Machine Shop Advisory Group has been struck to review how to best deal with this community asset.

Recommendations

8. That the Machine Shop Advisory Group undertake a comprehensive Visioning Process for this facility.
 - "Define the space" in consultation with stakeholders - current and prospective tenants, potential partners and users
 - Vision to address operating structures, partnerships, capital and operating costs
 - Review opportunity for one or more tenants to operate the facility
 - Research potential public and private funding, grants, trusts etc.







7.0 RECREATION AND CULTURE PROGRAMS AND SERVICES

7.1 Overview

The Town of Ladysmith offers a considerable number of programs and services and events through direct provision and in co-operation with not-for profit and government organizations.

In the 2014 Town of Ladysmith Annual Report, there were three “indicators” that related to Parks, Recreation and Culture programs and services. The first related to the percentage of residents participating in public celebrations. Attendance is not specifically tracked at these events, however there has been a steady increase, in particular at events at the Waterfront Gallery. The second indicator was the value of arts grants distributed. The CVRD has just recently created an annual grants program to support arts councils. The Ladysmith Arts Council will receive annual funding from this program. The third indicator was percentage of residents that took part in Town recreational facilities. The new software, to be implemented next year, will track attendance.

The level of satisfaction on the part of the focus groups and interview participants with the programs and services was generally positive, with some recommendations relating to youth, collaboration and partnerships, and greater access for persons with financial needs. Survey respondents cited a need for more variety in programming, more programming for specific age groups, and issues with the timing of some programs, cancellations as well as the facility hours.

The programs and services are discussed by age group, with the overall analysis and recommendations following.

7.2 Pre-school

Recreation programs play an important role in early childhood development. They promote the acquisition of motor skills, social skills and creativity, and the development of cognitive functions.

This age group appears to be fairly well served in Ladysmith, between the Town’s offerings and the activities offered by other community services providers. The community’s comments indicated that there is a satisfactory selection of activities for pre-school children. Parents indicated a desire for more pre-school swim lessons on weekends.

7.3 Children

The benefits of participation in recreational activities by school- aged children are well-documented. These include better academic performance at school, healthier weights, improved social skills and higher self-esteem.

The comments in the survey and at the focus group indicated that there is a desire for more programs for school aged children, in particular with start times after 5:00 pm and on weekends. There is a sense that there are lots of pre-school programs, which taper off once children enter school age. Parents also indicated that they would like a larger variety of programs, such as art classes and outdoor programs.

The Town’s programs are offered, for the most part, right after school. The Arts Council’s children’s programs are also offered after school.

Program cancellations are an issue for parents, some of whom feel that they need to be given more time to “catch-on”.



7.4 Youth

The Town offers a few programs specifically targeted to Youth, as young as 10. Many of the programs however are only one day sessions. The Town operates a Youth Centre (Rec Room) which has very limited hours. It currently is only open on Friday evenings from 6:00 to 9:45 pm. Teens are permitted to use the Fitness Centre if they are 16 or older and if they have attended the Teen Fitness Orientation for 13-16 year olds. They are welcome to attend fitness classes, however, under the age of 16, must be accompanied by an adult or parent.

The youth focus group participants indicated an interest in Friday night Teen Swims. They also expressed a concern with the cost of using the fitness centre. The fee is \$3.90 for single use and \$33.55 for a ten times pass. Transportation is an issue for some teens, particularly those that live in Cedar and on Stz'uminus lands.

7.5 Adults

The adult programs at the community centre primarily focus on health and wellness and are associated with the fitness centre. There are other adult programs including dance, martial arts, cooking and Spanish at FJCC and many forms of art classes at the Waterfront Art Gallery.

Survey and focus group comments indicate a desire for more programs targeted at the "young adult" 20 to 30 age group, more organized outdoor activities, more family programs for all ages (not just for pre-schoolers), and extended child-minding hours during adult program times.

The aquatic programs include adult learn to swim, Aquafit, adult swim times, early bird lengths and various pool therapy programs. There is strong interest in a five day a week morning length swim rather than the current three days.

Adults are looking for more programs in the later evenings to accommodate working adults, and longer hours for the fitness centre. Some adults are interested in programs for "unfit" people.

7.6 Older Adults / Seniors

The FJCC offers a number of fitness based programs for seniors. Classes are categorized by level of intensity, and some are targeted to specific conditions, such as osteoarthritis. There are many "Adaptive Fitness" classes in the pool, along with Restorative Aquatic Therapy, and Therapy swim. Length swimming is also popular with many seniors. There is a need for additional Aquafit classes as the current classes are extremely busy, causing some crowding issues. The seniors have also requested length swims 5 mornings a week, rather than just three.

The many programs at the Art Gallery also appeal to seniors interested in learning printmaking, or painting techniques, or even writing workshops.

The Ladysmith Seniors Centre hosts a variety of activities and events. Some examples of their programs area: carpet bowling, tai chi, line dancing and table tennis.





The Town of Ladysmith, similar to many other communities on Vancouver Island, has an aging population. The demographic section indicated that over the next 20 years the number of seniors over the age of 80 will increase dramatically. In all likelihood, many of the “older seniors” will continue to be active and engaged in their community. There are several organizations and agencies that play a role in making the lives of the senior healthier and happier. It is time to develop a “Seniors Strategy” so that services can be coordinated in a manner that makes best use of limited resources to serve a growing population with specific needs.

Recommendations for Programs and Services

1. Aquatic Programs should be reviewed annually to ensure the community needs are being met, including lesson schedule, ages served, public swim times and fees.
2. Review Fitness Centre operations annually including hours of operation, fee structure and programs services provided.
3. Undertake a regular participant survey, and seek customer feedback relating to programs and services.
4. Review and update entire fee schedule to ensure appropriate fees are being charged - a balance between the need to increase revenue and fair fees for use of the facility. Use facility operating costs as well as direct program expenses to determine fee levels and levels of subsidies.
5. Develop new programs to attract more participants and better serve the community. These could include:
 - Outdoor based programs for all age groups and for family participation. Start with early years. Examples are disc golf, geocaching, fitness.
 - “Kid’s sampler programs” in cooperation with the sports and arts organizations.
 - When introducing new programs allow for lower number of participants (before cancelling), until program gets known in the community. It can take a couple of sessions for this to happen.
 - Continue to support Physical Literacy for all ages. Develop partnerships to further this initiative with VIHA and other community agencies.
 - Offer more programs and activities for the 10 to 18 year age groups -focus on physical activity.
 - Continue to work with the Arts Council in the development and delivery of new programs in the arts.
6. Pursue grant opportunities for the provision of more programs in partnership with Stz’uminus First Nation, specifically to cover transportation and instructor fees.
7. Review the Leisure Access card criteria. Ensure Area G and H residents be allowed to participate as the CVRD contributes to the operation of the FJCC.
8. Hold registration for Summer Day Camp much earlier in the year. Around March Break is a good time to promote camp programs. Do not cancel programs too early, and consider running with fewer participants, so the program can become known in the community through word of mouth as well as through promotional materials.
9. Develop a Youth Services Strategy in partnership with other community organizations that are supporting youth in Ladysmith (see Partnership recommendations). Review the use of the Youth Centre (Rec Room) in the context of the Youth strategy.
10. Work with all agencies and organizations in the development of a Seniors Strategy to enable the best use of resources to meet the needs of the growing “older seniors” population in Ladysmith
11. The Department of Parks, Recreation and Culture should continue to take a lead role in the staging of major events and festivals, ones that would be a tourist draw. This could be done in partnership with the Chamber of Commerce. The Ladysmith Celebrations Society and other community organizations.





8.0 PARTNERSHIPS AND AGREEMENTS

The Town of Ladysmith has a number of partnerships and formal agreements with a variety of agencies and organizations. These organizations include School District 68, the Vancouver Island Health Authority, Stz'uminus First Nation, the Ladysmith Resources Centre, The Ladysmith Seniors Centre Society, Ladysmith Family and Friends, the Boys and Girls Club of Central Vancouver Island, the Ladysmith Arts Council, the Ladysmith Maritime Society. This list does not include the many sports organizations, the service clubs, and other program and service providers in the community.

The Town supports many of these organizations through municipal grants and or free use of space in town-owned facilities. Due to the large number of resource and service organizations in Ladysmith, a focussed "consortium" for the co-ordinated provision of services would likely improve effectiveness and efficiency.

Although there appears to be a relationship with the School District, there is a need to review and update the Joint Use Agreement, the lease for Frank Jameson Community Centre, and the Memorandum of Understanding. The discussion around levels of maintenance and access to the schools sport fields by the community after hours needs to take place. The local schools participate in programs at FJCC, specifically aquatics and use of the gymnasium. This arrangement could also be reviewed to see if there are opportunities for more activities.

There are several Service Clubs in Ladysmith that provide capital improvements and amenities (such as playgrounds and shelters) on Town lands. In some locations these amenities may not be the best fit for a particular location, or do not meet the changing needs of the community. It would be beneficial to engage in community consultation prior to the approval of amenities on Town land. A Community Partnership Policy would help to streamline projects between community interest groups, volunteers, and the Town of Ladysmith.

The policy would provide clear guidelines for community projects and would allow Town Council and staff to comprehensively review projects for consideration. It would also facilitate the collaboration of several service clubs and/or other volunteer groups on larger projects.

A partnership around Public Art would be appropriate in the Town of Ladysmith. There are a number of community organizations that are very interested in the development and implementation of a Public Art Program. Prior to acquiring and placing art around the community, it is important to have a "Public Art Strategy". Such a Strategy would include guiding principles (e.g. Sustainability, Recognition of First Nation heritage, support local artists, enhance public spaces, engage the public etc.), and an Implementation Plan (timing, funding, logistics, participants roles etc.). Additional recommendations specific to Parks are included in the Parks section of this report.

Recommendations for Partnerships

1. Develop and implement a “Community Partnership” Policy that would provide a framework for effective and efficient coordination of volunteer groups and municipal resources.
2. Revive a “Youth Partnership” consisting of all the agencies serving youth in Ladysmith including the Resource Centre, the Boys and Girls Club, VIHA, Stz’uminus, the High School and others. The first task of this group would be to develop a Youth Services Strategy.
3. Continue support and participation at the Early Years Partnership table. Ensure that children are provided with indoor and outdoor opportunities to develop physical literacy skills appropriate to their age.
4. Continue and expand the current collaboration with the many service providers in Ladysmith to allow for comprehensive and coordinated programs and services for all residents. Explore the concept of a more formalized “consortium” of organizations working towards the same goals, with the ability to apply for financial support from a larger variety of funding organizations.
5. The Parks, Recreation & Culture Department should lead the development of a Public Art Strategy and Program in collaboration with the Arts Council, Stz’uminus First Nation, the Chamber of Commerce, the Downtown Business Association, local artists and other appropriate organizations.
6. Review and update the current agreement with School District 68. In addition, enter into discussions with regard to facility access, sports field use and booking, and field maintenance.
7. Formalize the financial and other levels of support provided by the Town for the provision of facility space, grants or operating funds to community service organizations. Create Joint Use Agreements or Memoranda of Understanding where appropriate.
8. Look for opportunities for P3’s - Public/Private Partnerships that could provide a beneficial amenity or service for the residents of Ladysmith. The partnerships should apply to both capital and operating opportunities.







9.0 MARKETING AND COMMUNICATIONS

The Parks Recreation & Culture Department currently markets their facilities, programs and services through the Town’s website, print materials including the seasonal activity guides and through the use of social media. The staff also liaises with many of the community agencies and organizations by participating in committees, task groups and project or issue specific meetings.

The Parks Recreation and Culture information is contained on the Town’s website, but is not easy to navigate and does not work well on mobile devices, particularly phones.

The lack of on-line registration could negatively impact the ability to promote participation in programs. This situation will be rectified once the new registration and permitting system is implemented in 2017.

The survey indicated that 74% of respondents felt that they were either very well or well informed as to the parks, recreation and culture opportunities in Ladysmith. Participants indicated they preferred to learn about activities through the Activity Guide (more than 50%). However 33% prefer social media (Facebook, Twitter) as their source of information. This is not surprising as almost 50 % of the survey participants were over the age of 55.

Recommendations

1. Develop a Communications Plan, with specific goals and consistent messaging that can be followed by all staff to develop and promote amenities, programs and initiatives.
2. Evaluate on an ongoing basis whether the messages are reaching the target audiences.
3. Promote the benefits of recreation in the Activity Guide, reports to Council, on social media, press releases and any print media.
4. Work to enhance the Town’s Park, Recreation, and Culture website. Create linkages with the regional organizations’ websites.





10.0 PARKS, RECREATION & CULTURE ADMINISTRATION

Organizational Structure

The Department of Parks, Recreation and Culture (PRC) is responsible for all municipal recreation services, including facilities, programs, community relationships and administration. This includes sports field bookings and other park use permits. The parks are managed in co-operation with Public Works, with the Parks, Recreation and Culture Director managing the capital, planning and policy relating to parks. Public Works manages the parks operations and assists with capital projects.

The PRC department recently underwent a re-structuring process as a result of retirements. The new structure is focussed on service delivery and increasing capacity in all areas including maintenance, program delivery and administration.

The new structure should be able to handle future growth, with the exception of the need for a full time Child and Youth Co-ordinator, currently only a part time position. The identified need for a Youth Strategy and generally more support for services for youth and children would support this change. There may be a also be a need to increase hours in the areas of aquatics, fitness and reception if there is an increase in operating hours for the fitness centre or pool.

The staff structure and responsibilities as they relate to the co-management of parks should be reviewed and updated to reflect the current hybrid structure or a revised structure under PRC that may create greater efficiencies. If the current hybrid structure remains in place, the roles and responsibilities need to be clearly defined.



Parks, Recreation and Culture Commission

The Commission has been meeting infrequently over the years. They have acted as an advisory board to Council, however have limited responsibilities and no clearly defined role.

Rather than continuing with the Commission, a broader based Advisory Committee with representatives from Council, Areas G and H, First Nation and key community stakeholders may provide an opportunity for a re-vitalization of the “advisory function”. A key responsibility of this group could be oversight of the implementation of this Master Plan. On an on-going basis This group would bring to Council, on an ongoing basis, updates, issues, and recommendations (as appropriate) on key community initiatives including activities and partnerships with CVRD.

This Advisory Committee should include one member of Council, the CVRD Area G & H representative, a representative from Stz’uminus First Nation and 4 or 5 community representatives such as sports groups, park users, indoor recreation participants, an arts/culture representative and possibly a community service organization. Terms of reference would need to be developed for the Advisory Committee.

Special purpose advisory groups or task forces should be used as method of obtaining community input on major projects such as the development of Lot 108. These ad hoc groups would be set as needed for major projects, and would exist for a limited time only.

Policies and Procedures

The Parks, Recreation and Culture Department is responsible for the booking of the Town’s sports fields, parks, and facilities. Although the Department has procedures for this function, a Facility Allocation Policy would assist the Department in ensuring that indoor and outdoor facilities are allocated in a fair and consistent manner. This would apply to all community use of indoor and outdoor facilities. The Policy would provide user groups complete information on the criteria for use, booking procedures and fees.

Recommendations for Parks, Recreation and Culture Administration

1. Review and analyze the division of roles and responsibilities between Parks, Recreation and Culture and Public Works to confirm the benefits of the current hybrid structure versus the benefits of transferring responsibility for parks operations to PRC.
2. Take the appropriate action to disband/eliminate the Parks, Recreation and Culture Commission, and set up an Advisory Committee (with Terms of Reference) to provide information and support for Council on Parks, Recreation and Culture matters. A key role for this new committee would be oversight of the implementation of the Parks, Recreation and Culture Master Plan.
3. Consider time-limited special purpose Advisory Groups or Task Forces for major projects relating to Parks, Recreation and Culture.
4. Develop and implement a Facility Allocation Policy for all indoor and outdoor facilities.





11.0 IMPLEMENTATION PLAN

The Implementation Plan has been designed as a planning tool to guide the Town of Ladysmith over the next ten or more years in the ongoing enhancement of their parks, recreation and culture facilities, amenities and programs. It will assist the Department of Parks, Recreation and Culture in prioritizing their resources in the implementation of the recommendations. It should serve as a living document, keeping track of progress as the recommendations are implemented.

The Plan includes all the recommendations contained in this report, an indication of whether the item is capital or operations, the priority, the proposed timing, and the order of magnitude cost associated with the recommendation.

Implementation Plan - Park Recommendations

No.	Recommendation	Item Type Capital (C) or Operations (O)	Priority High Medium Low Ongoing	Timing Short: 1-3 years Medium: 4-6 years Long: 7-10 years	Relative Cost \$ - Under 50,000 \$\$ - 50,000- 250,000 \$\$\$ - 250,000-1M \$\$\$\$ - Over 1M N/A - part of Everyday Work
5.3 Parkland Acquisition					
1	Consider acquisition and development of active recreation parkland in the Holland Creek Area Plan and the preservation of open space lands via the designation of slopes in excess of 30% and lands with a High Environmentally Sensitive Area (ESA) rating around the Heart Creek and Arbutus Hump lands	O	Low	Long	N/A
2	Preserve the exterior lands around the former Davis Road Elementary School building for public parkland	O	Medium	Short	\$\$
3	Consider the sale and disposal of small parks that are not an asset to the parks system	O/C	Ongoing	Medium	\$
5.4 Park Planning and Development					
1	<p>Target the enhancement and enlargement of waterfront parkland and amenities to establish the waterfront as a natural extension of a hillside seaside by undertaking a comprehensive park masterplan exercise for the waterfront public lands, inclusive of the of the following items:</p> <ul style="list-style-type: none"> • A seawall along the oceanside frontage of Transfer Beach park, continuing in a northwesterly direction along public lands • Development of a waterfront cultural core and heritage park in the vicinity of the Machine Shop • Enhancement and continuing development of the Transfer Beach amenities • Incorporation of waterfront accommodations (camping facilities for major events) to attract visitors and complement existing events • Creation of a pedestrian highway overpass at High Street and Highway 1 to connect downtown with the waterfront as part of a cultural corridor • Develop improved access/boat launching for kayaks and other small watercraft at Transfer Beach. Provide a drop off area and designated parking for longer term users. 	O/C	High	Short	\$\$\$\$
2	Explore the creation of an off-road Trans Canada Trail alignment within the Town boundaries and improve connections to the trail	O/C	Medium	Long	\$\$\$
3	Consider the development of active transportation corridors throughout the community to promote alternative transportation methods and safe routes to schools. Incorporate infrastructure (i.e. bike storage lockers) to promote cycling	O/C	Medium	Long	\$\$\$

No.	Recommendation	Item Type Capital (C) or Operations (O)	Priority High Medium Low Ongoing	Timing Short: 1-3 years Medium: 4-6 years Long: 7-10 years	Relative Cost \$ - Under 50,000 \$\$ - 50,000- 250,000 \$\$\$ - 250,000-1M \$\$\$\$ - Over 1M N/A - part of Everyday Work
5.4 Park Planning and Development...Continued					
4	<p>To achieve adequate provision through the Town of Ladysmith, community feedback has confirmed the need for off-leash dog exercise areas south of Holland Creek, one north of Holland Creek and one at Transfer Beach Park. Base on this, the following approach will apply:</p> <p>Winter programming The off-season usage of fenced athletic fields for off-leash dog exercise at the following sports fields:</p> <ul style="list-style-type: none"> • High Street Little League Park • Holland Creek Park – small ball diamond field <p>Recommended Sites</p> <ul style="list-style-type: none"> • Install a fenced, off-leash area at the Transfer Beach upper park area (currently used as off leash area) leaving the remaining upper area as on leash, or possibly off leash during winter months. Add maps and signage for area describing the boundaries of off leash • Partner with School District 68 in the creation of a temporary, fenced off-leash dog exercise area at the former Davis Road Elementary School. • The installation of a temporary, fenced off-leash area at Forrest Field/Lot 108 pending the development of additional sports fields <p>Pilot Sites On a trial basis, explore the development of permanent, fenced off-leash dog exercise areas at the following parks:</p> <ul style="list-style-type: none"> • Kinsmen Park and Playground (Brown Road) – utilizing the western portion of the park, observing an appropriate riparian setback from Rocky Creek • Holland Creek Park – small ball diamond field (this would become a permanent site upon the development of additional sports fields at Forrest Field/Lot 108 • The BC Hydro property located at 6th Avenue and Methuen Street • A portion of the uphill lands at Transfer Beach Park currently used as an unfenced, off-leash exercise area 	O/C	High	Short/ Medium	\$\$
5	Explore the diversification of the Ladysmith Golf Course lands through multi-use programming such as disc golf, and develop a master plan for the future of the Holland Creek Ball fields	O/C	Medium	Medium	\$\$
6	Expand on the existing skate park with the incorporation of additional skate park elements and the design and development of a bike skills park	O/C	Medium	Long	\$\$\$
7	Develop in partnership with regional Sport Tourism a strategy for the Town that promotes the use of hiking and biking trails and waterfront parkland along with sports facilities.	O	Medium	Medium	\$\$

No.	Recommendation	Item Type Capital (C) or Operations (O)	Priority High Medium Low Ongoing	Timing Short: 1-3 years Medium: 4-6 years Long: 7-10 years	Relative Cost \$ - Under 50,000 \$\$ - 50,000- 250,000 \$\$\$ - 250,000-1M \$\$\$\$ - Over 1M N/A - part of Everyday Work
5.4 Park Planning and Development...Continued					
8	Develop an outdoor fitness park for adults	C	Medium	Medium	\$\$
9	Ensure the adequate provision of site furniture in all parks, in particular, the provision of picnic tables	C	Ongoing	Long	\$\$
10	Review priorities for sports fields and amenities and update the siteplan for Lot 108. Develop as per the site plan once funding is available.	O/C	High	Medium	\$\$\$\$
11	Development of the cluster of public land encompassing the Spirit Square, Ladysmith Resources Centre and Ball Field into a downtown 'public hub'	C	Low	Long	\$\$\$
12	Incorporate First Nation teachings and cultural landscape into the parks system in partnership with the Stz'uminus First Nation	O/C	Ongoing	Long	\$\$\$
13	Consider the development of a landscape design guideline document that would provide direction on the following: <ul style="list-style-type: none"> • Utilization of native and/or drought tolerant plant species – an 'Island-inspired' plant palette • Where an irrigation system is required, that new park construction projects undertake the development of a hydro zone plan, landscape water conservation irrigation report (landscape water budget) and irrigation design plan • The audit of existing park irrigation systems and the determination of water consumption and methods to reduce water use • The development of an invasive species control plan, in conjunction with volunteer organizations 	O	Ongoing	Short	N/A
14	Consider the development of a Parks Brand and Visual Identity Guidelines document that would provide direction on the following: <ul style="list-style-type: none"> • Park address signage • Wayfinding and trail signage • Regulatory signage • Interpretive signage 	O	Ongoing	Short	N/A

No.	Recommendation	Item Type Capital (C) or Operations (O)	Priority High Medium Low Ongoing	Timing Short: 1-3 years Medium: 4-6 years Long: 7-10 years	Relative Cost \$ - Under 50,000 \$\$ - 50,000- 250,000 \$\$\$ - 250,000-1M \$\$\$\$ - Over 1M N/A - part of Everyday Work
5.5 Park Partnerships					
1	Create a development framework in partnership with CVRD for regional and municipal park collaboration projects	O	Ongoing	Medium	N/A
2	Improve playability and bookability of School District #68 sport fields via the formalization of an operating agreement and maintenance and programming by Town of Ladysmith staff (Joint Use Agreement)	O	High	Medium	\$\$\$\$
3	Explore linear park opportunities and secure public access easement along the BC Hydro right-of-way corridor at the southern boundary between the Town of Ladysmith and CVRD	O	Low	Long	\$\$\$
4	The creation of a Ladysmith destination-oriented attraction and community loop trail that encompasses the waterfront, ATC's and the Holland Creek Trail and Regional Parkland	O/C	Medium	Long	\$\$\$
5	Investigate a trail to Stz'uminus First Nation	O	Ongoing	Medium	\$\$
6	Explore a P3 partnership for the management of boat launch and parking facilities.	O	Ongoing	Medium	\$\$

Implementation Plan - Facility Recommendations

No.	Recommendation	Item Type Capital (C) or Operations (O)	Priority High Medium Low Ongoing	Timing Short: 1-3 years Medium: 4-6 years Long: 7-10 years	Relative Cost \$ - Under 50,000 \$\$ - 50,000- 250,000 \$\$\$ - 250,000-1M \$\$\$\$ - Over 1M N/A - part of Everyday Work
6.2 Frank Jameson Community Centre					
1	Proceed with the Facility Condition Assessment as part of the Asset Management Plan.	C	High	Short	\$
2	Consider the need for a larger fitness space and additional/updated equipment in the capital planning process.	C	Medium	Medium	\$\$
	Undertake a small feasibility exercise on the cost of developing a flexible space.	C	High	Short	\$
3	Determine remaining lifespan of pool facility, and create plan to replace. In the interim review options to improve the youth centre space including accommodation of additional uses, and undertake minor improvements in the pool area and change rooms.	C	High	Short	\$
4	Redevelop youth centre space	C	Medium	Medium	\$\$\$
6.3 Aggie Hall					
5	That the waiving of fees for usage of the facility be reviewed to find an equitable solution that provides some revenue to the Town for operating expenses, while still providing an affordable space for community organizations.	O	Medium	Short	N/A
6	Review opportunities to offer additional programs at Aggie Hall.	O	Medium	Ongoing	N/A
7	Increase parking around Aggie Hall for both Hall and Field users.	C	High	Short	\$
6.4 Machine Shop					
8	That the Machine Shop Advisory Group undertake a comprehensive Visioning Process for this facility. <ul style="list-style-type: none"> • "Define the space" in consultation with stakeholders, current and prospective tenants, potential partners and users • Vision to address the operating structures, partnerships, capital and operating costs • Review opportunity for one or more tenants to operate the facility • Research potential public and private funding, grants, trusts, etc. 	C	High	Short	N/A

Implementation Plan - Programs and Services Recommendations

No.	Recommendation	Item Type Capital (C) or Operations (O)	Priority High Medium Low Ongoing	Timing Short: 1-3 years Medium: 4-6 years Long: 7-10 years	Relative Cost \$ - Under 50,000 \$\$ - 50,000- 250,000 \$\$\$ - 250,000-1M \$\$\$\$ - Over 1M N/A - part of Everyday Work
7.0 Programs and Services					
1	Aquatic Programs should be reviewed annually to ensure the community needs are being met, including lesson schedule, ages served, public swim times and fees.	O	High	Short	N/A
2	Review Fitness Centre operations annually including hours of operation, fee structure and programs services provided.	O	High	Short	N/A
3	Undertake a regular participant survey, and seek customer feedback relating to programs and services	O	Medium	Short	N/A
4	Review and update entire fee schedule to ensure appropriate fees are being charged Use facility operating costs as well as direct program expenses to determine fee levels and levels of subsidies	O	High	Short	N/A
5	Develop new programs to attract more participants and better serve the community, including outdoor programs, samplers, youth activities etc. <ul style="list-style-type: none"> Outdoor based programs for all age groups and for family participation. Start with early years. Examples are disc golf, geocaching, fitness "Kid's sampler programs" in cooperation with the sports and arts organizations When introducing new programs allow for lower number of participants (before cancelling), until program gets known in the community. It can take a couple of sessions for this to happen Continue to support Physical Literacy for all ages. Develop partnerships to further this initiative with VIHA and other community agencies. Offer more programs and activities for the 10 to 18 year age groups -focus on physical activity. Continue to work with the Arts Council in the development and delivery of new programs in the arts. 	O	High	Short	N/A
6	Pursue grant opportunities for the provision of more programs in partnership with Stz'uminus First Nation.	O	High	Short	N/A
7	Review the Leisure Access card criteria. Ensure Area G and H residents be allowed to participate as the CVRD contributes to the operation of the FJCC.	O	High	Short	N/A
8	Hold registration for Summer Day Camp much earlier in the year. Around March Break is a good time to promote camp programs. Do not cancel programs too early, and consider running with fewer participants, so the program can become known in the community through word of mouth as well as through promotional materials.	O	High	Short	N/A

No.	Recommendation	Item Type Capital (C) or Operations (O)	Priority High Medium Low Ongoing	Timing Short: 1-3 years Medium: 4-6 years Long: 7-10 years	Relative Cost \$ - Under 50,000 \$\$ - 50,000- 250,000 \$\$\$ - 250,000-1M \$\$\$\$ - Over 1M N/A - part of Everyday Work
7.0 Programs and Services...Continued					
9	Develop a Youth Services Strategy in partnership with other community organizations that are supporting youth in Ladysmith. Review the use of the Youth Centre (Rec Room) in the context of the Youth strategy.	O	High	Short	N/A
10	Work with all agencies and organizations in the development of a Seniors Strategy to enable the best use of resources to meet the needs of the growing "older seniors" population in Ladysmith.	O/C	Medium	Medium	N/A
11	The Department of Parks, Recreation and Culture should continue to take a lead role in the staging of major events and festivals, ones that would be a tourist draw. This could be done in partnership with the Chamber of Commerce. The Ladysmith Celebrations Society and other community organizations.	O	High	Short	N/A

Implementation Plan - Partnerships and Agreements Recommendations

No.	Recommendation	Item Type Capital (C) or Operations (O)	Priority High Medium Low Ongoing	Timing Short: 1-3 years Medium: 4-6 years Long: 7-10 years	Relative Cost \$ - Under 50,000 \$\$ - 50,000- 250,000 \$\$\$ - 250,000-1M \$\$\$\$ - Over 1M N/A - part of Everyday Work
8.0 Partnerships and Agreements					
1	Develop and implement a "Community Partnership" Policy that would provide a framework for effective and efficient coordination of volunteer groups and municipal resources.	○	Medium	Short	N/A
2	Revive a "Youth Partnership" consisting of all the agencies serving youth in Ladysmith including the Resource Centre, the Boys and Girls Club, VIHA, Stz'uminus, the High School and others. The first task of this group would be to develop a Youth Services Strategy.	○	High	Short	N/A
3	Continue support and participation at the Early Years Partnership table. Ensure that children are provided with indoor and outdoor opportunities to develop physical literacy skills appropriate to their age.	○	Medium	Short	N/A
4	Continue and expand the current collaboration with the many service providers in Ladysmith to allow for comprehensive and coordinated programs and services for all residents. Explore the concept of a more formalized "consortium" of organizations working towards the same goals, with the ability to apply for financial support from a larger variety of funding organizations.	○	Medium	Short	N/A
5	The Parks, Recreation & Culture Department should lead the development of a Public Art Strategy and Program in collaboration with the Arts Council, Stz'uminus First Nation, the Chamber of Commerce, the Downtown Business Association, local artists and other appropriate organizations.	○	High	Short	N/A
6	Review and update the current agreements with School District 68. In addition, enter into discussions with regard to facility access, sports field use and booking, and field maintenance.	○	Medium	Short	N/A
7	Formalize the financial and other levels of support provided by the Town for the provision of facility space, grants or operating funds to community service organizations. Create Joint Use Agreements or Memoranda of Understanding where appropriate.	○	Medium	Short	N/A
8	Look for opportunities for P3's - Public/Private Partnerships that could provide a beneficial amenity or service for the residents of Ladysmith. The partnerships should apply to both capital and operating opportunities.	○	Medium	Short	N/A

Implementation Plan - Marketing and Communication Recommendations

No.	Recommendation	Item Type Capital (C) or Operations (O)	Priority High Medium Low Ongoing	Timing Short: 1-3 years Medium: 4-6 years Long: 7-10 years	Relative Cost \$ - Under 50,000 \$\$ - 50,000- 250,000 \$\$\$ - 250,000-1M \$\$\$\$ - Over 1M N/A - part of Everyday Work
9.0 Marketing and Communications					
1	Develop a Communications Plan, with specific goals and consistent messaging.	O	High	Short	N/A
2	Evaluate on an ongoing basis whether the messages are reaching the target audiences.	O	Medium	Short	N/A
3	Promote the benefits of recreation in the Activity Guide, reports to Council, on social media, press releases and any print media.	O	Medium	Short	N/A
4	Work to enhance the Town's Parks, Recreation, and Culture website. Create linkages with the regional organizations' websites.	O	High	Short	N/A
10.0 PRC Administration					
1	Review and analyze the division of roles and responsibilities between Parks, Recreation and Culture and Public Works to confirm the benefits of the current hybrid structure versus the benefits of transferring responsibility for parks operations to PRC.	O	Medium	Medium	N/A
2	Take the appropriate action to disband/eliminate the Parks, Recreation and Culture Commission, and set up an Advisory Committee (with Terms of Reference) to provide information and support for Council on Parks, Recreation and Culture matters.	O	High	Short	N/A
3	Consider time-limited special purpose Advisory Groups or Task Forces for major projects relating to Parks, Recreation and Culture.	O	Medium	Medium	N/A
4	Develop and Implement a Facility Allocation Policy	O	Medium	Short	N/A





APPENDICES

Figure 1: Existing Conditions Map

Figure 2: Parks Community Input and Recommendations Map