



# Town of Ladysmith

## Sustainability Action Plan 2013 – 2016

### Public Engagement Appendices

# Appendix A

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

---

Town of Ladysmith



Sustainable  
Communities

Submitted to:

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

Submitted by:

Golder Associates Ltd.  
200 – 420 Hastings Street West  
Vancouver, BC V9R 5B3  
[www.Golder.ca](http://www.Golder.ca)

## *Introduction*

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

The project will:

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

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

## *Purpose of the Action Team*

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

## *Composition of the Action Team*

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

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

## *Roles & Responsibilities of Action Team Members*

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

# Appendix B

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

---

Town of Ladysmith

October 4, 2011



Sustainable  
Communities

Submitted to:

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

Submitted by:

Golder Associates Ltd.  
200 – 420 Hastings Street West  
Vancouver, BC V9R 5B3  
[www.Golder.ca](http://www.Golder.ca)

[This page left blank for double-sided printing]





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

# Table of Contents

<b>1.</b>	<b>Workshop Overview .....</b>	<b>1</b>
1.1.	PUBLIC CELEBRATION .....	2
1.2.	WORKSHOP FORMAT .....	2
1.3.	NEXT STEPS .....	3
<b>2.</b>	<b>Workshop Highlights.....</b>	<b>4</b>
2.1.	ECONOMIC .....	4
2.2.	SOCIAL AND CULTURAL .....	6
2.3.	NATURAL ENVIRONMENT .....	7
2.4.	BUILT ENVIRONMENT (BUILDINGS AND INFRASTRUCTURE).....	8
2.5.	WORKING TOGETHER .....	9

## Appendix A: Transcription of Public Results



# 1. Workshop Overview

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

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

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

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

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

The CSIP project will accomplish 3 streams of work:

- Measure Progress
- Plan Together
- Enable Action



Figure 1.0 – Project Flowchart



## 1.1. PUBLIC CELEBRATION

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

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



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

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

## 1.2. WORKSHOP FORMAT

The evening was divided into three parts:

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



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

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



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

### 1.3. NEXT STEPS

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



---

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

## 2. Workshop Highlights

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



### 2.1. ECONOMIC

#### KEY SUCCESSES

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

#### TOP PRIORITIES FOR ACTION

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

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

#### Additional Ideas for Action:

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

## WHAT CAN YOU DO AT HOME / WORK / PLAY?

### Key Themes:

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



## WHAT WE NEED TO TAKE ACTION TOGETHER?

### Key Themes:

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



## 2.2. SOCIAL AND CULTURAL

### KEY SUCCESSES

#### Key Themes:

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



### TOP PRIORITIES FOR ACTION

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

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

### WHAT CAN YOU DO AT HOME / WORK / PLAY?

#### Key Themes:

- Support arts and culture
- Engage in volunteer opportunities

### WHAT WE NEED TO TAKE ACTION TOGETHER?

#### Key Themes:

- Support development of infrastructure to support arts and culture

## 2.3. NATURAL ENVIRONMENT

### KEY SUCCESSES

#### Key Themes:

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

### TOP PRIORITIES FOR ACTION

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

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

### WHAT CAN YOU DO AT HOME / WORK / PLAY?

#### Key Themes:

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

### WHAT WE NEED TO TAKE ACTION TOGETHER?

#### Key Themes:

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

## 2.4. BUILT ENVIRONMENT (BUILDINGS AND INFRASTRUCTURE)

### KEY SUCCESSES

#### Key Themes:

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

### TOP PRIORITIES FOR ACTION

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

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

#### Additional Ideas for Action:

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

## WHAT CAN YOU DO AT HOME / WORK / PLAY?

### Key Themes:

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

## WHAT WE NEED TO TAKE ACTION TOGETHER?

### Key Themes:

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

## 2.5. WORKING TOGETHER

### KEY SUCCESSES

#### Key Themes:

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

### TOP PRIORITIES FOR ACTION

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

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

#### Additional Ideas for Action:

- Create more opportunities for public participation

#### WHAT CAN YOU DO AT HOME / WORK / PLAY?

##### **Key Themes:**

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

#### WHAT WE NEED TO TAKE ACTION TOGETHER?

##### **Key Themes:**

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



## Appendix A: Transcription of Public Results

(Public Celebration Event Sept 2011)

**Town of Ladysmith Community Sustainability Implementation Plan**  
**Public Celebration - Transcription of Public Results**  
Sept 19, 2011

## **ECONOMIC**

### **Group 1: Economic – Successes**

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

Additional ideas for Action:

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

*What else is going on in Ladysmith on this topic?*

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

**Key Themes:**

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

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

### Group 1: Economic – Planned Activities

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

Additional Ideas for Action:

- Locate locomotive on 1<sup>st</sup> Avenue

*What can you do at home/ work/ play?*

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

**Key Themes:**

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

*What we need to take action together?*

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

**Key Themes:**

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

**Group 2: Economic – Successes**

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

Additional Ideas for Action:

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

*What else is going on in Ladysmith on this topic?*

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

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

#### **Key Themes:**

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

#### *What can town do to help?*

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



**Key Themes:**

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

**Group 2: Economic – Planned Activities**

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

*What can you do at home/ work/ play?*

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

**Key Themes:**

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

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

*What else is going on in Ladysmith on this topic?*

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

**Key Themes:**

- Initiatives and programs for seniors
- Festivals and performances

### Group 3: Social & Cultural – Planned Activities

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

#### *What can you do at home/ work/ play?*

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

#### **Key Themes:**

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

## **Group 4: Social & Cultural – Successes**

*What else is going on in Ladysmith on this topic?*

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

### **Key Themes:**

- Local arts and culture programs
- Shop locally campaigns

## **NATURAL ENVIRONMENT**

## **Group 5: Natural Environment - Successes**

*What else is going on in Ladysmith on this topic?*

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

### **Key Themes:**

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

## Group 5: Natural Environment – Planned Activities

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

*What can you do at home/ work/ play?*

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

### Key Themes:

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

## Group 6: Natural Environment – Successes

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

*What else is going on in Ladysmith on this topic?*

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

**Key Themes:**

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

*What can you do at home/ work/ play?*

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

**Key Themes:**

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

*What would help you take action?*

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

**Key Themes:**

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



*What do we need help with?*

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

**Key Themes:**

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

**Group 6: Natural Environment - Planned Activities**

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

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

## **BUILT ENVIRONMENT (Buildings & Infrastructure)**

### **Group 7: Built Environment - Successes**

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

*What else is going on in Ladysmith on this topic?*

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

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

#### **Key Themes:**

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

#### *What can you do at home/ work/ play?*

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

#### **Key Themes:**

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

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

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

### Additional Ideas for Action:

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

### *What can you do at home/ work/ play?*

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

### Key Themes:

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

*What else is going on in Ladysmith on this topic?*

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

**Key Themes:**

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

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

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

*What else is going on in Ladysmith on this topic?*

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

**Key Themes:**

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

*What would help you to take action?*

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

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

**Key Themes:**

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



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

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

*What can you do at home/ work/ play?*

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

### Key Themes:

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

## WORKING TOGETHER

### Group 9: Working Together – Success

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

*What else is going on in Ladysmith on this topic?*

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

#### Key Themes:

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

## Group 9: Working Together - Planned Activities

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

What can you do at home/ work/ play?

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

### Key Themes:

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

*What would help you take action?*

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

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

#### **Key Themes:**

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

#### **Group 10: Working Together – Successes**

What else is going on in Ladysmith on this topic?

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

#### **Key Themes:**

- Community partnerships
- Support for community economic development

**Group 10: Working Together – Planned Activities:**

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

# Appendix C

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

---

Town of Ladysmith

March 6, 2012



Sustainable  
Communities

Submitted to:

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

Submitted by:

Golder Associates Ltd.  
200 – 420 Hastings Street West  
Vancouver, BC V9R 5B3  
[www.Golder.ca](http://www.Golder.ca)

[This page left blank for double-sided printing]

# Table of Contents

<b>1.</b>	<b>Workshop Overview .....</b>	<b>1</b>
1.1.	WORKSHOP AGENDA.....	1
1.2.	KEY OUTCOMES .....	2
<b>2.</b>	<b>Workshop Summary .....</b>	<b>2</b>
2.1.	COLLABORATION: CHALLENGES AND SOLUTIONS.....	2
<b>3.</b>	<b>Collaborative Tools .....</b>	<b>3</b>
	<b>Appendix A: Workshop Participants .....</b>	<b>5</b>



## 1. Workshop Overview

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

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

The following questions helped lead this discussion:

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

The Goals and Actions workshop focused on the following themes:

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

### 1.1. WORKSHOP AGENDA

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

Figure 1.1 – Workshop Agenda

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

## 1.2. KEY OUTCOMES

The key desired outcomes for the workshop were:

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

## 2. Workshop Summary

### 2.1. COLLABORATION: CHALLENGES AND SOLUTIONS

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

#### Current Challenges

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

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

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

## Potential Solutions

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

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

## 3. Collaborative Tools

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

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

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

**For any technical difficulties please contact:**

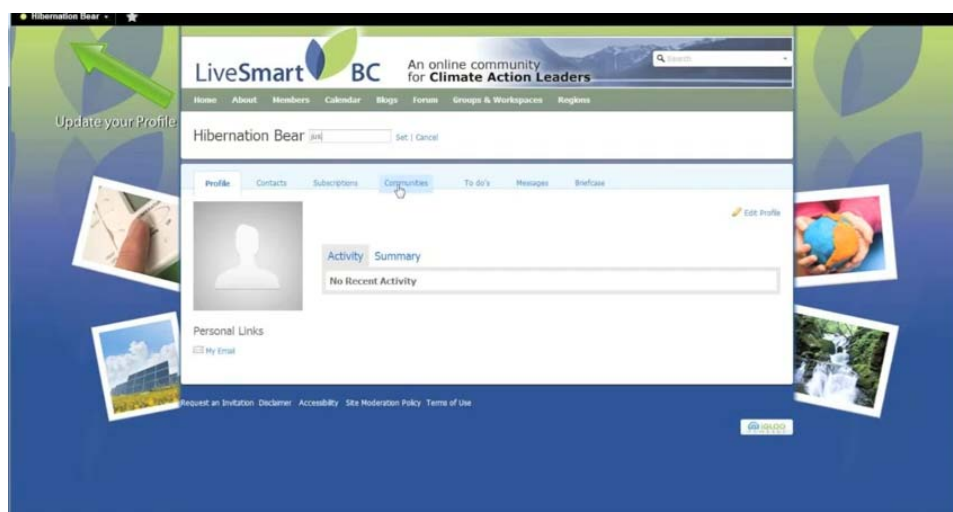
Trevor Barry  
Social Media & Outreach Office,  
Climate Action Secretariat,  
Ministry of Environment.  
[Trevor.barr@gov.bc.ca](mailto:Trevor.barr@gov.bc.ca)  
250.387.9684

Figure 1.2 – LiveSmart BC Registration



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

Figure 1.3 – LiveSmart Profile Set-Up



The link for this tutorial video is:  
[http://www.youtube.com/watch?v=v5Vr\\_S0mLPo&feature=youtu.be](http://www.youtube.com/watch?v=v5Vr_S0mLPo&feature=youtu.be)

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

## Appendix A: Workshop Participants

(Goals and Action Workshop – Jan 30, 2012)

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



LADYSMITH