



C·V·R·D

COWICHAN VALLEY REGIONAL DISTRICT

NOTICE OF REGULAR BOARD MEETING

DAY: WEDNESDAY

DATE: DECEMBER 14, 2011

**TIME: → REGULAR SESSION
6:00 pm**

PLACE: BOARD ROOM

175 INGRAM STREET

A handwritten signature in black ink, appearing to read "Joe Barry", is written over a horizontal line.

**Joe Barry
Corporate Secretary**



C·V·R·D

MEETING CONDUCT

The CVRD is committed to fostering a safe, respectful, orderly environment for the public to observe its local government meetings. Adherence to following code of conduct will help us meet that commitment:

1. Respect will be shown to other members of the public, the Board and staff;
2. Individuals will refrain from disruptive behavior impeding the proceedings or other disorderly conduct;
3. Directives of the Chair will be complied with in a prompt and orderly fashion;
4. Questions and comments during delegations and question period will be made at the appropriate time.

Failure to comply with this code of conduct may result in your expulsion from this facility in accordance with Section 133 of the *Community Charter*.



C·V·R·D

REGULAR BOARD MEETING

WEDNESDAY, DECEMBER 14, 2011

6:00 PM - CVRD BOARD ROOM

AGENDA

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- 15. NEW BUSINESS:**
- 16. QUESTION PERIOD:**

a) Public

b) Press

17. CLOSED SESSION:

Motion that the meeting be closed to the public in accordance with the Community Charter Part 4, Division 3, Section 90, subsections as noted in accordance with each agenda item.

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18. ADJOURNMENT:

The next Regular Board meeting will be held January 11, 2012 at 6:00 pm, in the Board Room, 175 Ingram Street, Duncan BC.

Minutes of the Regular meeting of the Board of the Cowichan Valley Regional District held in the Board Room, 175 Ingram Street, Duncan, BC, on Wednesday, November 9, 2011 at 6:01 pm.

PRESENT: Chair G. Giles,
Directors K. Cossey, M. Dorey, L. Duncan,
B. Harrison, D. Haywood, R. Hutchins, L. Iannidinardo,
P. Kent, K. Kuhn, M. Marcotte, T. McGonigle,
I. Morrison, G. Seymour, T. Walker

ALSO PRESENT: Mark Kueber, Deputy Administrator
Joe Barry, Corporate Secretary
Rob Conway, Manager, Development Services

**REQUEST TO BE
A DELEGATION
11-551**

It was moved and seconded that the Board allow Lynda Dickie to appear as a Delegation.

MOTION CARRIED

**APPROVAL OF
AGENDA**

11-552

It was moved and seconded that the agenda be amended with the addition of New Business items as follows:

NB1 Appointment – Area F – Cowichan Lake South/Skutz Falls Advisory Planning Commission;

NB2 “CVRD Bylaw No. 3566 – Cowichan Lake Recreation Reserve Fund Expenditure (Parking Lots Lighting) Bylaw, 2011”, 1st, 2nd, 3rd reading;

NB2 “CVRD Bylaw No. 3566 – Cowichan Lake Recreation Reserve Fund Expenditure (Parking Lots Lighting) Bylaw, 2011”, adoption;

NB3 “CVRD Bylaw No. 3567 – Twin Cedars Sewer System Capital Reserve Fund Expenditure (Capital Upgrades) Bylaw, 2011”, 1st, 2nd and 3rd reading;

NB3 “CVRD Bylaw No. 3567 – Twin Cedars Sewer System Capital Reserve Fund Expenditure (Capital Upgrades) Bylaw, 2011”, adoption;

NB4 Correspondence from the Hiiye’yu Lelum (House of Friendship) Society re: Request for Letter of Support for the Organization’s On-reserve Location as an Exempted Special Circumstance;

NB5 Director Kuhn re: CVRD Communications;

NB6 Director Cossey re: Noxious Weeds and

D1 Delegation Lynda Dickie re: Malahat Life Preservation Project;

and that the agenda as amended be approved.

MOTION CARRIED

ADOPTION OF MINUTES

11-553 It was moved and seconded that the minutes of the October 12, 2011 Regular Board meeting be adopted.

MOTION CARRIED

11-554 It was moved and seconded that the minutes of the October 18, 2011 Special Board meeting be adopted.

MOTION CARRIED

BUSINESS ARISING OUT OF MINUTES

There was no business arising.

DELEGATIONS

D1 Lynda Dickie
Re: Malahat Life Preservation Project

Lynda Dickie spoke to the Board about the need for concrete barriers down the centre of the Malahat Drive portion of the Trans Canada Highway.

11-555 It was moved and seconded that a meeting be arranged with the Ministry of Transportation and Infrastructure to express the CVRD's outrage at the continued inaction by the Ministry to take action to protect our citizens; and to insist that the government undertake the necessary safety upgrades on the Malahat portion of the Trans Canada Highway.

MOTION CARRIED

REPORT OF CHAIRPERSON

RC1 The Chair advised that there will be a Special Board meeting on November 23, 2011 immediately following the Regional Services Committee meeting.

COMMITTEE REPORTS

CR1 The report and recommendation of the Regional Services Committee meeting of October 26, 2011 listing one item was considered.

11-556 It was moved and seconded that funding for the purpose of assisting with the construction of the Regional Cowichan Visitors' Information Centre be considered as a Regional Grant-in-Aid in the 2012 Budget deliberations.

Opposed: Directors Harrison, Cossey, Giles, Iannidinardo, Duncan, Morrison, Dorey, Marcotte, Kuhn, Walker, Hutchins, Kent, McGonigle, Haywood and Seymour

MOTION DEFEATED

11-557 It was moved and seconded that the Board request the Duncan-Cowichan Chamber of Commerce to prepare an agreement between the Cowichan Valley Regional District and the Duncan-Cowichan Chamber of Commerce that would, if approved by the Board, facilitate the CVRD's borrowing of funds to assist in the construction of a new Regional Information Centre at the BC Forest Discovery Centre; and that the agreement outline the services that would be provided to the Cowichan Region; and further, that the agreement and funding request be referred to the December 14, 2011 Board meeting for consideration.

Opposed: Directors McGonigle, Marcotte, Kuhn and Morrison

MOTION CARRIED

CR2 The report and recommendations of the Electoral Area Services Committee meeting of October 18, 2011 listing three items were considered.

11-559 It was moved and seconded:

1. That a grant in aid, Area G – Saltair/Gulf Islands, in the amount of \$500, be given to Saltair Ratepayers Association to assist a resident with health problems regain use of his property.

MOTION CARRIED

11-600 It was moved and seconded:

2. That no change to Development Permit 1-D-11DP (Super 8/Smitty's) be authorized at this time, but that the permitted interval for the sign message change be re-considered following a pending review of the CVRD Sign Bylaw and establishment of consistent criteria for LED and electronic message signs.
3. 1. That draft Area F OCP Amendment Bylaw No. 3533 be amended as follows:
 - #14: The second sentence of Policy 5.3 is deleted and replaced with "The subdivision of land in the ALR should be discouraged."
 - #58: new Policy 13.9 – replace the words "to result in the best possible effluent quality" with "to result in a Class A effluent quality or better"
2. That draft OCP Bylaw No. 3533, as amended, and draft Zoning Bylaw No. 3463 (Area F maintenance Bylaws), be forwarded to the Board for consideration of 1st and 2nd readings.
3. That a public hearing be arranged and that Directors I. Morrison, K. Kuhn, and L. Iannidinaldo be delegated to the hearing.

MOTION CARRIED

CR2 The report and recommendations of the Electoral Area Services Committee meeting of November 1, 2011 listing 17 items were considered.

11-601 It was moved and seconded:

1. That the Board Chair and Corporate Secretary be authorized to execute the necessary documents to both enter into a renewable Trail Licence Agreement with the Coastal Missions Society located at 3356 Hillside Road in Saltair for a public trail corridor along the ocean front across private property to access a flight of stairs to the beach; and to obtain a permit to construct with the BC MoT for a Beach Access Park in the Hillside Road End under the Electoral Area G Community Parks function.
2. That a covenant be registered in favour of the Cowichan Valley Regional District on lands located at 5241 Koksilah Road (Lot 6, Section 13, Range 6, Quamichan District, Plan 7797) to secure the amenity contribution and the transfer of parkland to the CVRD, and that the Board Chair and Corporate Secretary be authorized to sign the required documents in order to register the covenant.
3. That a Reserve Fund Expenditure bylaw be prepared authorizing the expenditure of no more than \$6,500 from the Community Parks General Reserve Fund (Area H – North Oyster/Diamond) for the purpose of completing the acquisition of Bush Creek Park; and that the bylaw be forwarded to the Board for consideration of three readings and adoption.
4. That the CVRD not provide comments or recommendation to the Liquor Control and Licencing Branch with regard to the Application for a Winery Lounge and Special Event Area Endorsement Licence #304212 by Unsworth Vineyards located at 2915 Cameron Taggart Road.
5. That the Cowichan Valley Regional District award the Dog Control Contract to the BCSPCA Cowichan and District Branch for a term of three (3) years starting January 1, 2012; that the contract price for 2012 be \$86,808.00 per year including HST which is to be paid out on a monthly basis; and, that the Canadian Consumer Price Index be used to award monetary increases in 2013 and 2014.
6. That a grant in aid, Electoral Area C – Cobble Hill, in the amount of \$500 be given to Cowichan Foundation to assist with student bursaries for Cowichan Valley students who are furthering their education.
7. That a grant in aid, Electoral Area C – Cobble Hill, in the amount of \$2240 be given to Braithwaite Estates Improvement District, to assist in the installation of aquifer protection signs.

8. That a grant in aid, Electoral Area D – Cowichan Bay, in the amount of \$885 be given to Cowichan Energy Alternatives, to assist with costs for their waste vegetable oil collection bin initiative.

MOTION CARRIED

11-602

It was moved and seconded:

9.
 1. That Resolution No. 11-458-12 be rescinded; and
 2. That Development Permit No. 1-D-08DP, issued to Silver Catch Processing Inc., be renewed until October 26, 2013, and that no other extensions of the development permit be granted.
11. That Application No. 7-E-11DP, submitted by Bill Thompson of Hillside Excavating, for conversion of a portion of a single family dwelling into a commercial space along with various other site alterations on Lot 6, Section 8, Range 1, Cowichan District, Plan 6495 Except Plan 2948 RW (PID: 005-848-661) be approved, subject to substantial compliance with the submitted site plan and building designs.
12. That Application No. 9-E-11DP/VAR, submitted by Michael and Brandee Ganter, for construction of a residential accessory building in accordance with the Agricultural Protection Development Permit Area guidelines on Lot A, Section 10 and 11, Quamichan District, Plan 32057 (PID: 001-106-902) be approved; and further, that Section 5.2(e) of Zoning Bylaw No. 1840 be varied to allow the size of the residential accessory building to be increased from 100 square metres to 143 square metres, subject to substantial compliance with the submitted site and building plans.
13. That the Regional District accept the applicant's request to hold file No. 6-A-09RS (Topping/Quek/Van Der Have/Walker) in abeyance in order to provide the CVRD with time to complete the Benko/Butterfield neighbourhood plan, to provide the applicants with time to complete traffic, transit and engineering studies, to hold further discussions with CVRD departments and service providers (water, sewer and fire protection), and to consult with the community.
16. That, when complete, the draft Electoral Area D – Cowichan Bay Official Community Plan be referred to the following CVRD commissions and external agencies for review:
CVRD Commissions
Agricultural Advisory Commission
Economic Development Commission
Environment Commission
Area D – Cowichan Bay Advisory Planning Commission
Area D – Cowichan Bay Parks Commission

Local Governments

Capital Regional District
 District of North Cowichan
 City of Duncan

First Nations

Stz'uminus (Chemainus) First Nation
 Cowichan Tribes
 Halalt First Nation
 Lake Cowichan First Nation
 Lyackson First Nation
 Malahat First Nation
 Pauquachin First Nation
 Penelakut Tribe
 Hul'qumi'num Treaty Group
 Semiahmoo First Nation
 Snuneymuxw First Nation
 Tsartlip First Nation
 Tsawout First Nation
 Tsawwassen First Nation
 Tseycum First Nation

Provincial Government Agencies

Agricultural Land Commission
 BC Transit
 Ministry of Aboriginal Relations and Reconciliation
 Ministry of Agriculture
 Ministry of Community, Sport and Cultural Development
 Ministry of Energy and Mines – Mineral
 Exploration and Mining/Housing and Construction Standards
 Ministry of Forests, Lands and Natural Resources Operations –
 Land Tenures/Environmental Protection
 Ministry of Transportation and Infrastructure

Federal Government Agencies

Department of Fisheries and Oceans – Fisheries
 Department of Fisheries and Oceans – Small Craft Harbours

Other Agencies

Central Vancouver Island Health Authority
 Cowichan Bay Improvement District
 Cowichan Bay Waterworks
 Islands Trust
 School District No. 79
 Social Planning Cowichan

- 17.1. That the request by the applicants to remove part of the F1-A zoning change from Application No. 1-A-11RS (Bamberton Business Park) be accepted; that Second Reading of Zoning Amendment Bylaw No. 3498 be rescinded; that Zoning Amendment Bylaw No. 3498 be amended to remove the F1-A zoning change to all areas of the site except where outdoor recreation is proposed; and that Zoning Amendment Bylaw No. 3498, as amended, be considered for Second Reading.

2. That a draft bylaw under Section 30 of the *Community Charter* be prepared for future consideration in relation to the dedication of McCurdy Point as park, and proceed with the documents on the basis of such;
3. That staff continue to secure covenants or satisfactory lease agreements and associated documents as outlined in the October 25, 2011 staff report to protect the Southlands from alienation and to permit public access as a future amenity for the community, and that a public meeting be held by the applicants prior to the public hearing.
4. That a public hearing be scheduled in January 2012 respecting OCP Amendment Bylaw No. 3497 and Zoning Amendment Bylaw No. 3498, and that all Electoral Area Directors be appointed as hearing delegates in accordance with Section 891 of the *Local Government Act*.
5. That an acceptable agreement with respect to the protection of water users (Malahat Band, Inlet Drive, and individual residents in the vicinity of the proposed development) be finalized prior to the public meeting/hearing.

MOTION CARRIED

11-603

(Amended from original Committee recommendation):

10. That Application No. 2-A-11DP be approved, and that a development permit be issued to Mill Bay Marina Inc. for a 14 unit townhouse project and marina at Block "C", Sections 1 and 2, Range 9, Shawnigan District, Plan 120, except part in Plans 29781 and 30142 (PID 001-027-433) and Foreshore Lease Lot 459 (Lease No. 1122643), subject to:
 - a) Approval from the Ministry of Environment;
 - b) Establishment of average natural grade and permitted building height by a BC Land Surveyor;
 - c) Provision of landscape security equivalent to 125% of the estimated cost of all landscape works.

MOTION CARRIED

11-604

It was moved and seconded that Recommendation 14, Application No. 1-I-09RS (Van Isle Waterfront Development Corp.) be referred back to staff.

MOTION CARRIED

11-605

(Amended from original Committee Recommendation:)

It was moved and seconded:

15. That Rezoning Application No. 2-E-11RS (Khalsa Diwan Societies) be presented at a public meeting to receive input from the community, and that the application and public meeting minutes be reviewed at a future EASC meeting; and further, that the draft zoning amendment bylaw be amended by changing the minimum parcel size for parcels in the proposed C-6 Zone to 2.0 hectares.

MOTION CARRIED

CR3 The report and recommendations of the Engineering & Environmental Services Committee meeting of October 26, 2011, listing six items were considered.

11-606 It was moved and seconded:

1. It was moved and seconded that CVRD Bylaw No. 3561 – Arbutus Ridge Water System Management Amendment Bylaw, 2011 be forwarded to the Board for consideration of three readings and adoption.
2. That CVRD Bylaw No. 3562 – Arbutus Ridge Sewer System Management Amendment Bylaw, 2011 be forwarded to the Board for consideration of three readings and adoption.
3. That CVRD Bylaw 1910 – Shawnigan Beach Estates Sewer System Service Establishment Bylaw, 1999, be amended to extend the service area boundaries to include “PID 025-002-678, Lot 30, Section 3, Range 2, Shawnigan District, Plan VIP72148”, and that the amended bylaw be forwarded to the Board for consideration of three readings and adoption.
4. That the Cowichan Valley Regional District enter into a two-year contract extension with Marpole Transport Limited for the period of January 1, 2012 to December 31, 2013, and further, that the Board Chair and Corporate Secretary be authorized to sign the extension agreement.
5. That the Cowichan Valley Regional District enter into a two-year contract extension with Regional Disposal Company (Rabanco) for the period of January 1, 2012 to December 31, 2013, and further, that the Board Chair and Corporate Secretary be authorized to sign the extension agreement.
6. That the CVRD request Metro Vancouver to extend the existing Solid Waste Export Agreement through to December 31, 2013 on a “contingency basis” only to allow for unexpected interruptions in service to Washington State; and further, that the Board Chair and Corporate Secretary be authorized to sign the extension agreement.

MOTION CARRIED

CR4 The report and recommendations of the Parks Committee meeting of November 9, 2011, listing one item, was considered.

11-607 It was moved and seconded that the efforts of the Vancouver Island Spine Trail Association (VISTA) to facilitate the development of the Vancouver Island (VI) Spine Trail, a proposed 700 kilometer trail from Victoria to Cape Scott, be formally recognized and endorsed.

MOTION CARRIED

CR5 The report and recommendations of the Kerry Park Recreation Centre Commission meeting of October 25, 2011, listing three items, were considered.

11-608

It was moved and seconded:

1. That the Cowichan Valley Regional District enter into an additional five-year renewal lease agreement for the Mill Bay Community League property located on Wilkinson Road (legally described as: PID 009-497-722, Parcel B (DD 45704-1), of Sections 3 and 4, Range 8, Shawnigan District, except Parcel No 1 (DD90545-1) and except that part in Plan 31762) with a lease increase of approximately 7% per year for five years, and that the Chair and Corporate Secretary be authorized to sign the agreement on behalf of the CVRD.
2. That the Cowichan Valley Regional District enter into a renewed three-year Irrigation Water Lease agreement with the option to extend for two additional years with Willswikk Farms (legally described as PID 001-094-513, Parcel A (DD 296638-1), Sections 3 and 4, Range 7, Shawnigan District) under the same terms as in the original agreement, and that the Chair and Corporate Secretary be authorized to sign the agreement on behalf of the CVRD.
3. That up to a maximum of \$20,000 in short term borrowing for the purchase of a replacement Score Clock be approved and that the loan be paid back over five years under the Liability Under Agreement Section of 175 of the *3 Community Charter*.

MOTION CARRIED

CR6

The report and recommendation of the Cowichan Lake Recreation Commission meeting of October 27, 2011 listing one item was considered.

11-609

It was moved and seconded that a Reserve Fund Expenditure bylaw be prepared authorizing the expenditure of up to \$20,000 for the installation of lighting in the parking lots at the Cowichan Lake Sports Arena, and that the bylaw be forwarded to the Board for consideration of three readings and adoption.

MOTION CARRIED

STAFF REPORTS

SR1

The Staff Report from the Deputy Corporate Secretary, dated November 1, 2011, re: Results of Alternative Approval Process – Bylaw No. 3499 – Youbou Street Lighting Service was considered.

11-610

It was moved and seconded that the *Certificate of Results* confirming that the CVRD Board may proceed to adopt Bylaw No. 3499, be received.

MOTION CARRIED

SR2

The Staff Report from the Manager, Water Management Division, dated November 1, 2011 re: 2011 Reserve Fund Bylaw – Twin Cedars Sewer System was considered.

11-611 It was moved and seconded that a capital reserve fund expenditure bylaw be prepared for withdrawal of funds not exceeding \$20,000.00 from the *Twin Cedars Sewer System Capital Reserve Fund* for capital upgrades to the sewer system; and further, that the bylaw be forwarded to the Board for consideration of three readings and adoption.

MOTION CARRIED

PUBLIC HEARINGS

PH1 The Public Hearing Report and Minutes re: South Cowichan Official Community Plan Amendment Bylaw No. 3557 and Zoning Amendment Bylaw No. 3558 (Logan), applicable to Electoral Area A – Mill Bay/Malahat, were considered.

11-612 It was moved and seconded that the Public Hearing Report and Minutes re: South Cowichan Official Community Plan Amendment Bylaw No. 3557 and Zoning Amendment Bylaw No. 3558 (Logan), applicable to Electoral Area A – Mill Bay/Malahat, be received.

MOTION CARRIED

BYLAWS

B1
11-613 It was moved and seconded that “CVRD Bylaw No. 3499 – Youbou Street Lighting Service Area Amendment Bylaw, 2011”, be adopted.

MOTION CARRIED

B2
11-614 It was moved and seconded that “CVRD Bylaw No. 3555 – Honeymoon Bay Water System Debt Repayment Service Amendment Bylaw, 2011” be adopted.

MOTION CARRIED

B3
11-615 It was moved and seconded that “CVRD Bylaw No. 3561 – Arbutus Ridge Water System Management Amendment Bylaw, 2011”, be granted 1st, 2nd and 3rd reading.

MOTION CARRIED

B3
11-616 It was moved and seconded that “CVRD Bylaw No. 3561 – Arbutus Ridge Water System Management Amendment Bylaw, 2011”, be adopted.

MOTION CARRIED

B4
11-617 It was moved and seconded that “CVRD Bylaw No. 3562 – Arbutus Ridge Sewer System Management Amendment Bylaw, 2011”, be granted 1st, 2nd, and 3rd reading.

MOTION CARRIED

B4
11-618 It was moved and seconded that “CVRD Bylaw No. 3562 – Arbutus Ridge Sewer System Management Amendment Bylaw, 2011”, be adopted.

MOTION CARRIED

B5
11-619 It was moved and seconded that “CVRD Bylaw No. 3563 – Electoral Area C – Community Parks Park Land Acquisition Reserve Fund Expenditure (\$50,000) Bylaw, 2011”, be granted 1st, 2nd and 3rd reading.

MOTION CARRIED

B5
11-620 It was moved and seconded that “CVRD Bylaw No. 3563 – Electoral Area C – Community Parks Park Land Acquisition Reserve Fund Expenditure (\$50,000) Bylaw, 2011”, be adopted.

MOTION CARRIED

B6
11-621 It was moved and seconded that 2nd reading of “CVRD Bylaw No. 3498 – Electoral Area A – Mill Bay/Malahat Zoning Amendment Bylaw (Bamberton Business Park Industrial), 2011”, be rescinded.

MOTION CARRIED

B6
11-622 It was moved and seconded that “CVRD Bylaw No. 3498 – Electoral Area A – Mill Bay/Malahat Zoning Amendment Bylaw (Bamberton Business Park Industrial), 2011” be granted 2nd reading as amended in accordance with EASC Recommendation No. 17.1 of November 1, 2011.

Opposed: Director Duncan

MOTION CARRIED

B7 and B8
11-623 It was moved and seconded that “CVRD Bylaw No. 3533 – Area F – Cowichan Lake South/Skutz Falls Official Community Plan Amendment Bylaw (Bylaw Maintenance 2011), 2011”, and “CVRD Bylaw No. 3463 – Area F – Cowichan Lake South/Skutz Falls Zoning Amendment Bylaw (Area F Zoning Bylaw Maintenance 2011), 2011” be referred back to the Area I APC with a report back to the Electoral Area Services Committee.

MOTION CARRIED

B9 and B10
11-624 It was moved and seconded that “CVRD Bylaw No. 3564 – Youbou/Meade Creek Official Community Plan Amendment Bylaw (Van Island Waterfront Development Corp.), 2011”, and “CVRD Bylaw No. 3565 – Area I – Youbou/Meade Creek Zoning Amendment Bylaw (Van Island Waterfront Development Corp.), 2011”, be referred back to staff.

MOTION CARRIED

NEW BUSINESS

**NB1
11-625** It was moved and seconded that the following appointments to the Electoral Area F – Cowichan Lake South/Skutz Falls Advisory Planning Commission be approved:

Appointed for a Term to Expire November 30, 2012:

Joe Allan
Phil ARchbold
Shirley Burden
Peter Devana
Sharon Devana
Mary Lowther
Joan McKenzie
Brian Peters
Sue Restall

MOTION CARRIED

**NB2
11-626** It was moved and seconded that “CVRD Bylaw No. 3566 – Cowichan Lake Recreation Reserve Fund Expenditure (Parking Lots Lighting) Bylaw, 2011”, be granted 1st, 2nd and 3rd reading.

MOTION CARRIED

**NB2
11-627** It was moved and seconded that “CVRD Bylaw No. 3566 – Cowichan Lake Recreation Reserve Fund Expenditure (Parking Lots Lighting) Bylaw, 2011”, be adopted.

MOTION CARRIED

**NB3
11-628** It was moved and seconded that “CVRD Bylaw No. 3567 – Twin Cedars Sewer System Capital Reserve Fund Expenditure (Capital Upgrades) Bylaw, 2011”, be granted 1st, 2nd and 3rd reading.

MOTION CARRIED

**NB3
11-629** It was moved and seconded that “CVRD Bylaw No. 3567 – Twin Cedars Sewer System Capital Reserve Fund Expenditure (Capital Upgrades) Bylaw, 2011”, be adopted.

MOTION CARRIED

7:50 pm Director Iannidinardo declared a potential conflict of interest as the Hiiye'yu Lelum (House of Friendship) Society is her employer and left the Board Room at 7:50 pm.

NB4 Correspondence from the Program Director, Hiiye'yu Lelum (House of Friendship) Society, dated November 8, 2011 re: Request for a Letter of Support for the Organization's On-reserve Location as an Exempted Special Circumstance.

11-630 It was moved and seconded that the CVRD provide a letter of support to the Hiiye'ye Lelum (House of Friendship) Society as an "On-reserve Location as an Exempted Special Circumstance" and lobby the Department of Canadian Heritage to reinstate funding to the Society's Cultural Connections for Aboriginal Youth funding for 2011/2012.

MOTION CARRIED

7:53 pm Director Iannidinardo returned to the Board Room at 7:53 pm.

NB5 Director Kuhn commented on the how badly he is hearing the CVRD communicates with the public. Chair Giles advised that is why the CVRD is currently undertaking a communications audit and strategy.

NB6 Director Cossey inquired why there was a holdup in setting up a noxious weeds function as this was brought forward by South Cowichan Parks in June.

The Chief Administrative Officer noted that staff have a work plan coming forward for 2012.

**RESOLVING INTO
CLOSED SESSION**

11-631 It was moved and seconded that the meeting be closed to the public
8:03 pm in accordance with the Community Charter Part 4, Division 3, Section 90, Subsections (1) (j) *Freedom of Information and Protection of Privacy*; (1) (e) Land Acquisition; and (1) (a) Potential Appointments.

MOTION CARRIED

**RISE FROM
CLOSED SESSION**

11-636 It was moved and seconded that the Board rise with report on
8:16 pm CSCR3 Potential Appointments and adjourn and return to the Regular portion of the meeting.

MOTION CARRIED

11-635 It was moved and seconded:

1. That the Board accept the resignations from the Environment Commission of Bruce Fraser, Kevin Visscher and Chris Wood with regret.
2. That the appointments of Sophy Roberge, Tyler Innes and Roger Hart to the Environment Commission be approved for a term of two years to expire December 31, 2013.

MOTION CARRIED

ADJOURNMENT

**11-637
8:16 pm**

It was moved and seconded that the Regular Board meeting be adjourned.

MOTION CARRIED

The meeting adjourned at 8:16 pm

Certified Correct:

Chairperson

Corporate Secretary

Dated: _____

Minutes of the Special meeting of the Board of the Cowichan Valley Regional District held in the Board Room, 175 Ingram Street, Duncan, BC, on Wednesday, November 23, 2011 at 7:09 pm.

PRESENT: Chair G. Giles,
Directors K. Cossey, M. Dorey, L. Duncan,
B. Harrison, D. Haywood, R. Hutchins,
L. Iannidinardo, P. Kent, K. Kuhn, M. Marcotte,
T. McGonigle, I. Morrison, G. Seymour and T. Walker

ALSO

PRESENT: Warren Jones, Administrator
Joe Barry, Corporate Secretary
John Van Horne, Manager, Human Resources
Kate Miller, Manager, Regional Environmental Policy

**APPROVAL OF
AGENDA**

11-638

It was moved and seconded that the agenda be amended with the addition of New Business Items:

- NB1** "CVRD Bylaw No. 3572 – Electoral Area H Community Parks Capital Reserve Fund Expenditure (\$6,500) Bylaw, 2011", 1st, 2nd, 3rd reading and adoption;
- NB2** Appointments to the Electoral Area C – Cobble Hill Parks & Recreation Commission;
- NB3** Appointments to the Electoral Area C – Cobble Hill Advisory Planning Commission;
- NB4** Business of the Board;
- RC1** Report of the Chairperson;
- CSNB1** Information Received in Confidence {Sub (2) (b)};
- CSNB2** Labour Relations {Sub (1) (c)};

and the deletion of item CR1, and that the agenda, as amended, be approved.

MOTION CARRIED

COMMITTEE REPORTS

CR1 Deleted upon adoption of the agenda.

CR2 The report and recommendations of the Electoral Area Services Committee meeting of November 15, 2011, listing nine items, were considered.

11-639

It was moved and seconded:

1. That the Board Chair and Corporate Secretary be authorized to execute the necessary documents to obtain a permit to construct from the Ministry of Transportation and Infrastructure to develop a public beach access in the Raise Road right-of-way to be funded under the Electoral Area H Community Parks budget.
2. That the Board Chair and Corporate Secretary be authorized to execute the necessary documents to enter into a renewable five-year Land Use Agreement for an annual fee of \$1 per year with the Honeymoon Bay Community Society for use of a portion of Central Park in Honeymoon Bay for the purpose of a lawn bowling green.
3. That a grant in aid, Electoral Area G – Saltair/Gulf Islands, in the amount of \$500 be given to Chemainus Secondary School to assist with providing a bursary to a Saltair resident student.
4. That a grant in aid, Electoral Area G – Saltair/Gulf Islands, in the amount of \$500 be given to Nanaimo-Ladysmith Schools Foundation to assist with providing a Saltair Community Award to a Saltair resident student.

MOTION CARRIED

11-640

It was moved and seconded:

5. That application No. 8-A-11 DP/RAR submitted by J.E Anderson & Associates on behalf of Baranti Developments Ltd. for subdivision of 5 lots on Parcel A (DD 36099I) of District Lots 77 and 80, Malahat District (PID: 009-358-137) be approved subject to:
 - a) Compliance with conditions outlined in RAR report No. 435 prepared by Patrick Lucey R.P. Bio., dated April 25, 2007; and
 - b) That a geotechnical setback be established by a geotechnical engineer for each lot containing steep slopes prior to issuance of the development permit, to be included within the development permit.
7. That Application No. 2-I-11DP (Day/Laurea) be approved, and that a development permit be issued to Spencer Day and Maria Laurea to permit the restoration of the riparian area and construction of a single family home and garage on Lot 33, Block 5, Cowichan Lake District, Plan VIP55729 (PID: 018-058-795), subject to:
 - Compliance with the measures and recommendations outlined in RAR assessment report No. 1702 by Madrone Environmental Services, dated June 2010.

- Receipt of an irrevocable letter of credit in a form suitable to the CVRD, equivalent to 50% of the landscape costs associated with SPEA restoration, to be refunded after two years if the plantings are successful and to the satisfaction of a qualified environmental professional.
8. 1. That Application No. 3-D-10RS (Bennefield) be approved, with a new Semi Village Residential 2 Zone being introduced for the subject property, with a complementary amendment to the Official Settlement Plan to provide for the new zone, and thereby allow a two lot subdivision of the subject property, subject to the following:
 - Submission of a landscape plan, showing areas of existing natural soils and vegetation, prior to a public hearing;
 - Submission of an engineer's report which demonstrates how the proposed development will generate no net increase in rainwater runoff, prior to a public hearing;
 - And that the property is included in the Lambourne Estates Sewer Service Area, prior to consideration of fourth reading of the amendment bylaws.
 2. That the draft amendment bylaws be forwarded to the Regional Board for consideration of 1st and 2nd readings.
 3. That a public hearing be scheduled and that the Directors of Electoral Areas D, C and E be delegated to the hearing.
 4. That the referral to Cowichan Tribes, Ministry of Transportation and Infrastructure, Cowichan Bay Volunteer Fire Department, Vancouver Island Health Authority, CVRD Parks & Trails Division, CVRD Engineering & Environment, and CVRD Public Safety is accepted.
9. That, in consultation with the Environment and Economic Development Commissions, and a stakeholder committee, a private sector green building strategy be developed that would:
 - a) provide financial incentives and recognition to builders/developers who build green, or establish a disincentive for non-green buildings, according to an established rating scheme or EnerGuide rating (e.g. 80 or above);
 - b) establish higher standards for proposed development through a rezoning policy and Official Community Plan policies;
 - c) continue integrating green building policies within planning documents.

MOTION CARRIED

11-641

It was moved and seconded:

6. That Application No. 2-C-11ALR, submitted by Lamont on behalf of Motherwell, made pursuant to Section 21(2) of the *Agricultural Land Commission Act* and Section 946 of the *Local Government Act*, to subdivide a two hectare lot from Part of Section 16, Range 6, Shawnigan District, lying to the east of the Island Highway, except plans 14215, 41754, 49718, VIP65206 and 71048 (PID: 000-382-019), be forwarded to the Agricultural Land Commission with a recommendation to approve given the homesite severance aspect of the application.

Opposed: Directors Dorey, Duncan, Kuhn and Marcotte

MOTION CARRIED

CR2

The report and recommendations of the Electoral Area Services Committee meeting of November 23, 2011, listing six items, were considered.

11-642

It was moved and seconded:

1. That Application No. 1-F-11DP (Hignell) be approved, and that a development permit be issued to permit the subdivision of Lot C, Section 7, Range 1, Sahtlam District, Plan 13363 except part in Plan VIP68383 (PID 004-471-661) subject to compliance with the measures and recommendations outlined in RAR assessment report No. 2145 by William Lucey, dated September 2011.
3. That Application No. 5-D-11DP submitted by Cowichan Community Land Trust for construction of the Cowichan Estuary Interpretive Nature Centre on property owned by the CVRD legally described as Lot 1, Sections 6 and 7, Range 4, Cowichan District, Plan 17353 (PID: 003-905-730) be approved, subject to compliance with the recommendations of the registered professional biologist's report prepared by Andrew MacInnis dated November 22, 2011.
4. That December 8, 2010, Board Resolution 10-621.9.2 be rescinded; and that a Public Hearing be scheduled for Amendment Bylaw No. 3445 (Bill 27) with Directors for Electoral Areas F, D and I appointed as delegates of the Board.

MOTION CARRIED

11-643

It was moved and seconded:

2. That the Board Chair and Corporate Secretary be authorized to execute the necessary documents for submission to the Province of BC Ministry of Community, Sport and Cultural Development Local Government Infrastructure and Finance Branch for Community Recreation Program funding of the CVRD Bright Angel Park (1st priority), Elsie Miles School (2nd priority), and Arbutus Park (3rd priority), Project upgrades.

6. That any interested Electoral Area Director be permitted to attend the 5th Edition Building Sustainable Communities Conference in Kelowna February 27 to March 1, 2012, at a cost of \$599 each (full registration) plus expenses, and that interested Directors contact Tom Anderson, General Manager, to get registered.

MOTION CARRIED

11-644

It was moved and seconded:

5. Pending formal approval being granted by the Province of BC under the terms and conditions of the 30 year Maple Grove Management Agreement, that the Board Chair and Corporate Secretary be authorized to enter into a nominal rent tenure renewable lease for up to 20 years with the Cowichan Land Trust to construct and operate a public nature centre within the Maple Grove Park land area in Electoral Area D leased from the Province, legally described as That portion of Block 2 (DD46279I) of Section 10, Range 2, Cowichan District, Plan 1725 encompassing approximately 2.0 hectares.

MOTION CARRIED

BYLAWS

B1
11-645

It was moved and seconded that "CVRD Bylaw No. 3568 – Electoral Area C Community Parks Park Land Acquisition Reserve Fund Expenditure (\$27,000) Bylaw, 2011", be granted 1st, 2nd and 3rd reading.

MOTION CARRIED

B1
11-646

It was moved and seconded that "CVRD Bylaw No. 3568 – Electoral Area C Community Parks Park Land Acquisition Reserve Fund Expenditure (\$27,000) Bylaw, 2011", be adopted.

MOTION CARRIED

B2
11-647

It was moved and seconded that "CVRD Bylaw No. 3557 – South Cowichan Official Community Plan Amendment Bylaw (Logan), 2011" be granted 3rd reading.

MOTION CARRIED

B3
11-648

It was moved and seconded that "CVRD Bylaw No. 3558 – Area A – Mill Bay/Malahat Zoning Amendment Bylaw (Logan), 2011", be granted 3rd reading.

MOTION CARRIED

B4
11-649

It was moved and seconded that "CVRD Bylaw No. 3569 – Area D – Cowichan Bay Official Settlement Plan Amendment Bylaw (Bennefield), 2011", be granted 1st and 2nd reading.

MOTION CARRIED

B5
11-650 It was moved and seconded that "CVRD Bylaw No. 3570 – Area D – Cowichan Bay Zoning Amendment Bylaw (Bennefield), 2011", be granted 1st, and 2nd reading.

MOTION CARRIED

NEW BUSINESS

NB1
11-651 It was moved and seconded that "CVRD Bylaw No. 3572 – Electoral Area H Community Parks Capital Reserve Fund Expenditure (\$6,500) Bylaw, 2011", be granted 1st, 2nd and 3rd reading.

MOTION CARRIED

NB1
11-652 It was moved and seconded that "CVRD Bylaw No. 3572 – Electoral Area H Community Parks Capital Reserve Fund Expenditure (\$6,500) Bylaw, 2011", be adopted.

MOTION CARRIED

NB2
11-653 It was moved and seconded that the following appointments to the Electoral Area C – Cobble Hill Parks & Recreation Commission be approved:

Appointed for a Term to Expire December 31, 2013:

Dennis Cage
Ruth Koehn
John Krug
Bill Turner
Lynn Wilson

MOTION CARRIED

NB3
11-654 It was moved and seconded that the following appointments to the Electoral Area C – Cobble Hill Advisory Planning Commission be approved:

Appointed for a Term to Expire November 30, 2014:

Rosemary Allen
Tom Boughner
Robin Brett
Rod de Paiva
David Hart
Don Herriott
Janice Hiles
Brenda Krug
Jens Liebgott
Dave Lloyd
Jerry Tomljenovic

MOTION CARRIED

NB4 Director Cossey remarked that some information from a Closed Session of the Board was recently provided to the press.

11-655 It was moved and seconded that staff prepare a report on options for preventing and addressing the willful disclosure of information that by law or accord with the Community Charter is intended to be held in confidence by Board members

MOTION CARRIED

REPORT OF CHAIRPERSON

RC1 Chair Giles thanked the Board of Directors for their support over the past three years that she served as Chairperson and highlighted the many initiatives that were undertaken by the CVRD and the many accomplishments at the local level through community planning initiatives, park and trail improvements, and water, sewer and drainage services to specified areas. She also thanked the outgoing Directors for their many contributions.

RESOLVING INTO CLOSED SESSION

11-656 It was moved and seconded that the meeting be closed to the public in accordance with the *Community Charter* Part 4, Division 3, Section 90, Subsections (1) (e) Land Acquisition; (2) (b) Information Received in Confidence; and (1) (c) Labour Relations.

7:50 pm

MOTION CARRIED

7:50 pm Director Walker left the meeting at 7:50 pm.

RISE FROM CLOSED SESSION

11-659 It was moved and seconded that the Board rise without report and return to the open portion of the meeting.

8:35 pm

MOTION CARRIED

ADJOURNMENT

11-660 It was moved and seconded that the Special Board meeting be adjourned.

8:35 pm

MOTION CARRIED

The meeting adjourned at 8:35 pm.

Certified Correct:

Chairperson

Corporate Secretary

Dated: _____

Minutes of the Inaugural meeting of the Board of the Cowichan Valley Regional District and Cowichan Valley Regional Hospital District held in the Board Room, 175 Ingram Street, Duncan, BC, on Wednesday, December 7, 2011 at 7:00 pm.

PRESENT: Directors M. Walker, B. Fraser, G. Giles, L. Iannidinardo, L. Duncan, I. Morrison, M. Dorey, M. Marcotte, P. Weaver, R. Hutchins, P. Kent, T. McGonigle, J. Lefebure, B. Lines, and R. Hartmann

ALSO

PRESENT: Joe Barry, Corporate Secretary
Kathleen Harrison, Deputy Corporate Secretary
Mark Kueber, General Manager, Corporate Services
Warren Jones, Administrator
Sharon Moss, Manager, Finance
Tom Anderson, General Manager, Planning and Development
Brian Dennison, General Manager, Engineering and Environmental Services
Ron Austen, General Manager, Parks, Recreation and Culture
Sybille Sanderson, Acting General Manager, Public Safety

CALL TO ORDER

The Corporate Secretary called the meeting to order, provided a review of the evening's agenda and explained the procedure for taking the Oath of Office.

ELECTION RESULTS REPORT

The Corporate Secretary announced the results of the 2011 General Local Election and confirmed the names of the Directors elected for each Electoral Area.

OATH OF OFFICE – ELECTORAL AREA DIRECTORS

The following Oaths of Office were administered by the Corporate Secretary:

- Electoral Area A – Mill Bay/Malahat Director Mike Walker
- Electoral Area B – Shawnigan Lake Director Bruce Fraser
- Electoral Area C – Cobble Hill Director Gerry Giles
- Electoral Area D – Cowichan Bay Director Lori Iannidinardo
- Electoral Area E – Cowichan Station/Sahtlam/Glenora Director Loren Duncan
- Electoral Area F – Cowichan Lake South/Skutz Falls Director Ian Morrison
- Electoral Area G – Saltair/Gulf Islands Director Mel Dorey
- Electoral Area H – North Oyster/Diamond Director Mary Marcotte
- Electoral Area I – Youbou/Meade Creek Director Pat Weaver

OATH OF OFFICE – MUNICIPAL DIRECTORS

The Corporate Secretary introduced the recently appointed Directors from the four CVRD member municipalities and administered the following Oaths of Office:

District of North Cowichan..... Mayor Jon Lefebure
District of North Cowichan..... Councillor Ruth Hartmann
District of North Cowichan..... Councillor Barb Lines
Town of Lake Cowichan..... Councillor Tim McGonigle
Town of Ladysmith..... Mayor Robert Hutchins
City of Duncan Mayor Phil Kent

**OATH OF OFFICE
– APPOINTED
ALTERNATE
ELECTORAL
AREA
DIRECTORS**

Electoral Area B – Shawnigan Lake...Alternate Director Kelly Musselwhite
Electoral Area C – Cobble Hill Alternate Director John Krug
Electoral Area D – Cowichan Bay..... Alternate Director Leslie Heinio
Electoral Area E – Cowichan
Station/Sahtlam/Glenora..... Alternate Director Mike Lees
Electoral Area F – Cowichan
Lake South/Skutz Falls Alternate Director Dave Darling
Electoral Area H –
North Oyster/Diamond Alternate Director Rob Waters

**OATH OF OFFICE
– APPOINTED
MUNICIPAL
ALTERNATE
DIRECTORS**

District of North Cowichan..... Councillor Jennifer Woike
District of North Cowichan..... Councillor Al Siebring
District of North Cowichan..... Councillor Kate Marsh
Town of Lake Cowichan..... Councillor Bob Day
Town of Ladysmith..... Councillor Don “Duck” Paterson
City of Duncan Councillor Tom Duncan

**NOMINATIONS
FOR CHAIR**

The Corporate Secretary called for nominations for Chair and noted that, by previous resolution of the Board, the Regional District Board Chair and Hospital Board Chair are held by one Director, elected by majority vote from among the members of the Board.

Director Hutchins was duly nominated.

Director Kent was duly nominated.

**ELECTION BY
BALLOT**

There being no further nominations, nominations were declared closed and Directors Hutchins and Kent were provided an opportunity to address the Board in support of their candidacy for Chair. An election by ballot was then conducted.

**DECLARATION
OF CHAIR FOR
2012**

Director Hutchins was declared elected as Chair of the Cowichan Valley Regional District and Cowichan Valley Regional Hospital District Boards for the year 2012.

**NOMINATIONS
FOR VICE-CHAIR**

The Corporate Secretary called for nominations for Vice-Chair.

Director Iannidinardo was duly nominated.

**DECLARATION
OF VICE-CHAIR
FOR 2012**

There being no further nominations, Director Iannidinardo was declared elected as Vice-Chair of the Cowichan Valley Regional District and Cowichan Valley Regional Hospital District Boards for the year 2012.

ASSUMPTION OF CHAIR

Chair Hutchins assumed the Chair and thanked the Directors for their support.

11- 661

It was moved and seconded that the Ballots for Chair of the Cowichan Valley Regional District and Cowichan Valley Regional Hospital District Boards for the year 2012 be destroyed.

MOTION CARRIED

ADJOURNMENT

7:35 pm
11-662

It was moved and seconded that the Inaugural Board meeting adjourn.

MOTION CARRIED

The meeting adjourned at 7:35 pm.

Certified Correct:

Chairperson

Corporate Secretary

Dated: _____

D1**Request to Appear as a Delegation****Meeting Information**

Request to Address:

 CVRD Board Committee

If Committee, specify the Committee here:

Meeting Date: 12/14/2011

Meeting Time: not sure

Applicant Information

Applicant Name: Catherine Brandon

Representing: Chesterfield Sports Society

(Name of organization if applicable)

As: Executive Director

(Capacity / Office)

Number Attending: 4

Applicant Contact Information

Applicant Mailing Address: 5847 Chesterfield Avenue

Applicant City: Duncan BC

Applicant Telephone: 250-746-5666

Applicant Fax: 250-746-5682

Applicant Email: ed@cowichansportsplex.com

Presentation Topic and Nature of Request:

Thank you for funding in the past.
 Cowichan Sportsplex update.
 Showing how the CVRD's funding of the Sportsplex is
 benefiting the community.
 Request for continued funding of \$100,000 in 2012.

Request to Appear as a Delegation

D2

Meeting Information

Request to Address:

CVRD Board

Committee

If Committee, specify the Committee here:

Meeting Date: 12/14/11

Meeting Time: 6:00 PM

Applicant Information

Applicant Name: Judy Stafford

Representing: Cowichan Green Community

(Name of organization if applicable)

As:

(Capacity / Office)

Number Attending: 1

Applicant Contact Information

Applicant Mailing Address: 181 Station St, V9L 1M8

Applicant City: Duncan

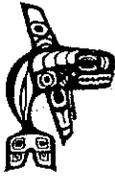
Applicant Telephone: (250)748-8506

Applicant Fax:

Applicant Email: judy_l_stafford@yahoo.ca

Presentation Topic and Nature of Request:

2011 Year in Review.



November 14, 2011

Mr Warren Jones
Chief Administrative Officer
Cowichan Valley Regional District
175 Ingram Street
Duncan, BC V9L 1N8

RECEIVED
NOV 16 2011

Dear Mr Jones

Re: Appointment to the 2012 Vancouver Island Regional Library Board

With the new year not too far off, it is time to consider your representation at the Board of Trustees of Vancouver Island Regional Library – the fourth largest library system in British Columbia that serves more than 410,000 residents on Vancouver Island, Haida Gwaii, and Bella Coola on the central coast. Vancouver Island Regional Library enhances lives through universal access to knowledge, lifelong learning, and literacy in the communities we serve.

According to the *Library Act*, each municipality and/or regional district that is party to the regional library district must, by resolution, appoint a member and an alternate member at the first meeting of the municipal council or regional district board for a term of one year, January 1 - December 31, 2012. Members are eligible for reappointment but may not serve for more than eight consecutive years. Reappointment of sitting members is encouraged in the interest of continuity.

Provincial legislation requires certified resolutions to be submitted to Vancouver Island Regional Library by December 15, 2011. I enclose 2012 appointment forms for a Board member and alternate member to ensure we have accurate contact information.

VIRL Board of Trustees requires its members to complete a *Statement of Financial Disclosure* and, to that end, I enclose forms to be completed by your member and alternate member representatives. A copy of the form completed for municipal purposes is also acceptable.

Please complete the enclosed forms and return, along with a copy of the certified resolution, by December 15, 2011 to Kathryn Oldham: fax 250.758.2482 or email koldham@virl.bc.ca.

Thank you for your continuing support of Vancouver Island Regional Library!

Sincerely,

Rosemary Bonanno, BA, MLS
Executive Director

Original: <i>file</i>	Copies to: <i>Chair</i>
Board: <i>[Signature]</i>	<i>[Signature]</i>
Committee(s)	
Decided by: <i>[Signature]</i>	Date: <i>Dec. 8/11</i>
File #	

Library Act
[RSBC 1996] CHAPTER 264

Excerpt from Part 3 – Regional Library Districts

How the library board is appointed

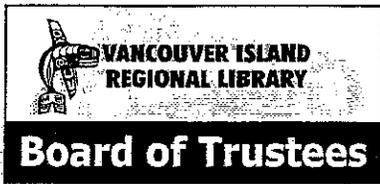
- 16 (1) The library board is to consist of a representative of each municipality and regional district that is a party to the agreement to establish the regional library district.
- (2) A municipal council must, by resolution,
- (a) appoint one of its members to be a member of the library board, and
 - (b) appoint another of its members as an alternate member to serve on the library board if the member appointed under paragraph (a) is absent or unable to act.
- (3) If there is more than one electoral participating area in the regional library district, the regional district board must, by resolution,
- (a) appoint from among the directors of the electoral participating areas a member of the library board, and
 - (b) appoint another of the directors of the electoral participating areas as an alternate member to serve on the library board if the member appointed under paragraph (a) is absent or unable to act.
- (4) If there is only one electoral participating area in a regional library district,
- (a) the director of the electoral participating area is a member of the library board, and
 - (b) the alternate director of the electoral participating area is the alternate member on the library board if the director of the electoral participating area is absent or unable to act.

When members are appointed

- 17 (1) Each municipal council and each regional district board must appoint its representative and alternate representative at the first meeting of the municipal council or regional district board after the regional library district is established under section 14 (3).
- (2) All subsequent regular appointments must be made each December at the first meeting of the municipal council or regional district board.
- (3) A vacancy arising during the term of an appointment is to be filled, for the remainder of the term, by an appointment made at the first meeting of the municipal council or regional district board after the vacancy arises.
- (4) If an appointment is not made at the time specified in this section, the appointment must be made as soon as convenient.

Term of office

- 18 (1) A member of the library board holds office for a term of one year, or for the remainder of the year for which the appointment is made.
- (2) A member is eligible for reappointment, but no member may serve for more than 8 consecutive years.
- (3) The term of office of a member continues until a successor is appointed unless the member is removed for cause.
- (4) A municipal council or regional district board may remove its representative on the library board for cause, including if the representative fails to attend 3 consecutive regular meetings of the library board without the written approval of the library board.



2012 Appointment Form

Trustee

The Cowichan Valley Regional District has appointed Director _____ as
Trustee on the Vancouver Island Regional Library Board for the year 2012. The term of the
appointment is January 1 – December 31, 2012. This appointment will continue until a successor is
appointed, as provided under Section 18(3) of the Library Act, unless the member is removed for cause
as provided under Section 18(4) of the Library Act.

Representative's Information

Home Address: _____
City: _____ Postal Code: _____

Courier Address: _____
 check if same as above _____
City: _____ Postal Code: _____

Email

Home: _____ Municipal: _____
Other: _____

Phone (please check preferred contact number)

Home: _____ Municipal: _____
 Other: _____

Birthdate (required for insurance purposes)

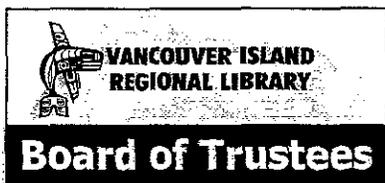
Day: _____ Month: _____ Year: _____

Staff Contact

Name: _____ Position: _____
Telephone: _____ Email: _____

Signature Date

Please attach certified copy of the resolution



2012 Appointment Form

Alternate

The Cowichan Valley Regional District has appointed Director _____ as *Alternate* on the Vancouver Island Regional Library Board for the year 2012. The term of the appointment is January 1 – December 31, 2012. This appointment will continue until a successor is appointed, as provided under Section 18(3) of the Library Act, unless the member is removed for cause as provided under Section 18(4) of the Library Act.

Representative's Information

Home Address: _____

City: _____ Postal Code: _____

Courier Address: _____
 check if same as above

City: _____ Postal Code: _____

Email

Home: _____ Municipal: _____

Other: _____

Phone (please check preferred contact number)

Home: _____ Municipal: _____

Other: _____

Birthdate (required for insurance purposes)

Day: _____ Month: _____ Year: _____

Staff Contact

Name: _____ Position: _____

Telephone: _____ Email: _____

Signature *Date*

Please attach certified copy of the resolution

Corporate Assets – s. 5

Do you individually, or together with your spouse, child, brother, sister, mother or father, own shares in a corporation which total more than 30% of votes for electing directors? (Include shares held by a trustee on your behalf, but not shares you hold by way of security.)

no yes

If yes, please list the following information below & continue on a separate sheet as necessary:

- the name of each corporation and all of its subsidiaries
- in general terms, the type of business the corporation and its subsidiaries normally conduct
- a description and address of land in which the corporation, its subsidiaries or a trustee acting for the corporation, own an interest, or have an agreement entitling any of them to acquire an interest
- a list of creditors of the corporation, including its subsidiaries. You need not include debts of less than \$5,000 payable in 90 days
- a list of any other corporations in which the corporation, including its subsidiaries or trustees acting for them, holds one or more shares.

<hr/> <i>signature of person making disclosure</i>	<hr/> <i>date</i>
--	-------------------

Where to send this completed disclosure form:

◆ Local government officials:

... to your local chief election officer

- with your nomination papers, and

... to the officer responsible for corporate administration

- between the 1st and 15th of January of each year you hold office, and
- by the 15th of the month after you leave office

◆ School board trustees/ Francophone Education Authority directors:

... to the secretary treasurer or chief executive officer of the authority

- with your nomination papers, and
- between the 1st and 15th of January of each year you hold office, and
- by the 15th of the month after you leave office

◆ Nominees for provincial office:

- with your nomination papers. If elected you will be advised of further disclosure requirements under the *Members' Conflict of Interest Act*.

◆ Designated Employees:

... to the appropriate disclosure clerk (local government officer responsible for corporate administration, secretary treasurer, or Clerk of the Legislative Assembly)

- by the 15th of the month you become a designated employee, and
- between the 1st and 15th of January of each year you are employed, and
- by the 15th of the month after you leave your position



COWICHAN VALLEY REGIONAL DISTRICT

SUBMISSION FOR A GRANT-IN-AID (ELECTORAL AREAS)

Submitted by Director G. Giles Area C

Grantee: _____ Grant Amount \$ 500.00

NAME: CMS Food Bank

ADDRESS: 2740 Lashburn Rd
Mill Bay, BC V0R 2P1

Contact Phone No: 250-743-5242

PURPOSE OF GRANT: To assist with the provision
of services in South Cowichan

REQUESTED BY: _____
 Director Requesting Grant

ACCOUNT NO.	AMOUNT	HST CODE
<u>01-2-1950-0333-113</u>	<u>500.00</u>	<u>10.0</u>

FOR FINANCE USE ONLY

BUDGET APPROVAL [Signature]

VENDOR NO. _____

Disposition of Cheque:

Mail to above address: _____

Return to _____

Attach to letter from _____

Other _____

Approval at Regional Board Meeting of _____



ENVIRONMENT COMMISSION REPORT

OF MEETING HELD NOVEMBER 17, 2011

DATE: December 6, 2011

To: Chair and Directors of the Cowichan Valley Regional District

Your Environmental Commission reports and recommends as follows:

1. That the Regional Board incorporate best management practices regarding light pollution when retrofitting or building new CVRD facilities.
2. To contribute \$30,000 from the 2011 Environment Commission budget to support a partnership agreement for the initiative of mapping agricultural land by the Partnership for Water Sustainability; and that the Board Chair and Corporate Secretary be authorized to sign the agreement.



CR2

AGRICULTURAL ADVISORY COMMITTEE REPORT

OF MEETING HELD OCTOBER 25, 2011

DATE: November 4, 2011

To: Chairperson and Directors of the Board

Your Agricultural Advisory Committee reports and recommends as follows:

1. That the CVRD Board accept the mid-term resignation of John Milne, Alternate for Dan Ferguson on the Agricultural Advisory Committee, dated September 30, 2011, and that a letter of appreciation be sent to Mr. Milne.



STAFF REPORT

REGULAR BOARD MEETING
OF DECEMBER 14, 2011

DATE: December 5, 2011 FILE NO:
FROM: Mark Kueber, General Manager BYLAW No:
Corporate Services Department
SUBJECT: Regional Visitor Information Centre

Recommendation/Action:
Board direction is requested.

Relation to the Corporate Strategic Plan:
The promotion of tourism is an objective of the CVRD's Corporate Strategic Plan and the overall regional tourism goals are supported by two recent tourism strategies – Cowichan Region Visitor Services Strategy (2007); and the Cowichan Region Tourism Plan (2010).

Financial Impact: *(Reviewed by Finance Division: [Signature])*
The financial impact will depend on which option is selected. The regional impact of financially supporting this project is;

- Providing grant in aid of \$160,000 in 2011 cost \$1.05/100,000 of assessed value in 2012.
- Providing grant in aid of \$449,000 in 2012 cost \$2.94/100,000 of assessed value.
- Borrowing \$609,000 over 5 years costs \$0.83/100,000 of assessed value.
- Borrowing \$449,000 over 5 years costs \$0.61/100,000 of assessed value.

Background:
The Regional Board was approached by the Duncan/Cowichan Chamber of Commerce to help fund a Regional Visitor Information Centre that would benefit the entire Cowichan Valley Regional District. The Regional Board at its November 9, 2011 meeting passed the following motion:

"That the Board requested the Duncan – Cowichan Chamber of Commerce to prepare an agreement between the Cowichan Valley Regional District and the Duncan – Cowichan Chamber of Commerce that would, if approved by the Board, facilitate the CVRD's borrowing of funds to assist in the construction of a new Regional Information Centre at the BC Forest Discovery Centre; and that the agreement outline the services that would be provided to the Cowichan Region; and further, that the agreement and funding request be referred to the December 14, 2011 Board Meeting for consideration."

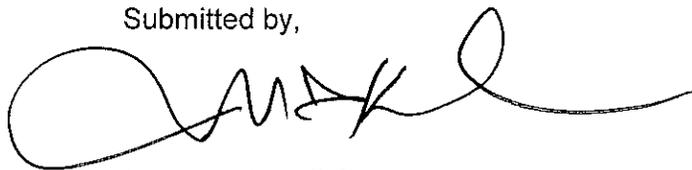
The Board can choose to support this project Regionally through General Government by way of a grant in aid, or through the Economic Development function, both of which are regional, or it can establish a separate function with reduced participants. The creation of a new function in 2012 with reduced participants will require a public approval process which will delay the taxation of the required funds to 2013.

Please find attached support from the five Chambers of Commerce and Community Futures, their three year draft budget, as well as a summary of the project. Chamber of Commerce members will be on hand at the meeting to answer any questions.

There are a number of options available to the Board,

- 1) The Board may chose to not support this project which will result in no cost to the CVRD.
- 2) Fund \$160,000 in 2011 out of General Government surplus; this will result in a higher tax requisition in 2012.
- 3) The balance of the funds requested, (\$449,000) can be provided directly out of the 2012 regional grant in aid budget or short term borrowing may be used.
- 4) The Regional District may chose to short term borrow the entire request of \$609,000 to be paid off over a five year period.
- 5) The final option is for the Regional District to go to the public and seek approval to establish a new debt function to be used to pay the short term debt.

Submitted by,



Mark Kueber, C.G.A.
General Manager, Corporate Services Department

MK:tk

Attach.

Z:\Mark\Staff Reports - 2011\Staff Report -Regional Visitor Information Centre.doc

Cowichan Valley Chambers of Commerce,

Dec 6, 2011

Duncan-Cowichan, South Cowichan, Cowichan Lake, Chemainus, and Ladysmith Chambers of Commerce.

Visitor Centre

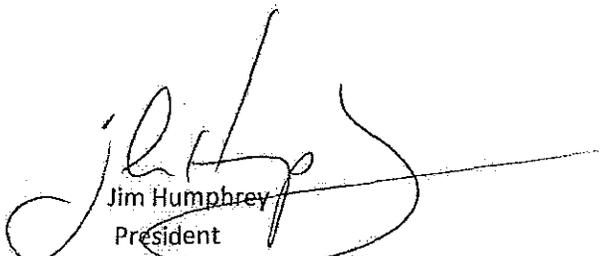
Consistent with best practices of external marketing supporting the concept of Destination Marketing, we strongly believe the best strategy for increasing the length of visitor stays and spending, are to promote attractions and activities within the entire region as one entity.

The Cowichan Chambers and Visitors Centres are prepared to continue to work collaboratively to market the Cowichan Region as a whole.

An effective Visitors Centre Network will provide opportunities to promote the regions tourism, cultural and other economic sectors to an audience many times larger than we can reach individually. The new interpretive facility will be a focal point of the region, showcasing the scope of the Cowichan Region's tourism and other economic sectors.

Synergies and economies of scale can be capitalized on by creating a network of Visitors Centres for internal marketing for the region. We recognize that as part of a comprehensive strategy this would also include a centre in the South Cowichan region.

We the undersigned fully support the building of a centrally located Visitors Centre at the Forest Discovery Centre.



Jim Humphrey
President
Cowichan Lake District Chamber of Commerce

Cowichan Valley Chambers of Commerce,

Dec 6, 2011

Duncan-Cowichan, South Cowichan, Lake Cowichan, Chemainus, Ladysmith Chambers of Commerce.

Regional Visitor Centre

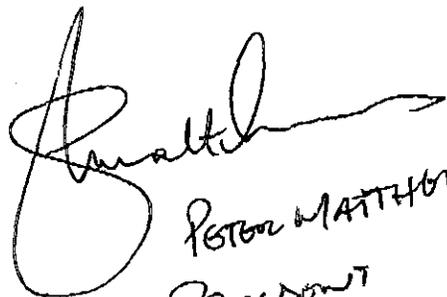
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PETER MATTHEWS
PRESIDENT
CHEMAINUS CHAMBERS OF COMMERCE



Cowichan Valley Chambers of Commerce,

Dec 6, 2011

Duncan-Cowichan, South Cowichan, Lake Cowichan, Chemainus, Ladysmith Chambers of Commerce.

Regional Visitor Centre

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MIKE BLANSON

SOUTH COWICHAN
CHAMBER OF COMMERCE.

Cowichan Valley Chambers of Commerce,

Dec 6, 2011

Duncan-Cowichan, South Cowichan, Lake Cowichan, Chemainus, Ladysmith Chambers of Commerce.

Regional Visitor Centre

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Rob Waters
President,
LADYSMITH chamber of Commerce
Dec. 06/11

Cowichan Valley Chambers of Commerce,

Dec 6, 2011

Duncan-Cowichan, South Cowichan, Lake Cowichan, Chemainus, Ladysmith Chambers of Commerce.

Regional Visitor Centre

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Dec 6, 2011

Duncan-Cowichan
Ranjit Dhani

December 7, 2011

Mark Kueber
Corporate Services Department, CVRD
175 Ingram Street, Duncan,
British Columbia, V9L 1N8

Mark,

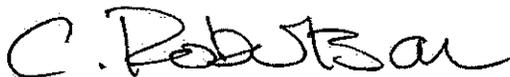
Community Futures Cowichan is pleased to provide this letter of support for the agreement between the five Regional Chamber of Commerce.

In the Cowichan Region we face challenges of diversifying our economy but at the same time we want to maintain our quality of life and our ability to seize opportunities as they arise. We know this work can be difficult for our stand-alone organizations with shrinking resources. This agreement recognizes the need for the Chambers to be more collaborative, positioning them to play a vital role in business and community development in the entire Region.

Most significant is the commitment to fully support the new Duncan-Cowichan Chamber of Commerce Visitor Info Centre, and recognize it as a regional centre. We see this as having major benefits to the Chambers directly in cost savings, joint applications in future funding needs and shared resources. For the region and for the tourism sector, it strengthens regional marketing strategies, makes the region more competitive in attracting visitors and sends a strong message to tourism funders that the Cowichan is a major player. All this brings direct benefits to our locally owned and operated tourism businesses.

We applaud the five Chambers for their forward thinking. This commitment now prepares their organizations and memberships for inevitable change. We look forward to working with this cohesive group, as together our organizations can bring further benefits to our region

Yours truly,



Cathy Robertson
General Manager
250-746-1004

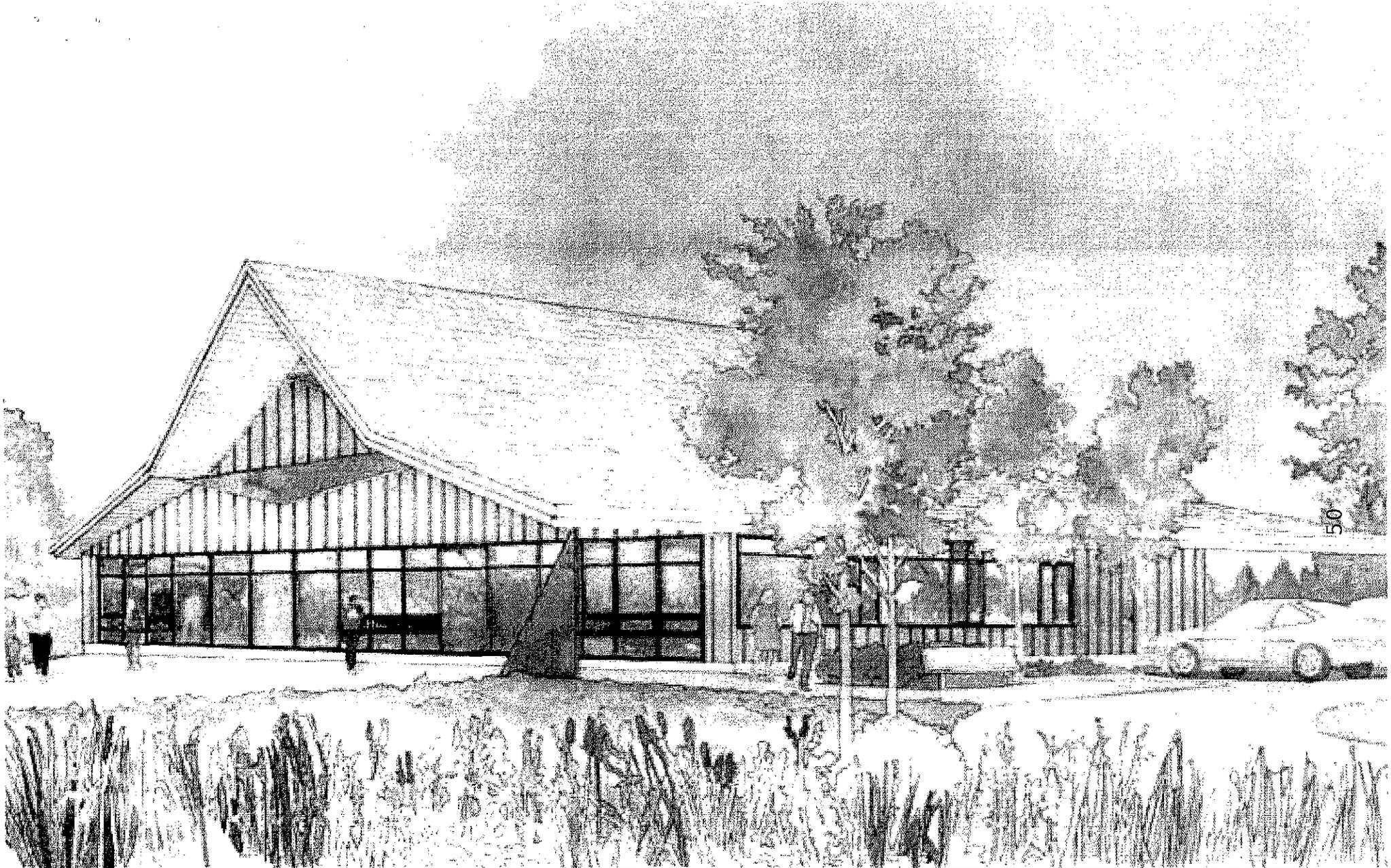
DUNCAN-COWICHAN REGIONAL VISITOR CENTRE
Revised ONE YEAR OPERATING FORECAST

	ORIGINAL	Projections	Projections	
	2010-11	Year	Year	Year
	Budget	One	Two	Three
REVENUES				
Members' dues	65,000.00	\$80,000.00	80,000.00	84,000.00
Group insurance commissions	20,000.00	\$25,000.00	25,000.00	25,000.00
Government grants				
City of Duncan	37,500.00	\$27,000.00	27,000.00	27,000.00
Municipality of North Cowichan	18,000.00	\$29,000.00	29,000.00	29,000.00
Tourism BC Visitor Centre Fee for Service	10,000.00	\$10,000.00	25,000.00	30,000.00
Miscellaneous fee for service	2,000.00	\$3,000.00	3,000.00	3,100.00
Culinary Gala net revenue	15,000.00	\$20,000.00	20,000.00	21,000.00
Black Tie net revenue	5,000.00	\$5,000.00	5,500.00	6,000.00
Chamber lunches net revenue	-500.00	\$500.00	2,000.00	2,100.00
Retail Sales Gross	3,000.00	\$8,000.00	5,000.00	6,000.00
Racking fees	0.00	\$500.00	1,000.00	1,100.00
Advertising Revenues		\$6,500.00	8,000.00	10,000.00
<u>NEW REVENUES</u>				
Office rental	0.00	\$0.00	12,000.00	12,600.00
Multipurpose Room Rentals	0.00	\$2,500.00	3,000.00	3,500.00
Corporate sponsorships of Visitor Centre	0.00	\$6,500.00	8,000.00	10,000.00
ATM revenues		\$0.00		
Booking/Reservation revenues		\$1,000.00		
After Hours Rental		\$3,000.00		
Exhibits & Displays		\$2,000.00		
Total Revenues	175,000.00	\$229,500.00	253,500.00	270,400.00

DUNCAN-COWICHAN REGIONAL VISITOR CENTRE
Revised ONE YEAR OPERATING FORECAST

EXPENSES

Commissions on new memberships				
Salaries and benefits	91,128.00	\$143,600.00	150,000.00	155,000.00
Training: Regional Fams, Guest speakers etc	0.00	\$2,000.00	2,000.00	2,100.00
Advertising	4,000.00	\$5,000.00	5,000.00	5,250.00
Accounting and legal	8,500.00	\$8,000.00	11,000.00	11,550.00
Membership commissions	4,400.00	\$5,200.00	6,000.00	6,300.00
Telephone and fax	2,000.00	\$2,500.00	2,750.00	2,888.00
Website and database	4,000.00	\$4,000.00	2,500.00	2,625.00
Insurance contents	2,000.00	\$2,000.00	4,000.00	4,200.00
Insurance officers and directors liability	0.00	\$1,000.00	1,200.00	1,260.00
Other office (incl copier rental)	12,384.00	\$9,000.00	9,000.00	9,000.00
Professional development and training	3,500.00	\$5,000.00	5,000.00	5,250.00
IT support	1,800.00	\$2,500.00	2,500.00	2,625.00
Board and Managers businesses meetings	200.00	\$700.00	1,000.00	1,050.00
Rent	22,500.00	\$0.00		
Cost of retail VC goods	1,500.00	\$4,000.00		
NEW EXPENSES				
Building maintenance	0.00	\$5,000.00	5,000.00	5,250.00
Grounds maintenance, including shared w/fdc	0.00	\$3,000.00	3,000.00	3,000.00
Janitorial	0.00	\$2,000.00	1,200.00	1,260.00
Displays	0.00	\$1,000.00	2,000.00	2,100.00
Security	0.00	\$1,500.00	1,500.00	1,575.00
Loan repayment		\$22,500.00	35,000.00	35,000.00
Total Expenses	157,912.00	\$229,500.00	249,650.00	257,283.00



The Regional Visitor Info Centre

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EXECUTIVE SUMMARY

The Cowichan Regional Visitor Centre (CRVC) will be a collaborative project led and funded by the Duncan-Cowichan Chamber of Commerce and their funding partners, with support from the four other Chambers of Commerce in the region. The centre will also house the Duncan-Cowichan local Visitor Centre and Chamber offices. To maximize the full benefits of a central visitor centre it is best launched in conjunction with a regional marketing plan, supported by all sub-regions.

Two separate regional tourism strategies have been developed over the past four years: **“Tourism Cowichan Tourism Development Strategy” (2007) and the “Cowichan Region Tourism Plan 2010 – 2015”** have identified Key Issues related to:

- The need to upgrade Visitor Centres In the region and enhance their visibility.
- The need to streamline the provision of visitor services that are currently being offered by the region’s five community Visitor Centres under the Chambers of Commerce.
- The potential for regionalizing a range of tourism support functions, including visitor services, marketing, planning and development, while ensuring that communities have the capacity to maintain their own identities.
- Creating consistency in the messaging and raising the profile of the *region* as the destination, with communities acting as a hub for a regional experience.
- Increasing the ease with which the visitor can enjoy a regional experience and spreading the benefits of tourism throughout a wider area.
- Reducing promotion costs for tourism operators.

A new regional Visitor Centre and marketing plan are estimated to:

- Improve conversion rates by getting visitors to partake in more than one activity per visit
- Increase overnight stays
- Increase area spending
- Leverage other funding to directly support sub-region centres
- Reduce duplicated costs, resulting in lowering individual VC operating budgets
- Compete with other major destinations on the national and international stage
- Improve overall “Cowichan” experience to earn repeat users and stronger word-of-mouth promotion
- Attract new investments into the tourism sector

THE PROJECT:

The Cowichan Regional Visitor Centre (CRVC) is a central regional facility that will generate significant economic and community benefit due to its quality design, excellent highway location, information and visitor services, regional partnerships and central location in the Cowichan Region.

The new Cowichan Regional Visitor Centre project can be divided into two main components: a new park that will act as an entry for both the BC Forest Discovery Centre (FDC) and RVC, and the new RVC building, which sits on a triangular portion of land near the highway. The project will also be launched in conjunction with a regional marketing plan, supported in full by all five Chamber VC's.

The CRVC building will serve as a tourism information centre, a district cultural centre, Chamber of Commerce offices, and provide restroom facilities for travellers. The building features a kitchen space where local food can be showcased for cultural activities, and can be used by groups renting the building for private functions. A traditional British Columbia barn roof found throughout the Cowichan area inspired the building design. But, unlike a barn, the building will provide natural light and views to the outdoors through large sections of glazing.

The park is designed to draw people closer to the FDC building, providing an opportunity to retail more food and beverage and consumer items to visitors. It also creates a gateway to welcome people to the site and creates a link between the two buildings. From the park visitors will have partial views of the BCFDC grounds, which will help to lure guests that may not have normally stopped to see the centre.

Cohlmeier Architecture was engaged to review the FDC and Cowichan Regional Visitor Centre project with fresh eyes after an earlier project had failed to move ahead. Consultation and planning sessions were held with the user groups to determine core needs, resulting in a site and building design that has been approved by the committee.

The building and site will be built using green principles and inventive energy saving techniques. Some key initiatives for the site include bicycle storage, natural habitat restoration, natural storm water control, and a reduction in pavement area without sacrificing the number of parking stalls. The building will be built using locally sourced and FSC certified materials and low VOC products will be used wherever possible. Heating will be provided by a solar-assisted in-floor heat system with a trombe wall to collect solar energy.

THE NUMBERS:

Total Project Cost: \$2,548,000 (Appendix A)

Funding Sources:

	<u>Total</u>	<u>BCFDC</u>	<u>Chamber</u>
ICET	\$744,000	\$224,000	\$520,000
Misc Grants - BCFDC Rotary (75,000 in kind 23,000 cash	102,000	98,000	4,000
BCFDC Home Hardware (trees in kind)	3,000	3,000	
Chamber Financing	450,000		450,000
District of North Cowichan (DNC)	325,000	325,000	
DNC - Tourism Grant	115,000		115,000
RSP Gas Tax - CVRD Grant	150,000		150,000
City of Duncan	50,000		50,000
Total Funding Sources	<u>\$1,939,000</u>	<u>\$650,000</u>	<u>\$1,289,000</u>
CVRD new Request	<u>609,000</u>		
	<u>\$2,548,000</u>		

Funding letters of intent have been received for the contributions from the various agencies, with the one exception as noted, and the loan financing from Island Savings Credit Union is secured, with an agreement in principle from the District of North Cowichan to guarantee the loan for \$400,000.

THE NEEDS ANALYSIS:

The current Duncan-Cowichan Visitor Centre requires a better location to provide improved service to visitors to the area. The Chamber has been searching for a suitable new location for more than six years. Several years of negotiation with the BC Forest Discovery Centre and local government representatives from the City of Duncan and the District of North Cowichan have now led to an agreement being reached to site the new Regional Visitor Centre at the Forest Discovery Centre with the support of Duncan and North Cowichan plus the Cowichan Valley Regional District. To facilitate the relocation and variance in land use, the Agricultural Land Commission has approved the transfer of land between the Municipality of North Cowichan and the BC Forest Discovery Centre.

With land agreements in place, the Duncan-Cowichan Chamber of Commerce Board of Directors approved a plan to proceed with design work, planning and implementation of a process to build a Regional Visitor Centre on the agreed site.

The circumstances recommending a centrally located RVC in Duncan are complicated by geography of the region and the needs of the partner Chambers in Ladysmith, Chemainus, Cowichan Lake and South Cowichan. The principles of individual Chamber identity and autonomy are key to the success of the Regional Visitor Centre initiative.

The Business Case Analysis for a RVC hinges on the establishment of successful two way partnerships between all parties, local governments, Chambers and funding agencies. The importance of the partnership is outlined in two separate regional tourism strategies that have been developed over the past four years.

The first is the “**Tourism Cowichan Tourism Development Strategy (2007)**” which focused primarily on visitor service delivery and organizational structure. Interviews and community meetings across the region showed support for the development of a regional visitor service function which creates a network of visitor centres, provides planning and development, and includes the marketing function. The report drew a number of situational conclusions related to servicing visitors to the region:

- Being located along two highway routes, the Cowichan region is well placed to capture larger numbers of visitors by using its location on the highways to its advantage.
- The proximity to both Nanaimo and Victoria, key entry points to the Island, provide more opportunities to attract an increased number of visitors with targeted campaigns.
- Visitor services across the region provide almost identical products in each location. With insufficient funding (most centres must do annual fundraising activities) and low staff levels, some of the administrative burden of the services could be regionalized.
- There was overall agreement that some form of a regional function will benefit the tourism industry on the whole while recognizing the desire for each community to maintain their own unique identities.
- The majority felt that this function should, at least for the first few years, be housed under the Economic Development Commission. (EDC)
- Providing regional emphasis information at gateway locations will result in more visitor traffic in every community.

- Visitors Centres should be upgraded and more visible to attract visitors to stop and enquire about the area. A site that is easily visible, accessible and a destination attraction could create a significant impact on highway travellers given the distance between locations in this rural area. Particular advantage should be taken in areas which may see different visitors who may not travel on Highway 1 into the core of the region such as Cowichan Lake, Shawnigan Lake or Chemainus.

THE BENEFITS:

A Regional Visitor Centre together with a Regional Tourism Plan encourages a process of streamlining the development and delivery of tourism services regionally. The underlying rationale for adopting a regional approach includes the following benefits from the Cowichan Region Tourism Plan 2010 – 2015

- There is a growing trend towards developing sub-regions as “destinations”, as this often reflects how visitors perceive the destination and how they plan their activities. The Cowichan has five distinct and complimentary regions that are perfectly situated to take advantage of this trend
- There is a preferential funding formula for clustered communities through the *Community Tourism Opportunities* program
- A regional plan will provide an opportunity to adopt a more integrated approach to planning. Through ongoing regional dialogue, common priorities and ways of working together can be facilitated in a manner that will create greater synergies and overall momentum.
- A coordinated regional approach to marketing will increase the destination’s profile in the market place through critical mass of product and an enhanced ability to differentiate the destination on the basis of regional distinctiveness. It will also provide greater opportunities for leveraging marketing funds and developing innovative packages.
- A regional organization is better positioned to share market knowledge and to increase the region’s ability to be responsive to emerging opportunities and threats. Moreover, a regional point of contact facilitates working relations with other outside organizations, the travel trade, the travel media, and potential investors.
- A regional approach to tourism planning and management creates enhanced opportunities to highlight the importance of tourism as a key economic sector within the region and to gain political leverage.
- Communities with a strong sense of place act as ‘honey-pots’ in the destination and will provide a stronger base for tourism businesses to build on. Spreading the benefits and generating visitor spend throughout the region is highly dependent on being able to market local distinctiveness and authenticity.

The two Regional Tourism Plans plainly show that a requirement for a centralized Visitor Services Strategy, supported by all five Chambers of Commerce is the means of survival for the Chambers of Commerce. The alternative is a certain reduction in services for individual Chambers and their Visitor Services combined with continued issues surrounding annual funding.

It is important that the Chambers work together under a recommended Memorandum of Understanding, support the Regional Tourism Organization model and look ahead to continuing their cooperative operation as they serve their own members locally and, in partnership with the other Chambers, serve the visitors to the region.

THE KEY ROLE - REGIONAL VISITOR SERVICES:

A cohesive and co-operative approach to delivering Visitor Services in the Cowichan Region will result in more successful promotion of our tourism product to all types of travellers who arrive here, whether for business or pleasure. With so many Visitor Centres operating in the Region, having a central “umbrella” organization providing support and direction will ensure delivery of the best possible service to our visitors.

This is a great opportunity to form a network of VC operators in the region. Revenue generating, issues management, growth ideas, (plus all of the following points) are just a few of the things that, with the combined talent in our Chambers and VC’s, can be used to improve delivery of visitor services. The “umbrella organization” could be a coalition of all Chambers/VC representatives.

For many tourists, the VC is the first point of contact with the community, and will strongly influence first impressions. Planning for visitor information services is therefore extremely important. There are several components to internally promoting our tourism product and many advantages if all Visitor Centres are consistent in terms of:

- Staff Training: Product knowledge and the way in which it is delivered to the traveller are equally important.
- Communications: Develop a means to internally and externally communicate with all stake-holders to better educate the visitor on what to do in the area.
- Develop a consistent racking policy to encourage more operators to participate, and allow for every VC to share in the profits and to ensure that all VC’s have all regional community guides and maps.

- Create a reliable tracking system for enquiries about local attractions (activities, events, food & beverage etc), separate from enquiries about BC attractions and develop a broader statistics collection system, including reports from all tourism sectors, to give a truer picture of who is coming, why they come, and how long they stay.
- Tour & Conference Planning with one location assists large groups planning tours or conferences in the region with accommodations, activities etc. (ex: Service Clubs, sports clubs)

WHAT ABOUT INDIVIDUAL or SUB-REGION VISITOR CENTRES?

A clearly understood goal in the move forward with the Regional Visitor Centre Project is that the other visitor centres in the region will continue to need support to service their local area members and visitors.

- It is anticipated that the new facility at the BC Forest Discovery Centre will become the flagship Visitor Centre for the region. Administration services associated with this Centre would be in the strongest position to coordinate the delivery of a regionalized visitor services program as outlined above.
- Assuming that services are regionalized, regional support should be added to the efforts being made by the Ladysmith Tourism [∞] Committee and the Ladysmith Chamber of Commerce to secure funding for the renovation of the train station as a new location for that community's Visitor Centre.
- The planning discussions raised the need for a new point of delivery for visitor information for visitors as they enter the Region from the south. The current visitor booth is constrained by visibility, location and size. A potential location on the Highway has been identified and consideration should be given to using the location for a roadside information kiosk or 'Gateway'.
- All partners commit to exploring funding options for the ongoing viability of providing the existing visitor information services across the region, especially those at Cowichan Lake and South Cowichan.
- The joint application between the VC's for multiple summer students will ensure a higher success rate of getting student funding.
- Reducing costs such as bulk purchasing (maps, postcards, books etc) through one location will save money and bulk ordering and shipping of out of town publications to one destination will be more economical.

THE MARKETING PLAN:

The Cowichan Region Tourism Marketing Plan 2010-2015 has identified ways in which the delivery of tourism can be supported through regional mechanisms, and opportunities for addressing local issues in a broader context can be utilized when applicable. A regional approach will encourage greater integration of the industry, and a more cost-effective and efficient approach to developing tourism and delivering related services.

The new Regional Visitor Centre will be a critical component in the plan, and it can be characterized as the pivot point in the regional plan. Its design is intended to be an attraction itself.

See Appendix B for the comprehensive Community Tourism Foundations and Tourism Cowichan Regional Marketing Plan (now currently a major component of the EDC Sustainable Cowichan Business Plan). This will be the guiding document for regional tourism marketing. Application is being made concurrently to Island Coastal Economic Trust by the EDC for funding to implement the critical and urgent parts of the marketing plan, many of which will be directly linked to and benefit the sub-regions in the CVRD.

OPERATIONS PLAN:

The core operations of the VC will be the servicing of visitors. This is provided through a number of ways, which include the following:

- Travel Counselling

- Bookings, Ticket sales
 - Tours
 - Accommodations – Hello BC system and local bookings
 - Bike rentals

- Computer Use for travellers
 - WIFI
 - Terminals
 - Online bookings

- Displays & Demonstrations. Live and interactive as well as static.
 - First Nations carvers, weavers etc
 - Wine, agritourism, Cittaslow etc
 - Wildlife
 - Historical
 - Regional Area displays – communities, Downtown Duncan etc
 - Cooking demos
 - Outdoor activities

- Relocation assistance
 - Personal
 - Business

- Training - Education
 - TVIC course
 - Tourism Product knowledge for all VC staff
 - Business education seminars
 - Hosting familiarization tours, tour busses

- Retail Sales

- Facility Rentals
 - After hours functions

- Community & Tourism Events promotion

- Business Centre
 - Racking
 - Business resource hub
 - Business and Chamber member meetings, seminars, networking etc

BUDGET:

The projected revenues and expenses of the operation have been summarized into a few main line items to demonstrate overall the financial sustainability of the VC.

Revenue:

Expenses:

Membership & Commissions	\$118,000	Wages & Benefits	\$143,600
Rentals	15,500	Admin & Fixed Costs	59,400
Fundraising	25,000	Retail COGS	4,000
Grants	56,000	Finance Expense- LT Debt	22,500
Racking & Ads	7,000	TOTAL Expenses	\$229,500
Retail Sales	8,000		
TOTAL Revenue	\$229,500		
Surplus	<u>\$0.00</u>		

APPENDIX A

BC FOREST DISCOVERY CENTRE + COWICHAN REGIONAL VISITOR CENTRE

PRELIMINARY COST REVIEW 25.October, 2011

SITE IMPROVEMENTS

Site Preparation	\$40,000	
New Road & Parking Lot Improvements		
green/permeable paving	\$51,000	
asphalt topping, catch basins and lines	\$60,000	
Revised Parking Drainage	\$40,000	
Sewer	\$30,000	
Site Lighting	\$150,000	
Signage	\$20,000	
Landscape Improvements	\$175,000	
Trail Network	\$75,000	*
East Parking Lot	\$100,000	*
ST		<hr/>
		\$741,000

BUILDING & EQUIPMENT

Building & Services	\$829,000
Furnishings	\$40,000
Sustainability Upgrades	\$35,000

ST **\$1,645,000**

CONSTRUCTION AND CONTINGENCY

General Contractor Overhead & Profit @ 10%	\$164,500
--	-----------

ST **\$1,809,500**

Contingency Allowance @ 10%	\$180,950
-----------------------------	-----------

ST **\$1,990,450**

LEED Performance Capital Cost @ 5%	\$99,523
------------------------------------	----------

PROJECTED CONSTRUCTION CONTRACT VALUE **\$2,089,973**

Drinkwater Road improvements	\$100,000
------------------------------	-----------

PROJECT CAPITAL CONSTRUCTION COST **\$2,189,973**

Rounded Subtotal **\$2,190,000**

FEES AND SERVICES

Sub-Division Costs	\$20,000 *
Consulting Fees	
Pre-planning and preliminary design	\$25,000
Architectural + Landscape Architectural - 8% (includes Architecture, Landscape Architecture, Structural, Mechanical, Electrical Engineering)	\$163,000 **
Civil Engineering & Coordination	\$25,000
Geotechnical & Environmental Engineering & Coordination	\$25,000
Consulting Disbursements & Travel Time	\$30,000
LEED Certification & Commissioning	\$70,000 ***

TOTAL	\$2,548,000

NOTES

* Values established in the REB estimation of probable cost.

** Fee has been reduced by \$12,500 because design and planning closely reflect the design presented in the outline report of findings.

*** LEED Certification costs will be approximately \$50,000, and commissioning costs will be approximately \$20,000.



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APPENDIX 'B'

**Cowichan Region Visitor
Centre Business Plan**

Community Tourism Foundations® Program

COWICHAN REGION
TOURISM PLAN
2010 - 2015

April 2010

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1. Introduction and Purpose of Plan

The development of this **Regional Tourism Plan** for Economic Development Cowichan¹ was facilitated through Tourism British Columbia's *Community Tourism Foundations*[®] program². The process of facilitation was undertaken by Tourism Planning Group.

Responsibility for the development and delivery of tourism services and infrastructure in the Cowichan Region lies with a wide range of local and regional public and not-for-profit organizations. Steps have been taken to establish a regional approach to marketing through Tourism Cowichan, and there is a growing recognition of Cowichan as a 'destination' in the marketplace. This has been achieved primarily through regional branding, the development of a regional travel planner, and the emphasis on positioning Cowichan as a regional destination in consumer travel shows, regional promotional campaigns, and Tourism Vancouver Island's vacation planning material.

This Regional Tourism Plan seeks to build on this platform. It is concerned with identifying ways in which the delivery of tourism can be supported through regional mechanisms, and opportunities for addressing local issues in a broader context can be utilized when applicable. A regional approach will encourage greater integration of the industry, and a more cost-effective and efficient approach to developing tourism and delivering related services. A key success factor in moving forward will involve sustaining the process of regional dialogue that characterized the planning discussions for this Plan.

While it is envisaged that Tourism Cowichan will take a lead in overseeing the implementation of this Plan, the audience of this document should also include other local and regional agencies and tourism businesses as moving forward successfully will require various levels of collaboration.

1.1 Review of Tourism Planning in the Cowichan Region

There has been a number of tourism planning reviews in recent years at the regional, sector and community levels. This Regional Tourism Plan has sought to consolidate many of the recommendations that have been made in the past and to encourage a stronger level of stakeholder resolve to moving forward with implementation. Prior planning initiatives include the following³:

- *The Cowichan Region Economic Development Strategy (2002)* – recommended a number of regional tourism initiatives, including developing a regional tourism action plan and a regional tourism marketing strategy, and the establishment of a new regional tourism organization. The latter initiative became the fore-runner of today's Tourism Cowichan.
- *The Commercial Marine-Based Tourism Study Report (2005)* – recommended the need to focus on expanding infrastructure for the marine tourism industry, resolving associated land issues, ensuring an integrated approach to planning, providing additional business support services for the development of the sector, and developing a marine tourism marketing strategy.
- *The Tourism Cowichan Tourism Development Strategy (2007)* – recommended an expanded model of Tourism Cowichan for service delivery and industry development, which included the implementation of a visitor centre services network strategy.

¹ Economic Development Cowichan provides economic development, tourism marketing and film attraction services for the Cowichan Valley Regional District.

² On April 1st 2010 Tourism BC was incorporated into the Ministry of Tourism, Culture and the Arts. Programs formerly delivered by Tourism BC are now being delivered by the Ministry. Reference to Tourism BC in this document is a historical reference and represents the organization then responsible for the program or service cited.

³ See Appendix 1 for further detail on the various planning processes.

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- *Ladysmith Tourism Plan* (2006) developed through Tourism BC's *Community Tourism Foundation* program. The plan identified a series of tactics designed to strengthen tourism at the community level.
- *The Highways and Roads Tourism Signage Program for the Cowichan Valley Regional District* (2007) – highlighted a range of issues associated with signage and identified the need for a regional signage program that would see tourism visitor signage as an integrated component of tourism policies on information, promotion and regional development.
- *Duncan Tourism Development Plan* (2009) developed through the *Community Tourism Foundation* program. This plan identified a series of tactics to strengthen the tourism industry locally while recognizing the need to focus on regional planning issues and the implementation of recommendations from previous strategies. It proposed an expanded role for Tourism Cowichan and recommended restructuring the organization to increase its overall relevancy.

In addition to these reports that have focused specifically on aspects of the tourism industry, there are a wide range of relevant tactics in the various Official Community Plans and local strategies throughout the Cowichan region that recognize the significance of tourism and promote infrastructural priorities that would benefit the tourism sector.

1.2 Rationale for a Regional Approach to Tourism

This Tourism Plan consolidates relevant proposals from earlier planning initiatives. It encourages a process of streamlining the development and delivery of tourism services regionally and moving forward with the implementation of various existing recommendations. The underlying rationale for adopting a regional approach includes the following factors:

- Tourism is already a regional function of the CVRD, with Economic Development Cowichan (EDC) and Tourism Cowichan having direct responsibility for promoting and developing the Cowichan Region as a destination. While EDC has commissioned tourism related studies in the past, the development of a regional strategy to guide the overall direction of tourism has yet to be undertaken. This Regional Tourism Plan seeks to address this gap and to provide a 'road-map' for strengthening the tourism economy.
- There is a growing trend towards developing sub-regions as 'destinations' as this often reflects how visitors perceive the destination and how they plan their activities. Examples of this trend in BC include the planning and promotion activities associated with the Shuswap and North Vancouver Island.
- There is a preferential funding formula for clustered communities through the *Community Tourism Opportunities* program.
- A regional plan will provide an opportunity to adopt a more integrated approach to planning. Through ongoing regional dialogue, common priorities and ways of working together can be facilitated in a manner that will create greater synergies and overall momentum.
- A coordinated regional approach to marketing will increase the destination's profile in the market place through critical mass of product and an enhanced ability to differentiate the destination on the basis of regional distinctiveness. It will also provide greater opportunities for leveraging marketing funds and developing innovative packages.
- A regional organization such as Tourism Cowichan is better positioned to share market knowledge and to increase the region's ability to be responsive to emerging opportunities and threats. Moreover, a regional point of contact facilitates working relations with other outside organizations, the travel trade, the travel media, and potential investors.

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- A regional approach to tourism planning and management creates enhanced opportunities to highlight the importance of tourism as a key economic sector within the region and to gain political leverage.

Ultimately, it is anticipated that working in a more coordinated regional manner will generate cost-efficiencies, improvements to visitor services, increased market exposure, and the likelihood of overall growth in the tourism economy.

1.2.1 The *Community Tourism Foundations* Regional Planning Process

The need for a regional planning process was outlined in an Expression of Interest submitted by Economic Development Cowichan to Tourism BC in 2009, and consultations with the industry commenced in December 2009. Over 60 stakeholders participated in the various discussions during a four month period, including representatives from the accommodation sector, the arts and cultural heritage sector, agritourism and viticulture, the marine sector, golf, visitor attractions, nature-based operators, Chambers of Commerce and community organizations, Vancouver Island University, local and regional government, First Nations, Tourism Cowichan, Tourism Vancouver Island and Tourism BC. Following a region-wide full-day workshop in December that reviewed the current situation, four community working groups and five sector working groups were established to look at particular elements of the regional tourism industry. Feedback from all of these groups was integrated into further discussions that were held in four community workshops conducted in early February 2010. Given the pending transition of Tourism BC into the Ministry of Tourism, Culture and the Arts, the availability of funding and time for additional input were both somewhat constrained.

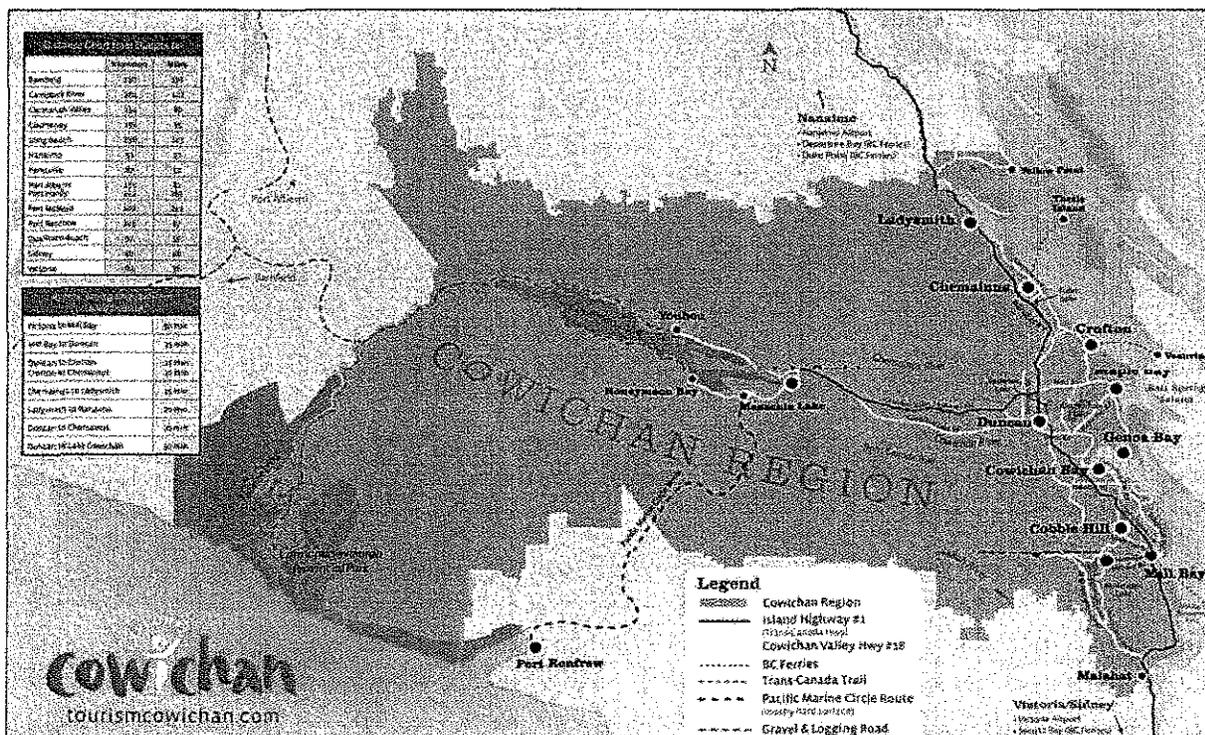
A key priority in the process was to move forward with strengthening Tourism Cowichan as the lead tourism organization within the region, and efforts focused on developing a plan that would assist Tourism Cowichan in its enhanced role. Implementation is highly dependent on the level of collaboration and new funding that can be secured. Regular review and reassessment of strategic priorities should occur as resources become available and the process of working collectively gains momentum.

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2. Tourism in the Cowichan Region

2.1 The Opportunity

The Cowichan Region is located between Victoria and Nanaimo and has a population of 77,000. It extends along the east coast of Vancouver Island to south of Mill Bay and north of Ladysmith, and includes Nitinat Lake and the old-growth wilderness of Carmanah Walbran Provincial Park on the west coast. The region offers a wide array of visitor experiences associated with the pristine marine environment east and west; the region's lakes, rivers, low-rise mountains and temperate rainforests; the fertile agricultural landscapes and viticulture; the local arts, culture and heritage, including Aboriginal cultural tourism product; the growing range of sport facilities and golf; and the local retail centres and boutique shopping opportunities associated with the communities of Ladysmith, Chemainus, Crofton, Maple Bay, Genoa Bay, Cowichan Bay, Duncan, Cobble Hill, Shawnigan Lake, Mill Bay and Lake Cowichan. The region's temperate maritime climate (as encapsulated in the original meaning of the name "Cowichan" – *The Warm Land*), its colourful history, and its proximity and accessibility to large near-in regional markets are all factors that contribute to the potential competitiveness of the destination.



2.1.1 Overview of Current Situation

The workshops and the feedback from the working groups provided an opportunity to assess the current status of the tourism industry and its operating environment. A summary overview can be found in Appendix 3. While the material presented does not purport to be a comprehensive statement of the industry, there has been sufficient consensus on a range of strengths and areas of concern and stakeholder discussion on possible tactics to form the recommendations that are outlined in this Plan.

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2.2 Focus of the Regional Tourism Plan

The underlying objective of the Regional Tourism Plan is to strengthen Cowichan's position as a year-round destination and increase the value of tourism to the economy in a sustainable manner. This is in keeping with an existing vision statement developed by the Economic Development Commission that states:

The Vision is for the Cowichan Region to be a highly successful tourist destination offering high quality tourism experiences for all our visitors⁴.

The Plan recommends that the tourism industry stakeholders and funding partners commit to a stronger regional tourism function to be delivered through Tourism Cowichan and Economic Development Cowichan, and that the focus of attention at the outset is on securing new core funding. Through an increase in funding, the role of Tourism Cowichan can be expanded to enable it to take a more effective lead in developing and promoting tourism within the region and to play a key role in the implementation of this Plan. Given the regional emphasis and the rationale for adopting a regional approach, the strategies and tactics outlined in this Plan focus primarily on regional initiatives that will enhance the market positioning of Cowichan and will increase the value of tourism throughout the region. This does not negate the need to look at tourism from a community perspective and to identify tactics that strengthen it locally, as the market competitiveness of Cowichan is ultimately in the quality, distinctiveness and integration of the local attributes and visitor experiences.

The following section of the Tourism Plan focuses on organizational and funding priorities. Assuming a stronger commitment to collaboration and the availability of incremental core funding for a regional tourism function, the remainder of the section presents an overview of tourism management roles that should be embraced at the regional level. Section 4 identifies a range of infrastructural and support services that require regional collaboration as the basis of implementation. Many of these initiatives have been proposed in previous reports and planning discussions, but the momentum and resources to move forward have been insufficient. In Section 5 a series of strategies designed to strengthen the region's key product areas are recommended. Cowichan has a strong natural and cultural resource base, and there remains considerable potential to expand and diversify the range of tourism experiences and to increase the overall degree of market readiness. Section 6 focuses on regional marketing strategies and tactics. Tourism Cowichan has a well developed marketing program and this section reinforces the need to maintain current levels of activity and highlights areas where further emphasis and resources are needed.

It must be emphasized that this is a five-year Plan and presents a framework for building a sustainable tourism industry. It should be viewed as a working document and a point of reference for developing annual operational plans. While the level of available funding and the degree of collaboration will play a significant role in determining what can be implemented, ongoing attention needs to be paid to the operating environment and the changing dynamics of the marketplace. A commitment to regular planning and review will ensure that the implementation of this Plan remains appropriate to the circumstances and opportunities facing the industry.

⁴ Economic Development Commission, 2006, Tourism Action Plan Summary.

3. Tourism Management

While Tourism Cowichan takes an effective lead in the marketing and promotion of Cowichan, all other aspects of tourism planning and development and the delivery of visitor services are undertaken in an uncoordinated manner by a range of local and regional governments and community organizations. At a time when jurisdictions elsewhere are looking at new approaches to building competitive destinations and are seeking to implement a more holistic style of management that is concerned with all aspects of the tourism industry, the current practices in the Cowichan region are potentially undermining the longer-term sustainability of the industry. The following gaps in the system have been noted:

- Regional marketing is taking place but there is often a 'disconnect' with local messaging.
- Tourism Cowichan is currently promoting a regional destination but there is limited consistency in visitor information services – (this was identified in the 2007 Tourism Cowichan Tourism Development Strategy). Tourism businesses have to pay multiple fees to list in all Visitor Centres.
- There is no strategic approach to regional product and sector development. Economic Development Cowichan plays a facilitating role where possible, but implementation of initiatives is often fraught with issues that range from lack of funds to the implications of dealing with multiple agencies.
- There is no commitment to monitoring performance across the region. The only data that is available relates to room revenue as reported by BC Stats.
- Training programs within the region are generally not coordinated and there is limited mentorship for tourism entrepreneurs.
- A regional tourism product inventory is in place but is incomplete.

These deficiencies and the lack of resources to address them effectively are well recognized by many stakeholders. However, as already noted, implementing change and moving forward with a regional approach is highly dependent on a renewed and expanded commitment to working together regionally and the availability of increased core funding. Indeed, without change in these areas the implementation of this Plan will be severely constrained and the ability to realize the potential of new product development opportunities will be substantially reduced. Moreover, as destinations elsewhere locally and provincially adopt a more strategic approach to positioning themselves, there is a growing danger that the individual communities and range of product within Cowichan will get 'lost' in a marketplace that has become increasingly 'busy' and competitive.

The initial two strategies in this section focus on the critical factors of collaboration and funding, while the remainder defines new roles in tourism leadership and destination management practices that should be undertaken regionally as a means to supporting individual business operations and the industry as a whole.

3.1 Role of Tourism Cowichan

Develop a stronger regional tourism function through strengthening Tourism Cowichan and its underlying capacity to represent the interests of the regional tourism industry.

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There is a high level of support for strengthening Tourism Cowichan as the lead regional tourism organization. While the options for restructuring were considered carefully, there was a general understanding that without new core funding there was little to be gained from developing an elaborate Council structure at this initial stage. Rather, the first step should be to establish a new Tourism Advisory Committee for Tourism Cowichan that becomes a strong 'champion' for regionalization and has the capacity to act as a catalyst in the implementation of regional initiatives, particularly those that have been at proposal stage for some time.

Specifically, the Committee will focus on:

- Maintaining the current regional dialogue and becoming a regional 'voice' for the tourism industry;
- Identifying and reviewing all sources of new funding and funding models for a regional tourism function, and recommending tactics to pursue specific opportunities;
- Working with the wider industry to advocate for a regional approach and supporting Tourism Cowichan in its current activities; and
- Reviewing alternative governance models for Tourism Cowichan in anticipation of a stronger funding formula.

The current operational relationship that Tourism Cowichan has with Economic Development Cowichan will assist in strengthening a holistic approach to tourism development and in facilitating the implementation of initiatives that are dependent on regional public sector support.

In the initial phase, it is imperative that this Tourism Advisory Committee has a strong Chair-person and reflects a range of regional and community interests. All members should be committed to promoting the value of a regional function and to the core activities outlined above. Highlighting the importance of working in collaboration on regional initiatives does not detract from the need to plan and develop tourism locally. Rather, it creates new opportunities to complement and strengthen what is happening at the community level, and to ensure a more integrated approach to building on regional strengths and addressing areas of weakness.

TACTICS:

- EDC/Tourism Cowichan develops Terms of Reference for the Tourism Advisory Committee.
- EDC recruits Committee members to reflect a range of community and sectoral interests and appoints the initial Chair.
- Continue to encourage the strengthening of local tourism structures that can facilitate the development of tourism at the community level. As the Tourism Cowichan structure evolves, representation of these local tourism structures in a regional body will become a critical process for highlighting community priorities at a regional level and will set the stage for developing local/regional, public-private partnerships.
- Review governance models in anticipation of the Tourism Advisory Committee evolving into a structure with executive authorities should funding increase significantly.
- Should new core funding become available, undertake a visioning workshop and update the vision statement for the region.

3.2 Funding

Pursue new core funding to facilitate developing a broader role for Tourism Cowichan.

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There is significant potential to expand the role of Tourism Cowichan as a regional lead tourism organization in a way that will increase its ability to support the wider industry and to act as a catalyst in facilitating product development and industry growth. However, with the current funding and staff time that is available (a half-position and \$120,000⁵ from the CVRD to cover all operational and marketing costs), it is not possible to broaden the mandate. Although Tourism Cowichan has been highly successful at leveraging these limited funds, the emphasis has focused primarily on marketing and promotion. The end result is a regional/local tourism system that is characterized by both gaps and duplication in tourism management roles. This duplication of effort, the loss of efficiencies through economies of scale, and the lack of strategic coordination undermine the competitiveness of the industry as a whole. Indeed, without additional funding in place to develop and promote tourism in a more strategic manner, the best that can be achieved through the implementation of this Plan is an enhanced local and regional awareness of the significance of tourism and a new momentum to maintain regional dialogue and consensus building. Although these achievements will represent progress, the added value that can be gained through expanding the role of Tourism Cowichan is considerable.

The initial task of the new Tourism Advisory Committee will be to identify potential new sources of core funding. A key source of funding that over 50 communities have pursued in the province is the 2% Additional Hotel Room Tax⁶. This option has elicited strong opinions within the region, and its implementation will only be successful if it has the necessary level of support from the accommodation sector. This tax is under review by the Province, and while it may be renamed, it is unlikely to be displaced as an option for raising community funds for tourism marketing and development.

TACTICS:

- Task the Tourism Advisory Committee with identifying potential new sources of core funding and developing an action plan to pursue funding that is considered appropriate for the Region. The Committee should explore the following options in developing a funding model:
 - Membership fees
 - ◁ This is only relevant if Tourism Cowichan is to become a membership-based model – the cost of pursuing members needs to be factored into this option together with the local Chamber/Tourism Cowichan relationships);
 - A portion of each business license
 - ◁ Can only be administered by municipalities⁷. Businesses in the Electoral Areas would be exempt.
 - Revenue streams based on new business activity, such as a centralized reservations service.
 - ◁ This option has costs associated with meeting the requirements set by Consumer Protection BC that need to be reviewed. For further detail refer to: <http://consumerprotectionbc.ca/businesses-travel-services-home/do-i-need-a-licence>.
 - Voluntary contributions such as a pillow levy.
 - ◁ The reliability of funds from year to year and the ability to 'collect' can be an issue. Discount incentives for cooperative marketing initiatives can be used to encourage

⁵ This level of funding has remained static since the introduction of a regional funding policy for tourism through the CVRD in 2003.

⁶ Including 14 jurisdictions on Vancouver Island.

⁷ This option is already used by the Town of Ladysmith as a source of revenue for funding the Visitor Centre.

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participation.

- The 2% Additional Hotel Room Tax
 - ◁ Choosing not to pursue this option will have limited impact on the consumer price for accommodation-only products. The current tax levied on accommodation amounts to 8% Hotel Sales Tax plus 5% GST for a total of 13%. The 2% AHRT would raise this total to 15%. With the introduction of the Harmonized Sales Tax and the rescinding of the Hotel Sales Tax on July 1st 2010, the total tax on accommodation will amount to 12%. A further 2% AHRT would raise the total to 14% – a 1% increase on current taxes on accommodation costs⁸.

A key to developing a funding strategy is to have a well developed business plan that clearly shows the benefits that will accrue from the proposed course of action. Based on practices elsewhere, the 2% AHRT remains the most viable option for creating a relatively consistent stream of incremental core funds. However, there is no reason why other options cannot be considered in a blended formula.

- Should a decision to pursue the 2% AHRT be made, consideration will have to be given to the application process. The initiative would require either the CVRD to take a lead with agreements in place regarding a partnership model with the municipalities, or Tourism Cowichan to apply as a 'special entity'.
 - Tourism Cowichan was initially established under the BC Society Act and has retained its society status. With a stronger governance model and a clear definition of geographic scope, the application could be pursued through Tourism Cowichan for the entire region, with Tourism Cowichan having responsibility for receiving and disbursing the 2% AHRT funds. It is recommended that under this approach a funding formula is developed that ensures a proportion of the funds can be channelled to community tourism projects.

The remainder of this Plan outlines a series of strategies that no one organization in the Cowichan region has, as yet, embraced. While considerable effort has gone into various tourism related initiatives across the different communities, there has only been a limited attempt to implement regionalized activities that would create economies of scale, efficiencies and a more strategic focus for the industry as a whole.

3.3 Management Systems

Develop management systems that will ensure the industry has a current understanding of market trends, visitor expectations, product development and funding opportunities.

A market-oriented industry is one that is based on a sound understanding of market trends and has the ability to respond proactively to emerging opportunities and address identifiable weaknesses and unexpected crises in a timely manner. An appreciation of market trends, visitor expectations, product developments in adjacent regions, and government funding and policy initiatives are all critical in this process and can offer valuable opportunity to gain leverage. Tourism Cowichan can play a distinct role in maintaining this market-focused approach through taking on a range of functions that individual tourism operators are not in a position to do on their own. These 'destination management' functions include:

- Ongoing strategic tourism planning;

⁸ The most recent tax bulletin indicates that the HST will now be applied to both the room charge and the 2% AHRT. This is a federal requirement.

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- Monitoring, measuring and evaluating market trends and local industry performance;
- Integrating tourism interests and objectives with economic development and land-use planning processes;
- Facilitating investment and business development in tourism consistent with the region's vision for tourism; and,
- Ensuring an enabling environment for quality improvement in product and human resource skills.

While the lead tourism organizations at the community level could perform these roles to some degree, there is much greater scope for cost-efficiencies and strategic integration of tourism with other regional and community plans and policies through managing these functions at a regional level.

TACTICS:

- Continue to work on maintaining a comprehensive electronic database of product inventory and related tourism services. This should be developed at the local level and passed on to Tourism Cowichan. Include product/service description, key contact name and contact details (including e-mail address, mailing address and telephone number), and expand in a way that allows for the identification of potential development and marketing opportunities. Keep the Ministry of Tourism, Culture and the Arts (MTCA) and Tourism Vancouver Island (TVI) informed of changes to the product inventory.
- Tourism Cowichan is currently producing a stakeholder newsletter. This initiative should be maintained and can be used to disseminate information relating to new product, market trends, emerging opportunities, training programs etc.
- Work with TVI and MTCA to encourage further participation in existing research programs. To be effective in implementing this tactic, local tourism organizations and Chambers will have to assist in raising awareness regarding the importance of stakeholder involvement. The following two programs are reliant on cooperation from the accommodation sector and generally require significant encouragement to initiate participation.
 - Work with local accommodators and campground owners to implement the *Value of Tourism Model*. This project in particular will benefit from local 'champions' to generate stakeholder commitment. The core data collection component of the model is based on an accommodation survey that gathers the most recent annual performance data from all commercial accommodation operators, including campgrounds. Through the use of local, regional and provincial population and tourism indicators, in conjunction with the community accommodation performance data, it is now possible to make an informed estimate of the total number of visitors (overnight, day, and visiting friends and relatives) and their expenditures in the community. With this model, all information provided by the accommodation sector is submitted directly to MTCA, and is only used for the purposes of estimating tourism contribution to the local economy. The data is aggregated to ensure anonymity and confidentiality.
 - Similarly the regional tourism industry would benefit from increasing its participation in MTCA's Provincial Accommodation Survey. This program is based on a minimum of five reporting properties and requires each to submit their occupancy and average daily room rate for the preceding month and a forecast for the next three months direct to MTCA. Participation in this program has been expanded to include campgrounds. Participating properties and Tourism Cowichan would receive a copy of the regional forecast report each month, which would assist in overall business planning and marketing.
 - Consider incentives such as discounts in partnership marketing programs in the initial phase

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of implementation.

- Report aggregated results to the wider tourism community as and when available. Report value of tourism to the key public sector stakeholders and keep local media informed to ensure that performance is reported to local residents.
- Explore opportunities to partner with TVI for the purpose of undertaking research.
- Develop marketing feedback systems that will demonstrate return on investment and will assist operators in becoming more targeted in their marketing operations.
- Commit to ongoing strategic planning with annual reviews to assess progress and establish new priorities.

3.4 Customer Service

Work toward improving customer service through increasing relevant skills within the tourism sector and encouraging appropriate certification.

The importance of quality service and the need to deliver a visitor experience that is in keeping with market expectations are fundamental elements of building a competitive destination. To play an effective role in destination management and industry development, Tourism Cowichan should promote opportunities for improving customer service and the region's ability to 'host' visitors and deliver experiences that meet market expectations. This can be achieved through facilitating access to appropriate training and professional development programs for stakeholders, and highlighting certification programs that focus on improving customer service or differentiating product on the basis of specific criteria that may be of interest to the target visitor.

TACTICS:

- Tourism Cowichan should play a role in highlighting available programs and promoting workshops with partners such as TVI, Go2, MTCA and Retail BC. Work with the Chambers of Commerce and Community Futures to host relevant workshops.
 - MTCA's WorldHost® Training Services continues the *SuperHost*® legacy by offering a series of eight dynamic and interactive customer service-based training workshops to support people working in service industries. For further detail see: [http://www.tca.gov.bc.ca/WorldHost/pdfs/WorldHost Q and A corp.pdf](http://www.tca.gov.bc.ca/WorldHost/pdfs/WorldHost%20Q%20and%20A%20corp.pdf).
 - The MTCA *Tourism Business Essentials* program provides a series of guide books on key aspects of running a tourism business, and five specific workshops: Tourism Packaging and Product Distribution (Introductory and Advanced), Travel Media Relations, Ads and Brochures That Sell, and Sport Tourism.
 - The *emerit* certification program offers owners, operators and employees an excellent opportunity to gain recognition for existing knowledge and experience in a wide range of tourism sectors. This program is recognized across Canada and raises the standard of excellence in the delivery of tourism. The training is structured in such a way that individuals can receive recognition at different levels of their career and includes the Tourism Essentials Certificate, the Occupational Knowledge Certificate, the Occupational Experience Certificate and the Professional Certification Certificate. For further detail see www.emerit.ca.
 - Retail BC offers workshops that include Selling Memories and Serving World Customers, both of which would strengthen the retail sector as an integral component of the visitor

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experience.

- Promote relevant funding opportunities such as the Workplace Training for Innovation Pilot program that is currently open for application. This program provides small business and not-for-profit employers access to funding to support employee training and offers up to \$1,500 per employee – to a maximum of \$5,000 per employer.
- Encourage ALL accommodation properties to participate in the MTCA Approved Accommodation program. This approval process not only increases their exposure in the marketplace through HelloBC.com and the Accommodation Guide for the province, but it also ensures that property owners have met minimum requirements in relation to cleanliness and state of repair. Only approved properties should be included in Tourism Cowichan's promotional material.
- Promote the value of participating in relevant certification programs.
 - The Canada Select™ program is Canada's only national accommodation rating program and has been applied to hotels, motels, inns, resorts, condominiums, B&Bs, and campgrounds. The program provides visitors with a nationally consistent standard of quality within each accommodation category and assists visitors in making choices that are in keeping with their expectations.
 - The BC Agritourism Alliance offers a quality assurance program. Accreditation provides operators with the ability to use the BC Agritourism accreditation logo, access to the Highway Sign Program, and preferential rates for marketing through the Alliance.
 - The Culinary Tourism Society BC offers an accreditation program to all food service establishments, culinary retail shops, tour operators and specialty culinary tourism experiences. The Society has developed ten core certification criteria that relate to the use of BC product, service/hospitality, value, uniqueness, quality, integrity, informative experience, 'enviro' sustainability, 'local favourite', and cultural/authentic factors.
 - The Pets can Stay™ travel services provides a national certifying and marketing body that has established standards and guidelines for accommodation providers that cater to the rapidly growing pet travel market. This program was piloted initially by Tourism BC, but now extends to all of North America.

3.5 Tourism Awareness

Build a greater awareness of and appreciation for the tourism industry as a key component of the regional economy.

Building a competitive tourism industry requires support from the entire community – residents, businesses and politicians alike. A general lack of awareness will undermine potential support and can create challenges that will constrain the industry's growth. Given the significance of tourism to the region's economic base, it is essential that there is a strategy in place designed to build an understanding of the benefits that are being derived from this sector.

TACTICS:

- Creating awareness occurs at many different levels and should start by focusing on the tourism industry itself. The regional meetings that have occurred through the planning process have generated the type of dialogue that needs to be maintained. This can be facilitated through networking events and workshops.
 - Initiate a program of networking events (one or two per annum) at specific sites and

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attractions. Use the event to raise awareness of the particular attraction. Consider developing a hosting policy with funding assigned to the initiative. Events of this nature will assist in informal cross-marketing and should also be promoted to front-line staff within the wider business community and to Visitor Centre staff in neighbouring regions.

- Promote attendance at TVI's annual AGM and conference.
- Focus on building awareness within the local population. Local residents will have a substantial impact on the activity patterns of visitors who fall into the category of 'visiting friends and relatives', and tactics need to be in place that will assist residents in being effective hosts.
 - Consider developing a "Be a Visitor in your own Region" and promote locally and regionally. Work with local operators to create viable incentives that will encourage visitation. This type of initiative is highly successful in Victoria.
 - Encourage local community organizations and service clubs to feature presentations on tourism and its benefits at local networking events.
 - Establish working relations with Cowichan Valley School District 79 and Nanaimo-Ladysmith School District 68 and explore ways of promoting tourism and related opportunities in the schools.
- Work with local media on an ongoing basis to enhance knowledge and understanding of the tourism industry and its value to the economy.
 - Develop regular press releases for the local press and radio on tourism 'stories' of interest and the overall tourism economy. Use these opportunities to reinforce the concept of a regional tourism industry.
 - Use the media to highlight research findings as and when they become available, including the value of tourism.
- Present Tourism Cowichan's annual tourism development and marketing plan to the Municipal Councils, the Regional District Board, and the Economic Development Commission.

3.6 Responsible Tourism

Encourage further adoption of environmentally sustainable business practices.

The concept of sustainability has become a cornerstone of government policy in British Columbia. The establishment of the *BC Partnership for Sustainable Tourism* in February 2009 (operating as ETHOS) is further indication that the Province and industry leaders together are committed to promoting appropriate action that will increase the overall sustainability of the industry and enhance the 'green positioning' of British Columbia as a destination in the global market place. Through the launch of a new website in January 2010 (www.ethosbc.com), the partnership is seeking to promote sustainable practices which are measurable and practical. This website has been established to act as an industry networking mechanism and a comprehensive resource centre with tools and information to assist small and medium-sized businesses in their business operations. A basic network membership is free and benefits include a travel calculator for businesses to imbed on their website to encourage travel related offsetting that invests in projects taking place in British Columbia.

This emphasis on positioning BC as a green destination coincides with changing market trends as international visitors increasingly look for tourism operators that practise responsible tourism. This trend has become particularly evident in the European markets and responding to these trends should be a strategic priority for the Cowichan region. In time, many of these practices will be assumed as the new norm.

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TACTICS:

- Highlight examples of best practice to the industry and build an awareness of general trends in sustainability. *Green your Business: Toolkit for Tourism Operators*⁹ has a wide range of initiatives and practical steps that small and medium sized tourism businesses can begin to implement. The handbook has been designed for multiple tourism sector audiences and provides suggestions and case studies that have been arranged by tourism sector, business process, and the needs of small and medium sized enterprises. Similarly, MTCA's Tourism Business Essentials guidebook series publication, *Environmentally Responsible Tourism*¹⁰, is a practical guide that will assist businesses in making financial savings and gaining a competitive edge when marketing to consumers with increased environmental awareness and demands.
- ETHOS, in partnership with *Climate Smart*, has recently launched a new training initiative for small businesses to assist in identifying practices that will reduce the carbon footprint of tourism operations.
- Encourage wider participation from the accommodation sector in the national Green Key Eco-Rating program – (current participants include the Best Western Chemainus Festival Inn with a rating of 4, and the Travelodge Silver Bridge Inn with a rating of 2). This program is based on a graduated rating system designed to recognize hotels, motels, and resorts that are committed to improving their fiscal and environmental performance. It assists participants with opportunities to reduce operating costs and environmental impacts through reduced utility consumption, employee training, and supply chain management. The program has considerable value as an awareness tool, although it is based on self-verification. ETHOS is currently working on developing an appropriate rating scheme for BC that will involve a more rigorous process of assessment.
- Build awareness for the GreenTable Network – a Vancouver-based certification program for the culinary sector that is in its early days of development and is spreading across the province and into Alberta. There are two membership categories – one for food service operators and professionals, and the other for suppliers and growers. The Network's mission is to foster sustainability through collaborative action and innovative solutions.
- Highlight good practices within the community and the region to the resident and visitor alike. Use Tourism Cowichan's e-newsletter to profile new practices.

⁹ Handbook produced by Marr Consulting Services for the Tourism Industry Association of Canada, Parks Canada and the Canadian Tourism Commission – October 2008. Available on various websites, including Tourism Vancouver Island – http://www.tourismvi.ca/pdf/best-practices/green_your_business_en.pdf

¹⁰ For further detail see: <http://www.tca.gov.bc.ca/industryprograms/BuildingAndGrowingYourBusiness/TourismBusinessEssentials/BusinessEssentialsPublications.htm>

4. Infrastructure and Support Services

The Cowichan region has strong natural and cultural assets for the development of tourism. However, while there are examples of competitive product, the planning process did draw attention to a range of issues associated with what currently exists and highlighted many areas where the visitor experience could be enhanced through infrastructural developments and increased availability of support services. It is anticipated that the impetus for moving forward with a number of existing projects and the opportunity to identify new initiatives will be enhanced through an ongoing process that focuses on bringing partners together at a regional level.

4.1 Visitor Services and Visitor Centres

Implement regionalization of visitor services strategy

This proposal has been at the recommended proposal stage for some time. The overriding goals to this initiative include:

- Creating consistency in the messaging and raising the profile of the region as the destination, with communities acting as a hub for a regional experience.
- Increasing the ease with which the visitor can enjoy a regional experience and spreading the benefits of tourism throughout a wider area.
- Reducing promotion costs for tourism operators.

TACTICS:

- Moving forward will require developing a Memorandum of Understanding between Economic Development Cowichan acting on behalf of Tourism Cowichan and the five Chambers. Developing a comprehensive Memorandum that addresses the following should assist in allaying any concerns that may lie behind the stalling of this initiative to date:
 - The development of package membership fees to enable tourism businesses to rack in all Visitor Centres for a single fee. This should be done in conjunction with Tourism Cowichan, with the racking fee including a presence on the Tourism Cowichan website.
 - The introduction of joint training initiatives for Visitor Centre staff that includes a region-wide familiarization program to ensure that staff are knowledgeable of product throughout the region. This may be expanded to include opportunities for rotation of staff and volunteers.
 - Maintenance of a local product database and regular submissions of updates to Tourism Cowichan.
 - The development of uniform business systems in relation to the day-to-day administration of the Visitor Centres.
 - Consideration of a joint application to Canada Summer Jobs program through Services Canada for seasonal positions.
 - An exploration into the use of Visitor Centres as a point for collecting visitor data that is in addition to what is routinely collected for MTCA.
 - Increased profiling of Tourism Cowichan branding in local visitor publications that are racked in Visitor Centres.
 - In the longer term, efforts should be made to work towards promoting Tourism Cowichan's

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website as the key source of web-based visitor information for all communities. This will create greater consistency in messaging and will reinforce the positioning of the region as the destination, while also reducing efforts and costs in web maintenance. Further discussion is needed on the role of the regional website versus local community websites to minimize confusion for the visitor and to create synergies.

- The concept of a Cowichan Region Chamber of Commerce has been discussed. This should be explored further, but it is not a prerequisite for regionalizing the delivery of visitor services through the various Visitor Centres.

Continue to move forward with the Duncan/North Cowichan Visitor Centre Project and determine optimum locations for other Visitor Centres.

In addition to regionalizing the delivery of visitor services through the Visitor Centres, there are Visitor Centre infrastructural projects and related matters in various stages of progress or discussion¹¹. The Visitor Centres are a shop-window for the region and it is vital to focus on the message, image and services that they present in their totality.

TACTICS:

- Work is proceeding on the construction of the new Duncan-Cowichan Visitor Centre near the BC Forest Discovery Centre. It is anticipated that this facility will become the flagship Visitor Centre for the region. As such there should be a strong branding association between the Centre and the Cowichan branding. Administration services associated with this Centre would be in the strongest position to coordinate the delivery of a regionalized visitor services program as outlined above.
- Assuming that services are regionalized, regional support should be added to the efforts being made by the Ladysmith Tourism Committee and the Ladysmith Chamber of Commerce to secure funding for the renovation of the train station as a new location for the community's Visitor Centre.
- The planning discussions raised the need for a new point of delivery for visitor information for visitors as they enter the Region from the south. The current visitor booth is constrained by both visibility/location and size. A potential location on the Highway has been identified and consideration initially should be given to using the location for a roadside information exhibit.
- Commit to exploring funding options for the ongoing viability of providing the existing visitor information services across the region, including those at Cowichan Lake.

Explore opportunities to develop a centralized reservation service.

Interest in a central reservations service was expressed in the planning discussions. This would be regarded as an extension of the Visitor Centre services and would likely be implemented through the new Duncan-Cowichan Visitor Centre when it is completed. Caution is needed in considering this service as it may not generate sufficient net revenue to justify developing the service.

TACTICS:

¹¹ There is no presumption of increased funding from MTCA for Visitor Centres based on current or future changes to the Visitor Centres that are part of the BC Visitor Centres Network.

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- Review options for developing this type of service. If the service is based on referrals and bookings for spontaneous business without a cash transaction, there would be few issues. However, if the service was expanded to include advance reservations for packaged products with cash transactions taking place, the organization responsible for the centralized reservation service would have to comply with the Regulations under the Business Practices and Consumer Protection Act for travel wholesalers. For further information refer to Consumer Protection BC.
- The success of a central reservations service or the booking of 'spontaneous' business is dependent on working closely with tourism businesses. The former will require building and promoting new and innovative packages and promoting with the call-to-action and the reservation process going through the new central reservations service. There are obvious staffing implications with developing this program. Kimberley Vacations offers this type of service, but it has the added advantage of managing 1st Tee Golf for Kootenay Rockies which increases the economic viability of the service.

4.2 Signage

Promote support for Economic Development Cowichan's regional signage initiative and continue to pursue the implementation of local signage and way-finding projects.

Signage issues are a recurring theme and the region has already undertaken an extensive evaluation of signage. The Boulevard Report (2007) has highlighted a series of recommendations that have been agreed to in principle but have yet to move forward to implementation. The Report recommended the implementation of a regional signage plan through the Cowichan Valley Regional District. Under this approach the Regional District would coordinate all requests for tourism signage in the region by being the primary contact in the application process. Currently there is a confusing process that relies on business operators contacting the Ministry of Transportation and Infrastructure directly. Under a regionalized initiative it was proposed that the CVRD would take control of this application process and coordinate all requests for signage and subsequent requirements, thereby creating a more streamlined process in theory. Furthermore, the Report recommended adding the Cowichan logo to the signage to strengthen the concept of the regional destination. Insufficient funding and general difficulties in resolving Highway signage problems with the Ministry of Transportation and Infrastructure have been regarded as the key constraints to moving forward.

Similarly, way-finding is an area that needs to be assessed if the region is to promote hiking and off-road biking, and if visitors are to navigate successfully around communities.

TACTICS:

- The Boulevard Report identified the need to establish a roads and highways signage committee to represent the municipalities, the electoral areas and First Nations. The *Community Tourism Foundations* planning workshops highlighted the need to move forward with setting up this committee as the first step in dealing with the ongoing signage concerns.
- Specific highway signage issues were raised in relation to Ladysmith, Crofton, and Chemainus, and the need for regional 'gateway' entrance signs was again identified. Assuming that a new signage committee is established, these issues should be looked at as pilot projects.
- Evaluate way-finding within the region. As cycling and trail initiatives are developed and their related experiences marketed, this becomes an increasingly important element of the infrastructure that needs to be assessed. Good way-finding enhances the visitor experience, heightens a sense of safety and can assist in extending the length of stay.

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- Commence by undertaking a detailed sign audit of a given area. Consider working with the Vancouver Island University or a local senior secondary school to gain assistance in undertaking this stage of the work. For further guidelines, refer to a new manual, *Conducting a Sign Audit* (October 2009), developed through the REDTREE Project (Thompson Rivers University). This manual provides guidelines which will assist a community with undertaking a sign audit. The use of an audit tool helps with evaluating overall signage, and identifying current strengths and weaknesses. The focus of attention for these guidelines is on audits for rubber tire traffic, but the procedures are transferable to all settings. The document is available at: <http://redtree.tru.ca/Resources/howtosignageaudit.pdf>.
- Develop a way-finding plan. Funding for implementation can be difficult to obtain, but having a plan will strengthen a funding application and will facilitate moving forward once resources are available.

4.3 Inter-Regional and Intra-Regional Access

Work with a range of partners and regional stakeholders to improve access to and within the region.

There are a number of access issues that are either in the stage of ongoing discussions or need to be elevated as matters of significant concern. These include:

- Rail access that has the capacity to better service the needs of short-stay visitors and to generate new visitor demand;
- Developing a regional BC Transit schedule that includes connections to Ladysmith;
- Developing a transportation service that can connect visitors arriving by recreational boats to key centres within the region;
- Air access to Nanaimo – issues relating to competitive scheduling and pricing, and connectivity with communities; and,
- Developing connectivity between Lake Cowichan and the northern terminus of the West Coast Trail and/or Port Alberni.

TACTICS:

- There is a Transportation Task Force that is currently looking at the effectiveness, efficiencies and problems relating to transportation on Vancouver Island north of Duncan. The Task Force is seeking to initiate the development of an Integrated Strategic Transportation Plan for this geographic area and is continuing to look at efficient transportation options.
 - Where relevant, work through this initiative to look at particular issues. Ensure that stakeholders are kept informed of progress and ongoing discussions.
- Continue to support the work of the Island Corridor Foundation in its efforts to establish a commuter rail service. In the short term work with tourism operators and accommodation properties to develop overnight packages with rail as the mode of travel. The package would have to provide for intra-regional transportation to be competitive.
 - Should there be significant scheduling changes to the Via Rail schedule, BC Transit has indicated that it would look to alter its timetable.
- Continue to support BC Transit in the development of a local paratransit system for Ladysmith as outlined in the *Transit Business Plan for the Cowichan Valley*. A key element of this support is promoting intra-regional themed routes and developing collateral that would encourage the use of

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transit as an optional mode of travel. Partnership discounting for attractions and retail could also be used as incentives to promote the use of public transport, and could be developed as an integral part of the region's commitment to sustainability and low carbon footprint.

- Providing a transport service that links with the marinas will require a partnership-based approach to developing a service. Review opportunities for sponsorship, and explore the option of developing a pilot project to determine the sustainability of such an initiative. This will require tracking associated visitor spend and length of stay, on the assumption that a transportation service facilitates an extended visitor experience (by time and distance). The nature of visitor spend will assist in identifying appropriate sponsor partners.
 - Continue to review and analyse models from elsewhere. Identify 'success factors'.
- Matters relating to connectivity with the north end of the West Coast Trail and Port Alberni are components of wider issues relating to the use of lands that have complex First Nations and logging company ownership rights associated with the use of the lands. This area should be the subject of wider recreation land-use planning discussions – see Section 5.2.

4.4 Tourism Business Growth Services

Identify new tourism business and investment opportunities and provide support services to strengthen existing tourism businesses.

Economic Development Cowichan staff are already actively involved in this role. As efforts continue to collectively review and analyze the tourism industry and its individual niche sectors from a regional perspective, gaps in infrastructure and tourism business opportunities will become more apparent. The need for a boutique hotel as an alternative accommodation venue for golf packaging was highlighted in the planning discussions, together with issues related to developing farm accommodation. Similarly, the area no longer offers accommodation inclusive of spa and wellness facilities, which is a distinct gap given the focus on healthy foods and lifestyles throughout the region. The services required will vary from developing appropriate investment strategies to working with partners such as the Chambers of Commerce and Community Futures to strengthen and expand existing businesses.

TACTICS:

- Ensure that there is an up-to-date profile of the regional tourism industry to assist prospective entrepreneurs in the analysis of the opportunity. Data on the value of tourism to the regional economy would be a significant asset in building this service.
 - Consider identifying specific investment opportunities on the EDC website. Review the Government of Alberta's website as an example of this approach:
<http://tpr.alberta.ca/tourism/investment/regionalopportunities/default.aspx>
 - Include services that guide clients through the regulatory processes involved in tourism development projects.
- Work with the Chambers of Commerce and the Community Future to develop the key elements of a business support program. It should seek to connect small business owners to existing training and business development resources within the region (including financing services), provide training where there is sufficient demand, and open up avenues for networking. While key elements of these services already exist, there is a need to profile them more actively within the tourism industry – particularly in relation to ongoing mentorship services.
 - Highlight provincial resources including Small Business BC and Front Counter BC, and

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federal resources such as Canada Business Services.

- Where appropriate, play an advocacy role in assisting small business with regulatory issues.
- Meet with local lending institutions and discuss the significance of tourism as a key component of the regional economy.

4.5 Strengthening ‘Sense of Place’

Provide ongoing support for revitalization and beautification projects that will enhance the appeal of individual communities.

While revitalization and beautification projects are generally local priorities, their importance in strengthening the appeal of the overall destination is significant. Communities with a strong sense of place will act as ‘honey-pots’ in the destination and will provide a stronger base for tourism businesses to build on. Spreading the benefits and generating visitor spend throughout the region is highly dependent on being able to market local distinctiveness and authenticity.

TACTICS:

- Create awareness of the value of tourism and the benefits of street appeal and local distinctiveness with local politicians.
- Promote applicable funding opportunities as and when they arise.
- Encourage local tourism operators to participate in all relevant community planning processes.

5. Product Development

The Cowichan Region offers a wide range of tourism products and is an area with significant natural and cultural attributes that together have potential to exert strong appeal. This planning process provided an opportunity to look at these attributes, and to assess overall strengths and areas of concern in relation to actual and potential tourism product. These are summarized in the Current Situation Overview in Appendix 2.

To date the general focus has been on the community perspective and efforts to plan for the strategic development of niche sectors across the region have been relatively limited. The discussions identified the value of looking at sectors in a more critical manner and determining new growth tactics. The workshops and working groups focused primarily on the marine sector, nature-based and fresh-water based tourism, arts and culture including Aboriginal cultural tourism, agritourism and viticulture, sport tourism and golf¹². This section looks at each of the key sectors in terms of product development opportunities. Building effective partnerships and working on regional initiatives is a common theme in the following strategies and tactics.

5.1 Marine Tourism

Recognize marine tourism as a key product sector of the Cowichan Region and encourage a stronger partnership based approach to its development.

The region has unique marine assets and attributes that have international recognition. The protected and safe waterways, scenic anchorages, and the area's association with the Gulf Islands archipelago and proximity to the Gulf Islands National Park Reserve have the capacity to attract high-value international visitors. The Cowichan eastern coastline provides a range of marine-based facilities, such as Maple Bay Marina with its array of support services and onshore food and beverage venues. While these marinas should be regarded as alternative gateways to the region, the reality is that there is a generally a 'disconnect' between these facilities and the remainder of the region.

Clearly, given the region's invaluable natural assets, marine tourism has strong potential for growth and capacity to generate further visitor spend within the region. However, the sector is currently constrained by significant fragmentation, infrastructural issues, and low community awareness and appreciation for its role as an economic driver. The planning discussions highlighted a need to look at this high-value sector in a more strategic manner, and to identify areas of action that have the potential to capitalize more fully on existing strengths.

TACTICS:

- The strengths and constraints associated with this sector are well understood by those directly involved in it. There is a need to assess the status of the industry and prioritise infrastructural and land-use requirements that are needed to increase the value of this sector in a sustainable manner. Any discussions of this nature should include representatives from the different municipalities and CVRD to further increase awareness of the sector's growth potential.
 - A preliminary assessment was made in the *Commercial Marine Based Tourism Study Report* completed in 2005 (see Appendix 2). It would appear that many of the issues identified in this report remain valid. This work should be reviewed as a starting point to further discussions.

¹² A working group also looked at accommodation. The feedback from this group is interspersed throughout this Plan.

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- Supplement this existing work with a further review of current facilities and develop a comprehensive electronic inventory of marine-based product.
- A detailed on-line inventory was developed for the former Cowichan/Ladysmith Marine Tourism Authority. This material should be retrieved, up-dated and made available again as an on-line planning tool for marine-based visitors.
- The Ladysmith Maritime Society is moving forward with the Ladysmith Community Marina Visitor Facilities Project which will include construction of a visitor reception centre with washrooms, showers, laundry facilities, meeting and resource rooms, and Wi-Fi capabilities; construction of a visitor special events dock; installation of a sewage pump-out station; and, construction of a new approach, ramp and main dock. It is anticipated that these facilities will attract a significant increase in recreational boaters to Ladysmith and will extend the marina's current peak season. New proposed activity packages that include kayaking and a First Nations cultural experience (in partnership with the Stz'uminus First Nation) will further enhance the attractiveness of Ladysmith as a marina stop-over. A growth in visitor nights is anticipated and these should be carefully tracked to demonstrate return on investment.
- There is a need to assess on-shore visitor opportunities that are readily available to marine visitors in moorage areas along the entire coastline. The transportation issue has already been identified (Section 4.3) and needs to be resolved, at least in the peak summer months, if the wider community is to fully benefit from this visitor segment. Similarly, the recreational opportunities that are immediately adjacent to docking areas should be a focus of attention if the region is to be successful in 'holding' these visitors for any length of time. Concerns regarding shore access to back country, the availability of near-shore campsites, and the limited transient moorage at areas of existing interest are all issues that would benefit from further assessment and identification of priorities.
 - Develop new collateral material that presents existing opportunities for recreational boaters. Creating this in a form of a map that highlights moorage areas, shore activities, marine services, and local amenities should be considered.
- Review land to water access for all marine-based users and determine appropriate strategies to address significant constraints.
- Review the work of the Georgia Strait Alliance and work towards eco-rating certification under the BC Clean Marine Program. Maple Bay Marina is in the process of pursuing this certification. Other marinas should seek to be compliant, thereby enabling the region as a whole to position itself as a "Clean Marine" destination.
- Undertake market research that focuses on this sector. Length of stay, seasonality, visitor expenditures and on-shore activities are all areas of interest that would assist the sector in its ongoing development. Explore opportunities to work with the MTCA, TVI and/or Vancouver Island University on a research initiative.
- The region has unique strengths in relation to winter diving. Further consideration needs to be given to promoting this activity – particularly in light of its ability to attract visitors out of peak season.
- The marine sector can be strengthened through innovative packaging with other product sectors, culinary experiences, events and on-shore accommodation, provided that transportation is included.
 - Cross-marketing with other product sectors and within the sector will raise the profile of the marine-based tourism sector. Maple Bay Marina and Genoa Bay Marina partner on a discount moorage coupon program. The effectiveness of this program in extending length of stay should be assessed.

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5.2 Nature-Based Tourism

Develop a nature-based tourism strategy and action plan for the Cowichan Region.

The Cowichan Region has potential for a spectrum of nature-based activities from eco-tourism and soft adventure to more extreme pursuits and hard adventure. Activities such as camping, hiking, kayaking, boating, fishing and more recently mountain biking, are associated with the region (see Appendix 2), but there is substantial scope to strengthen this association and to develop product and related infrastructure that will expand on available opportunities. This area of product development will need considerable public sector involvement as there are infrastructural, access and land-use issues that should be addressed.

TACTICS:

- The planning discussions identified numerous opportunities for specific activities, including niche pursuits such as paragliding on Mount Prevost and mountain biking on Tzouhalem, but many of these activities could not be regarded as fully 'market ready'. While there are a number of well-established outfitters and operators providing sought-after experiences, there remains potential to further develop nature-based niche sectors in a way that will meet the resurgence in demand for this type of product. It is therefore recommended that a public sector partnership is established with the Regional District as the lead, to develop a nature-based tourism strategy. The strategy should include an analysis of the commercial and recreational opportunities within the Cowichan Region and an action plan for further developing and utilizing these opportunities to expand tourism and increase the appeal of the area for local residents.
 - The methodology should include an identification of existing opportunities and current levels of activity as an initial step in assessing the potential for expansion; an analysis of required facilities and support infrastructure (including signage and trails development and maintenance); and associated land-use issues.
 - The discussions with the Cowichan Lake stakeholders identified wide-ranging back-country opportunities in the area. At the same time major constraints associated with land ownership were identified. Clearly, there is a need for a facilitated series of discussions with the forestry companies and the First Nations to explore collaborative options. Expanding on wilderness and lake-based opportunities in this area would increase the overall market profile of the Cowichan Region substantially, particularly if a stronger association could be built between the destination and its potential to act as a gateway to West Coast wilderness experiences associated with the iconic West Coast Trail/Pacific Rim National Park Reserve.
 - The first half of the new Runner's Trail from Headquarters Bay at the southern end of the Canadian Northern Pacific Railway Alberni Inlet Trail to Francis Lake (about halfway to Cowichan Lake) is in near completion. This is a collaborative initiative involving the City of Port Alberni, Tseshaht First Nation and funding from the Island Coastal Economic Trust. There are discussions regarding establishing a funding partnership to complete the trail through to Cowichan Lake. A trail of this nature would be a primary asset to the region and discussions should take place to assist in securing funding for the remaining half.
 - The paved road to Port Renfrew presents 'gateway' opportunities for Lake Cowichan. While the area has strong potential for growth in a range of nature-based activities, including mountain biking and ATV use, there are constraints that need to be looked at in relation to ownership (as already cited), accommodation and lake access. The 76 km circle route around Cowichan Lake is of interest to visitors, but is inaccessible to those in rental vehicles without off-road insurance.

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- Similarly, the Port Renfrew road creates potential to develop circle route packages for rubber tire traffic and cyclists. The full circle route is already packaged through Cycle Treks from Victoria as a five day full circle cycle tour of southern Vancouver Island via Lake Cowichan. The route is packaged with accommodation, guides, van escort, and various agritourism/viticulture and activity-based experiences such as white water kayaking.
- There is considerable scope for building specific cycling product – back road, off-road cycling and mountain biking. The Trans Canada Trail and the imminent completion of the Kinsol Trestle open up new opportunities for product development and associated packaging. There is scope to partner with neighbouring jurisdictions, particularly Capital Regional District and Salt Spring Island to develop circle cycling routes that would link in with the Island, the Lochside Regional Trail and the Galloping Goose. Effective development of this product will require identifying appropriate accommodation venues and associated support services.
 - Review potential of all community trails and regional authorized back-country trails for different types of off-road cycling experiences. Refer to Whistler Trail Standards¹³ for definition of trail types.
 - Ensure that there is a communication link between the MTCA *Experiences BC* Mountain Bike Tourism initiative and Tourism Cowichan. This sector group has just completed a plan that is designed to raise the profile of mountain biking as a key provincial experience and British Columbia as an international destination for the activity. For other resources, refer to the handbook developed by Tourism BC – *Developing Community Mountain Bike Tourism Experiences* (2008) and the work of the Western Canada Mountain Bike Tourism Association¹⁴.
- Any development of trail-based product will require supportive print and web-based collateral. The CVRD GIS department will work on mapping initiatives with Tourism Cowichan.
- The trails open up options to develop and promote new activities such as Geocaching. This is a low-impact growth product that will assist in extending the length of stay. Review the activities of Shuswap GeoQuest as an example of using Geocaching to build shoulder season business and generate new interest in a destination – <http://shuswapgeoquest.com/index.html>.
- Similarly, the region offers significant potential for birding tourism, particularly in relation to the migrating and wintering birds associated with the estuarine areas.
- The Cowichan River has heritage designation at both national and provincial levels. It offers a range of unique opportunities associated with fishing, hiking and 'drifting' and potential for interpretive experiences that would enhance the region's ecotourism product.

¹³ http://www.ownthetrail.com/TrailStandards_Whistler.pdf

¹⁴ See <http://www.mbta.ca/mbta.asp>

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5.3 Arts and Cultural Heritage

Work with partners to strengthen the role of arts and cultural heritage within the tourism industry.

The Cowichan Region has a rich cultural heritage and a strong tradition of arts. The attractions and experiences on offer embrace an array of product associated with First Nations culture, visual and performing arts, and a diverse range of artisans. The international recognition of the Chemainus murals, Duncan's positioning as the City of Totems together with the Quw'utsun' Cultural Centre, and the opportunities for live performances are indicative of the strengths that the region has in arts and cultural heritage. The specific attractions that highlight the regional ecological diversity, such as the Pacific Northwest Raptors Bird of Prey and Falconry Visitor Centre, the BC Forest Discovery Centre and the Freshwater Eco-Centre; the opportunities for boutique shopping; and, the range of festivals and events that celebrate the region's distinctiveness add further value to the visitor experience. However, despite the extensive product base, the planning discussions raised concerns regarding the general fragmentation of this sector, the lack of coordinated marketing, insufficient packaging, a weak presence on the internet, signage and hours of opening issues. The Regional District has just created an arts and culture staff position and it is anticipated that this position will play a key role in integrating arts and cultural heritage with tourism in a more effective manner.

Building local and regional awareness is critical in developing cultural tourism and in strengthening the arts and cultural heritage sector. There is often a tendency to assume a high level of awareness locally which generally results in a lower priority being placed on quantifying assets and capacity or the overall economic value of the sector. Addressing these gaps is an important step in leveraging local and regional political support and in attracting funding from outside the region. The following tactics reflect the need for a comprehensive analysis of the existing sector.

TACTICS:

- Undertake a comprehensive scan of arts and culture in Cowichan and an analysis of its economic value. This is a significant project but it will establish essential baseline data, and it will provide an inventory of product and an overview of facilities, capacity, specific needs, and a better understanding of actual and potential markets. The research should include a review of sales outlets, promotional tools, professional development, access to studio space, involvement in related education, and associated issues and challenges. In looking at the economic impact, attention should focus on measuring spending and related employment associated with the entire arts and culture sector, including arts-related education, relevant events and festivals, societies and organizations.
 - To undertake this work in a comprehensive manner, it is recommended that a number of research tools are used including questionnaires, focus groups and interviews. Ideally there should be consultation with residents and the wider business community, as well as artists and cultural organizations. Achieving high levels of participation is important and will require a public relations strategy involving the local media that highlights the benefits of this work. This is a significant project and the availability of funding for professional assistance would be of value. In the absence of funding, review work completed in other jurisdictions and tools developed by organizations such as 2010 Legacies Now.
 - The research findings should assist in attracting outside funding and investment. With ongoing tracking the data will also demonstrate return on investment and can be used to monitor the impact of new policies and initiatives.

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- Encourage further development of authentic experiences based on traditional First Nations culture. The Cowichan Tribes play a strong role in tourism and raised the profile of the region considerably through the North American Indigenous Games in 2008. Related product includes the Quw'utsun' Cultural Centre and Aboriginal cultural events, such as the Walk-of-Nations and the Cowichan International Aboriginal Festival of Film & Art. The interest in Aboriginal cultural experiences has increased substantially in recent years, particularly with the hosting of the 2010 Winter Olympic and Paralympic Games, and the Aboriginal Tourism Association of BC (ATBC) is seeking to build on this new level of market interest through further product development and marketing.
 - Encourage close working relations with ATBC and review opportunities to build on current product offerings.
 - Explore opportunities to create 'experiences' that can be packaged with other products. The discussions with the Stz'uminus First Nation in Ladysmith regarding developing a cultural experience that can be packaged for marine-based visitors exemplifies this approach (see Section 5.1).
- Identify existing heritage product such as the Ladysmith Heritage Route and the Cowichan Valley Museum, and review the potential to develop a regional heritage-based product that incorporates these local elements. The region has numerous 'stories' and interesting sites such as Whippletree Junction associated with its more recent settlement that could be incorporated into an historical interpretive trail.
- Chemainus has taken a lead on developing a packaged product that includes theatre and accommodation. Further consideration needs to be given to expanding this approach and to working with existing consortiums such as the Visions Art Tour Society. Packaging needs to be creative – existing packaging approaches should be reassessed to see where there is room for innovation that would bring a 'freshness' to the experience.
 - Consider the potential for developing new regional circle tours that offer a range of local authentic experiences based on local products (see Section 5.4 below).
 - Cowichan hosts a number of Christmas events and festivals that seek to promote local arts and crafts. Explore the potential for packaging these events with accommodation and promote in the near-in regional market.
 - Work with artists and artisans to explore the potential for developing new 'experiential' product based on interactive workshops. Examples of success elsewhere are often based on a packaged product that includes spa and wellness components, nature-based activities and/or unique culinary experiences.
- Establish a working group to review existing events and festivals and to identify ways of consolidating this sector. Events and festivals can be a key economic driver, particularly when there is a clear strategic approach to building the product.
 - There are opportunities to create greater efficiencies in planning and marketing. Although many of the current events are community-based, consideration should be given to developing a regional marketing template that raises the awareness of the region at each event and strengthens the association of the community with the region. A consistent regional emphasis in the marketing message will build a profile of a dynamic regional destination and will assist in cross-marketing events.
 - Focus on packaging key events with accommodation and promote regionally.
 - Create a process for evaluating the events and use this process to determine tactics for enhancing each event and generating new benefits. Various tools have been developed to assist with this process and consideration of an appropriate methodology should be built into

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the festival and events planning process¹⁵.

- Hold an annual networking workshop for all event planners and organizers. Review strengths and weaknesses and develop tactics for future events.
- Encourage the municipalities and CVRD to expand or develop public art programs. The totem poles in Duncan and the murals in Chemainus are both central to the identity of the two communities. Other opportunities to expand on the provision of artistic expression should be explored as public art can play a strong role in contributing to a 'sense of place' and in enhancing an association with arts and culture.
 - There are a range of funding models for public art that could be considered. Examples include:
 - < Capital Regional District – Four municipalities within CRD (District of Saanich, City of Victoria, District of Oak Bay, and the Township of Esquimalt) have "percent for art" policies in place. In Saanich the municipality has committed 1% of the value of the capital budgets for above ground projects towards the purchase or commission and maintenance of public art to be integrated into or displayed in public areas; and 1% of the budget for municipal building construction/renovation projects, or park redevelopment, in excess of \$250,000 to the purchase or commission of public art for that building, structure or park.
 - < City of Surrey – through the Public Art Policy's Funding Strategy, selected civic capital projects are required to provide 1.25% of the construction budget for the inclusion of public art. The percentage of art funds arising from smaller park development construction projects are pooled and included for allocation within the annual Public Art Master Plan.
 - < City of Kelowna – contributes a sum equal to 1% of the City's annual capital budget from general taxation revenue (a minimum of \$100,000 per annum) to create a Public Art Reserve Fund to be used to fund civic public art projects, and to provide matching funds to encourage the provision of public art by the private sector within publicly accessible portions of developments.
 - < City of Revelstoke – \$1 per capita is annually allocated to a Community Public Arts Program.

5.4 Agritourism, Culinary Tourism and Viticulture

Strengthen the capacity of this sector to be a major component in defining the 'essence' of Cowichan and adding value to other sector experiences.

The combination of a Maritime Mediterranean climate and fertile soils has resulted in a rich abundance of agri-product. Cowichan's positioning as a destination has increasingly come to be associated with its wide variety of experiences in this sector, and many of the region's festivals and events celebrate the food and beverage produce associated with the land and the ocean. There is a strong level of appreciation for organic and healthy eating within Cowichan, and the region has received further acclaim through Cowichan Bay becoming the first named *Cittaslow* community in North America.

¹⁵ Examples include Research Resolutions & Consulting Ltd., August 2005, Guidelines for Measuring Tourism Economic Impact at Gated Events and Festivals, and Guidelines: Survey Procedures for Tourism Economic Impact Assessments of Ungated or Open Access Events and Festivals – both these documents were financed by the CTC and the province/territory DMOs. This material can be accessed at: <http://www.tca.gov.bc.ca/research/ResourcesForResearchers/HowToGuides.htm>

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These strengths are significant and there needs to be a concerted effort to build on them and to identify and address any areas of concern in a more strategic manner.

The concept of promoting Cowichan as a 'Feast' was raised in the planning discussions. This theme not only embraces the local flavours associated with diverse wine and culinary products, but it can also be expanded to include the array of other products already discussed – nature, the ocean, arts, culture, and retail. As local writers have highlighted, there is a *joie de vivre* associated with a 'land of plenty' that provides considerable potential for innovative packaging and marketing to regional and international visitors alike.

TACTICS:

- Establish a working group of stakeholders from within the sector to assist in further defining strengths, areas of weakness and possible tactics. The discussions associated with this regional planning process identified a range of issues, but there remains scope for additional input from operators that are directly involved in related businesses. This working group should develop a summary report for Tourism Cowichan and should be disbanded upon completion of the project. The following activities will need to be addressed:
 - Ensure that Tourism Cowichan has a complete inventory of all related product, including hours of opening, types of facilities and services offered, group capacity, awards and recognition, and nature of access and accessibility (including signage issues).
 - Identify opportunities for and interest in packaging and cross-marketing.
 - Identify weaknesses in current collateral related to this sector.
- Explore the opportunity to develop a regional self-guided agritourism product or an event-styled theme tour. There are a growing number of circle tours and agritourism consortiums within BC that are becoming significant attractors, including the Fraser Valley Circle Farm Tour that consists of a series of farm tourism tours in a number of adjacent regions and communities – (Abbotsford, Agassiz-Harrison Mills, Chilliwack, Langley, Mission, and Maple Ridge-Pitt Meadows). These tours demonstrate the value of developing partnerships and creating product that features a range of agritourism businesses, together with local and regional agrarian themed festivals and events and farm-based or rural accommodation.
 - Explore opportunities to work with the wider region in developing themed routes, including the Gulf Islands.
 - There are already a number of festivals and events associated with this sector. The potential to build on these events through amalgamation, expansion or further diversification should be discussed.
 - Utilize the concept of 'feast' in developing a trail that embraces all forms of produce and product from the region.
 - Review examples elsewhere, such as the **Taste Trail** in Prince Edward County. This self-guided tour route links together Prince Edward County's finest artisanal food producers, restaurants, wineries (as well as a cidery and a brewery) – all dedicated to crafting products from local ingredients. The tour showcases 23 participating locations and offers visitors the opportunity to wander from place to place alternating between tastings, tours and dining experiences. All participants provide an added-value experience, such as a tea-room, a tasting area and/or on-site entertainment. Referred to as *an authentic epicurean experience*. An interactive web-map, a print brochure and signage all promote this example of *terroir-based gastronomy*. <http://www.tastetrail.ca/tourroute.html>.

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- There is a growing interest in using Farmers' Markets to promote awareness in local experiences and product. Cooking demonstrations in the Market or the current linkages that Fairburn Farm Culinary Retreat and Guesthouse has with the Duncan Farmers' Market are examples of tactics that can be developed further.
- South Cowichan has a strong equestrian sector that has not been looked at as a potential tourism product. Equestrian tourism includes a wide range of participatory and spectator activities and would be a natural fit with the pastoral landscapes and the back country access. An inventory of operators should be developed and a workshop hosted to review capacity and level of interest.
 - Potential exists to develop bale and breakfast accommodation.
- Issues were highlighted in the planning discussions regarding CVRD bylaws and farm-based accommodation. Business advisory services should be offered to assist in developing farm-based accommodation. There may be a need for advocacy (where appropriate).
- Facilitate sector net-working events.
- Work through the EDC to expand on high-end boutique style accommodation that aligns itself to product in this sector. The closure of the Aerie has left a gap in the 'opportunity spectrum'.
- Direct Farm Marketing is targeting local residents. Work with stakeholders to develop collateral that will also target the visitor market.
- Regional stakeholders are currently involved in provincial initiatives such as the Culinary Tourism Society, the BC Agritourism Society and the BC Food and Beverage Tourism Alliance. Ongoing involvement and participation in relevant programs, such as quality assurance/accreditation, insurance, and in related marketing initiatives should be encouraged. The MTCA *Experiences BC* sector group (the BC Food and Beverage Tourism Alliance) offers new opportunities for leveraged partnership marketing.

5.5 Sport Tourism and Golf

Develop a coordinated approach to pursuing sport tourism.

The Region has significant assets for a wide range of sport tourism events and has already had success in hosting the high profile North American Indigenous Games in 2008 and the BC Seniors Games in 2005. The facility base has grown substantially in recent years with key venues in the Duncan/North Cowichan area, including the Cowichan Sportsplex and the Aquatics Centre. There is ongoing expansion with infrastructural developments such as the all-weather sports field to be completed in 2011 in Ladysmith, and the current renovation and extension of Cowichan Lake Sports Arena. The golf sector offers a variety of experiences to a range of golfers, and has distinct advantages with the region's long season and good access.

With regard to constraining issues, accommodation was highlighted as an area that needs to be addressed for both sport tourism and golf tourism. The golf industry could benefit from a high-end boutique facility that would offer a more intimate packaged experience, while sporting events that focus on attracting teams have issues with coordinating appropriate accommodation requirements.

Efforts are already underway to address issues and leverage opportunities. Economic Development Cowichan is actively promoting a range of hotel and resort investment opportunities and Tourism Cowichan has been working with provincial partners to highlight the Region's potential to host sport tourism events. The following tactics seek to reinforce these efforts.

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TACTICS:

- An Expression of Interest was submitted to Tourism BC to participate in the Advanced Sport Tourism Planning Workshop. The region is anticipating the opportunity to participate in this program in 2010-11. Many of the following tactics are likely to be highlighted in this planning process.
- Ensure that there is a comprehensive database of all sport related facilities and venues, sport tourism organizations, and sport/tournament organizer clients.
 - Cowichan has been profiled on www.HostingBC.com by Tourism Cowichan. The content on this website needs to be maintained on an ongoing basis.
- Develop communications tools and procedures to facilitate the preparation of bids and the hosting of events.
 - Ensure that Tourism Cowichan is kept aware of all bid applications and is given an opportunity to support the bid where appropriate.
 - Develop a 'manual' for sport events to guide staff involved in assisting client groups. Establish systems that will facilitate the booking of accommodation and guarantee the availability of suitable food and beverage services.
 - Focus on shoulder season and winter season opportunities as the accommodation base may be insufficient in peak season.
- Build hosting strategies to gain leverage from sport events.
 - Create a hosting package that includes destination promotional material and opportunities to extend the visit. Include opportunities for other members of the family or group that may be accompanying the athletes.
 - Create welcome packages for overnight participants and spectators. Partner with the accommodation sector to distribute these. Include incentives that would generate return leisure travel and/or extended length of stay.
- Local appreciation for the value of sport tourism is low. Develop an awareness program to create an understanding of this sector and its potential impact on local businesses.
- Explore opportunities to promote the region as a location for sport training camps. Lake Cowichan has been successful in this area and there is scope to expand this type of product.
- Build on existing high profile events such as the Subaru Shawnigan Lake International Triathlon.
- Ensure that Cowichan is represented at the annual BC Sport Tourism Events Marketplace. This is a province-wide business-to-business conference for community tourism industry representatives and provincial sport organizations from across the province.
- Ensure that Cowichan is involved in the BC Sport Tourism Network. This network facilitates interaction and the sharing of knowledge between members of the BC sport tourism community, and includes quarterly conference calls, a bimonthly e-newsletter informing network members of upcoming event bid deadlines, grants and industry news, as well as updates on Provincial programs.
- Develop methodologies for assessing the delivery and the economic impact of major sporting events.
- Continue to work with the golf sector to determine appropriate support tactics. There is potential to utilize golf more effectively as an 'added value' product for the business market.
 - The Golf Vancouver Island consortium is a well organized golf alliance that has raised the

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profile of golf on Vancouver Island substantially. Support this consortium in partnership marketing to build awareness of the wider region.

- o Explore the opportunity to develop a regional alliance that can promote incentives to attract visitors on the basis of discounted rounds for multiple games in the region.
- o Work with accommodation operators to develop golf packages that will broaden the appeal of golf as a destination activity.

6. Marketing

6.1 The Role of Tourism Cowichan

Tourism Cowichan has put considerable effort into building market awareness for the region as the destination through regional branding, the ongoing development and distribution of the regional vacation planner, and a wide range of marketing activities. This regional focus should be maintained and supported in a manner that:

- Ensures consistency between regional and local messaging;
- Creates leverage between the two levels of marketing;
- Reduces duplication of effort;
- Maximizes scarce resources.

Tourism Cowichan's key role is to generate awareness for the destination as a whole – tourism stakeholders and communities should seek to capitalize on this and highlight unique selling propositions that will capture a specific component of this regional market demand. Where the objective is to attract a specific market, such as sport event planners or marine tourism segments, it is recommended that Tourism Cowichan and the local stakeholders work in partnership on collaborative marketing.

6.2 Target Markets and Audiences

In implementing a marketing strategy, consideration needs to be given to identifying the range of target markets and audiences. These can be grouped into two main categories – 'external' and 'internal' as follows:

External:

- Primary geographic markets:
 - ◀ British Columbia – particularly the near-in regional markets in Victoria and Nanaimo, and the Lower Mainland. This includes international visitors that are based in Victoria.
 - ◀ Anecdotal evidence suggests that the 'visiting friends and relatives' segment is a strong component.
- Secondary markets:
 - ◀ The Pacific North West – particularly in relation to marine tourism. In addition, there are direct flights from Victoria to San Francisco which opens up possibilities for strategic marketing.
 - ◀ Calgary, Edmonton and Ontario – direct flights to Victoria from these markets.
 - ◀ Europe.
- Niche markets:
 - ◀ Key niche sectors include golf, wine, culinary and agritourism, marine tourism, and the touring market.
 - ◀ The family market.
 - ◀ Sectors with potential to expand include arts and cultural heritage, sport tourism, and specific nature-based sectors such as mountain biking and trail cycling.
- Other external audiences:

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- < The travel trade – tour operators and travel agents.
- < The travel media.

Internal:

- All tourism stakeholders in the Cowichan region.
- The wider business community.
- Local, regional and provincial politicians and local and regional government staff.
- Local residents.
- Regional and provincial tourism organizations – Tourism Vancouver Island, the Ministry of Tourism, Culture and the Arts.
- Other near-in tourism and local government organizations – as a means of increasing regional collaboration.

6.3 Marketing Strategies

The following strategies and tactics focus on regional marketing. It is recognized that proposed activities not currently undertaken could only be pursued with new core funding. A new marketing plan that reflects coordinated stakeholder input should be developed in the event that there is a marked increase to core funding.

6.3.1 Targeting the Leisure Market

While funding for Tourism Cowichan remains at the current level, it is anticipated that the existing marketing activities will be maintained. Tourism Cowichan has had a high level of success in leveraging funds to date, and ongoing efforts to pursue marketing initiatives that offer a greater return on core investment will be pursued. Further emphasis on region-community collaborative marketing would increase the potential for cooperative marketing and would enhance current regional marketing activities. The ability to secure partnership funding through MTCA's *Community Tourism Opportunities* program will strengthen this partnership approach, as the Ministry's current emphasis is on collaborative activities.

Continue to implement a marketing strategy that focuses on building market awareness for Cowichan within the targeted markets, and increasing independent leisure travel visitation.

TACTICS:

- Continue to target key market segments through collaborative marketing and promotional activities with Tourism Vancouver Island and regional stakeholders.
 - Maintain current participation in relevant TVI consumer marketing programs, including a presence in the *Vacation Guide*, and related niche product publications.
 - Publications such as *Westworld* and the *British Columbia Magazine* reach wide audiences and are particularly appropriate given the significance of the touring market and niche product. Tourism Cowichan's ability to utilize these opportunities will depend on a strong commitment to cooperative marketing.
 - Maintain Tourism Cowichan's presence in the *Van Dop Arts & Cultural Guide*. Encourage stakeholders to participate in the related *Art of the Getaway* program.
 - Continue to utilize the regional media in the near-in markets. Work with stakeholders to

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develop special getaway packages and identify a call-to-action number that will be used to promote sales.

- Continue to develop and distribute the *Cowichan Travel Planner* and related Cowichan-focused publications. The Planner has been rewritten by a professional writer and has strong visual material and good maps that add substantially to the value of the publication as a travel planner.
 - It is critical that regional stakeholders recognize the value of these efforts and support the initiatives through cooperative marketing. Increased participation will assist in extending the distribution of the Planner.
- Maintain a presence at relevant consumer and lifestyle shows in the regional marketplace. Encourage a partnership approach with community stakeholders that will allow Tourism Cowichan to create a stronger presence and increase cost efficiencies.
 - Continue to evaluate relevancy of shows and provide feedback to stakeholders on perceived interest.
- Work with organizers of festivals and events to encourage the development of a marketing template that will generate awareness of both the region and the specific event. Use the template to cross-market forthcoming related events.
- Maintain an up-to-date media kit. A range of new 'stories' has been professionally written and this approach should be continued.
 - Continue to work with TVI media relations department to target relevant specialized media and travel writers with press releases.
- Continue to work with TVI and local stakeholders to host familiarization tours for travel trade and travel media delegates. There have been a number of excellent articles written by various media chronicling the Slow Food movement, the Pacific Marine Circle Route, vineyards and lifestyle – this focus should be maintained and stakeholders should be kept informed of successes in attracting media attention.

6.3.2 Attract New Markets

Section 5 has highlighted a range of product development initiatives. Progress in any of these areas will open up new market opportunities. Efforts to develop sport tourism, for example, will create the need for new collateral and specific marketing tactics designed to attract sport event planners, athletes and spectators.

Work with partners to develop new regional collateral for emerging products.

TACTICS:

- With the further development of market ready trails and the growing interest in activities such as off-road cycling and mountain biking, consideration should be given to developing a regional trails publication.
 - Provide trail descriptions, safety guidelines, rules of the trail (refer to the International Mountain Biking Association), distance and duration, activities, and degree of difficulty.
 - Consider working with CRD and Salt Spring Island to produce collateral for a circle route for cyclists.

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- Explore opportunities to develop new theme-based regional trails for different types of users. Use the internet as the medium initially to test interest in the product. Include interpretive content.
- Develop new collateral for sport tourism. Start with producing flat-sheets with quality images and an overview of the facilities. Include information on supportive community sport organizations.
- Encourage TVI to take the lead in working with BC Ferries to negotiate for competitive pricing that can be used in getaway packages.

Review the potential to utilize innovative packaging to create new interest in Cowichan and encourage increased visitor spend.

TACTICS:

- The planning discussions highlighted the need to work together to develop new packages.
 - Hold MTCA's Tourism Packaging and Product Distribution workshop from the Tourism Business Essentials program.
 - Encourage tourism operators to review the potential for adding value to existing experiences through packaging.
- Develop themed getaway packages for spring, fall and the winter seasons. Promote in the regional marketplace using local press and radio. Target specific market segments such as women or the leisure learning market.
 - Ensure that there is a 1-800 number call-to-action. Consider directing all enquiries to the new Duncan-Cowichan Visitor Centre and use the staff to promote 'sales'. Ensure that all Visitor Centre staff have a comprehensive level of knowledge regarding the various campaigns and alternative opportunities.
- Focus on encouraging the development of interactive / experiential product. Building a package around a learning or participatory experience associated with the region's key product sectors, will strengthen Cowichan's association with that particular product.
- Developing new sectors such as off-road trail biking or horse-back trail riding will be facilitated through creating packages with appropriate accommodation.

6.3.3 Internet Marketing

Develop a comprehensive regional internet marketing strategy that positions the Tourism Cowichan website as the recognized portal to the region, and ensures that the website has the capacity to drive new business to the region and to individual communities.

While progress has been made with the ongoing development of the Tourism Cowichan website and the Travel Planner can now be viewed on the website, this is an area of regional marketing that will need further investment. Given the significance of this medium in trip planning and the decision making cycle, it is imperative that this site showcases the region in a dynamic manner with timely and relevant information and in a way that reinforces the concept of a regional destination.

Ideally there should be one regional visitor website with all the various communities profiled on the site. At present the site links to the different community websites which creates an element of confusion for the visitor in navigating the sites. With one well-managed site there would be a comprehensive virtual visitor information service and a consistency in the look and feel of the messaging. Furthermore,

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working together in this manner would reduce costs and would allow for a more effective pooling of scarce resources. However, to do so effectively will require the development of a comprehensive internet strategy with input from the key stakeholders. This site should become a resource tool for a range of audiences, including local stakeholders and the travel trade, together with the prospective visitors.

TACTICS:

- As funding become available, use professional services to work with Tourism Cowichan in developing an internet marketing strategy for the region. Work with communities to ensure that any linked sites complement the regional message.
- Continue to keep the website high on internet searches. Utilize a search engine optimization program if necessary.
- As new collateral is developed, make it available to view on the website.
- Continue to maintain the event calendar and ensure that it is searchable by community. Resolve any issues concerning double entries.
- Continue to expand the image bank of visual material and B-roll for broadcast ensuring that it depicts all aspects of the visitor experience in Cowichan. These images should be used to add to the vitality of the existing website, highlight the diversity of regional product, and be available for travel writers and/or the travel trade. If a photographer is retained for this purpose, ensure that the images are available royalty-free for use in all media. High resolution images are required for all print purposes.
 - Develop partnership agreements with the communities to have shared use of visual material on a reciprocal basis.
- Work with MTCA to promote regional searches on www.HelloBC.com. Currently the site can only be searched by community.
- Continue to work with stakeholders to raise awareness regarding MTCA's Listings Program and encourage a high level of participation in the program. Stakeholders not participating will not be featured in HelloBC.com. Refer stakeholders to TourismBC.net for a comprehensive list of programs designed to assist stakeholders in connecting with consumers.
- Utilize travel blogging as a mechanism to generate new and ongoing interest in Cowichan and its range of experiences. The use of *Twitter* offers potential to attract attention to new products and special offers. Similarly mechanisms such as *Flickr* and *You Tube* provide opportunities for sharing visual material and unique moments, as does the Canadian Tourism Commission's *LocalsKnow.ca* website. (There is Cowichan-related *You Tube* material available on the web but its quality does not always do justice to the nature of the experience and the type of image that should be projected – this issue can be countered through developing and posting material on the Tourism Cowichan website).
 - Encourage blog entries on HelloBC and use the Share the Excitement!™ widget to highlight the blog entries from HelloBC on the Tourism Cowichan website.
 - Engage the services of a local writer to assist with blogging.
 - Use social media to reinforce print media campaigns.
- Develop opportunities for building permission-based/opt-in e-mail marketing data-base. Use this for

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targeted e-mail campaigns in addition to social media.

- Develop a page for the travel trade and tour operators. Develop and post suggested itineraries.
- Develop a corporate page for regional stakeholders. This can be password protected and should be used to disseminate relevant information such as the annual marketing plan and news features. An on-line version of the product inventory data-base could be maintained in this section of the website.
- Consider developing a 'mobi' site to enable the delivery of real-time mapping and local information to smart phone users within the region.
- Work with appropriate stakeholders to assess the issue of internet 'dead' zones in the Lake Cowichan area.

6.3.4 Tracking and Monitoring

Develop effective marketing feedback and control systems

Developing feedback and control mechanisms is essential to measuring the effectiveness of marketing and return on investment. These tracking mechanisms, together with an initiative to measure the value of tourism, will shape the ongoing planning process

TACTICS:

- Establish targets for the tourism plan and the marketing strategies that are measurable, and put systems in place to track and evaluate effectively.
- Use measuring devices and tracking systems for specific promotional campaigns and measure enquiries generated and actual sales.
 - Assist tourism businesses with developing similar tracking systems. Consider holding a training workshop on this subject.
- Develop procedures for assessing the effectiveness of public relations such as media space gained and number of feature articles in the press.
- Work with the website developer to ensure that there are analytics in place to measure use of the website.
- Use feedback measurements in the annual review of the tourism industry and in forward planning for marketing and product development.
 - Develop regular reports on performance and circulate to stakeholders.

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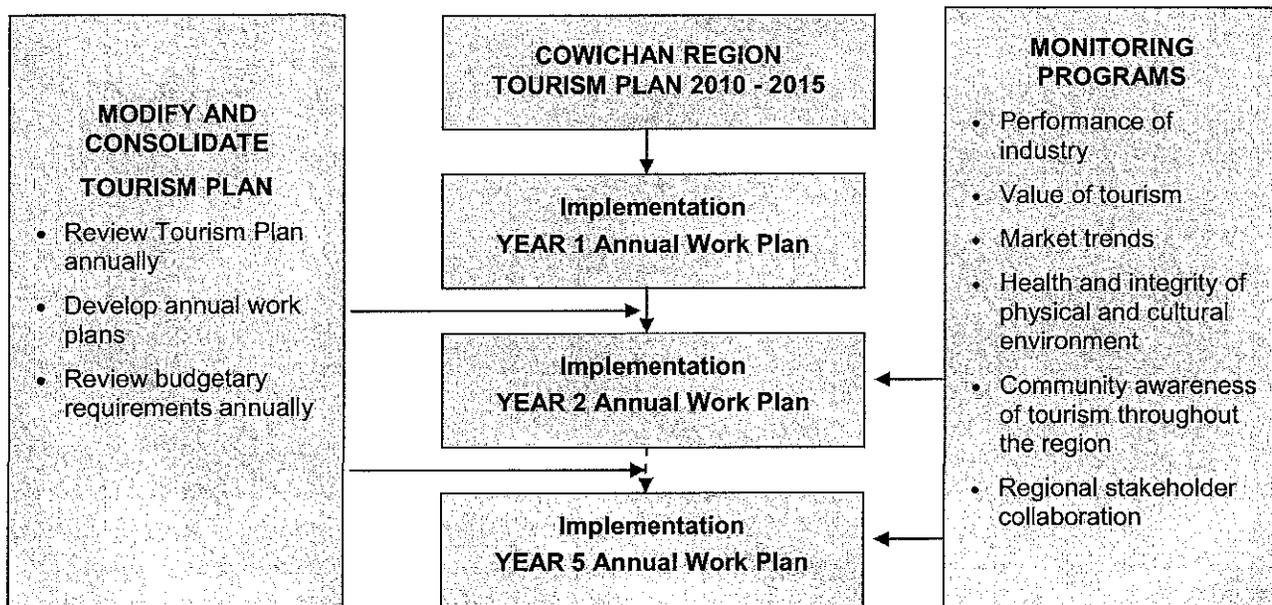
7. Annual Planning

Effective implementation of this Tourism Plan is dependent on maintaining the vision for a strong regional destination, effective collaboration, new sustainable core funding, and a commitment to ongoing planning and review.

This Tourism Plan provides strategic direction for the next five years. To move forward effectively, however, Tourism Cowichan and Economic Development Cowichan will need to use the Plan each year to identify immediate priorities and establish an Annual Work Plan. This should be done in consultation with the Tourism Advisory Committee, and efforts should be made to create synergies between proposed regional activities and what is being planned for locally.

The Annual Work Plan should highlight partners/stakeholders responsible for the implementation of each initiative. As core funding increases, the need for stakeholder input will likewise increase.

This Tourism Plan has emphasized the importance of regular monitoring. Such monitoring is essential for effective annual planning and for tracking the performance and growth of the tourism industry, and will become increasingly critical as funding increases and collaboration grows. The following exhibit summarizes the ongoing monitoring / planning cycle and demonstrates how the strategic directions for Cowichan can be refined and modified on the basis of progress and changing market trends. This ensures that the Cowichan Region Tourism Plan remains a **working** document.



Source: Tourism Planning Group.



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Appendix 1

The Planning Context

Regional	
<p>The Cowichan Region Economic Development Strategy (2002)</p>	<p>This strategy was prepared following the establishment of the CVRD Economic Development Cowichan. The strategy represented an integration of a number of economic development initiatives that were proceeding throughout the region at that particular time. The goals and objectives listed included a number that related to tourism development and promotion:</p> <ul style="list-style-type: none"> • Tourist information centre development. • Image improvement strategy. • Duncan downtown revitalization strategy. • Highway corridor enhancement. • Gateway improvement. • Regional tourism action plan and regional tourism marketing strategy. • New regional tourism organization. • Enhancement of the agritourism sector in the region. • Upgrading the hospitality sector. • Tourism opportunities with First Nations.
<p>Tourism Cowichan Tourism Development Strategy (2007).</p>	<p>The title of the document produced in July 2007 is somewhat misleading as the report does not constitute a 'tourism strategy', but rather represents the findings and recommendations of a review of organizational structure and service delivery. Key issues highlighted related to:</p> <ul style="list-style-type: none"> • The need to upgrade Visitor Centres within the region and enhance their visibility. • The lack of cohesion between the Tourism Cowichan regional message and the 'internal' communications to visitors upon arrival. • The changing needs of the visitor and the importance of developing a stronger focus on the heritage, arts and cultural products within the region. • The need to streamline the provision of visitor services that are currently being offered by the region's five community Visitor Centres under the Chambers of Commerce. • The potential for regionalizing a range of tourism support functions, including visitor services, marketing, planning and development, while ensuring that communities have the capacity to maintain their own identities. • The importance of building evaluation tools and metrics into relevant tourism programs. <p>Key recommendations included:</p> <ul style="list-style-type: none"> • Create an expanded model of Tourism Cowichan for service delivery and industry development. • Complete a detailed analysis of the product inventory in the region, business profiles, employment, and visitor profiles. • Tourism Cowichan continue to provide regional external marketing involving the various communities in promoting their products. • Tourism Cowichan develop network partnerships with external stakeholders.

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<p>Highways and Roads Tourism Signage Program for the Cowichan Valley Regional District (2007)</p>	<p>The regional report highlighted the following:</p> <ul style="list-style-type: none"> • Signage clutter with an abundance of signage that replicate messages and cause visual confusion. • Illegal or non-conforming signs generally erected by specific business owners or operators. • Signage maintenance concerns with a number of existing signs being in a state of disrepair. • A lack of signage coordination within the Region and a general disconnect between the different jurisdictions. • A lack of sign consistency and no distinguishing feature on the signage that would remind the visitor that they are in the Cowichan Region. <p>On the basis of these findings there were recommendations to develop a regional signage program that would include the installation and completion of Regional Gateways and would see tourism visitor signage as an integrated component of tourism policies on information, promotion and regional development.</p>
<p>Sector</p>	
<p>The Commercial Marine-Based Tourism Study Report (2005) Vaugeois, N.L. et al, 2005</p>	<p>This report together with the work undertaken on marine tourism trends (Economic Planning Group and Quest Land Services Inc., March 2005, <i>Marine Tourism Trends</i>, prepared for the Cowichan/Ladysmith Tourism Authority) represented an analysis of the region's marine tourism industry and identified key areas of concern to be addressed in the strategic development of the sector. It highlighted the need to:</p> <ul style="list-style-type: none"> • Expand infrastructure for the marine tourism industry such as increasing transient boat moorage, parking and trail ways. • Clarify multi-jurisdictional responsibilities to facilitate the process of business expansion. • Ensure smoother application and renewal processes for land and water leases. • Develop a marine tourism marketing strategy. • Link products and services for visitors through effective packaging and marketing. • Provide support for business development and survival, particularly given that many of the operators are small businesses with insufficient capacity to maximize the growth of their business. • Resolve land issues. • Ensure integrated planning occurs.
<p>Community</p>	
<p>Ladysmith Tourism Plan (2006)</p>	<p>A series of tactics based on the following mission statement:</p> <p>“Ladysmith is committed to growing tourism while maintaining the small town charm, heritage, and cultural aspects of the community. This will be accomplished by encouraging the development of high quality tourism experiences that are of interest to visitors, working in partnership with area communities, other tourism organizations and tourism related businesses”.</p> <p>A review session held in 2008 highlighted tactics for the subsequent years in the following order of priority: signage, community aesthetic appeal, promote to Island markets and work cooperatively with Tourism Cowichan and Tourism Vancouver Island, friends and family campaign, securing sustainable funding, local parking, raising awareness regarding tourism, and packaging.</p>

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<p>Duncan Tourism Development Plan 2009-2014 (2009)</p>	<p>This Plan emphasized the need to develop a regional tourism plan and to strengthen Tourism Cowichan as the lead tourism organization within the region and expand its role. A series of tactics were recommended that related to the following strategic action areas:</p> <ul style="list-style-type: none"> • Strengthening regional and local organizational capacity to deliver tourism effectively. • Enhancing the attractiveness of Downtown as a core visitor product / experience. • Improving the competitiveness of Duncan through strengthening and consolidating existing product offerings. • Improving the competitiveness of Duncan through servicing the visitor effectively, and delivering a memorable experience. • Supporting Tourism Cowichan in undertaking key destination management functions that will assist in strengthening the tourism industry regionally and locally. • Increasing awareness of the Duncan area in the regional markets, and generating a greater volume of visitors and increased visitor spending in the community year round. • Strengthening the tourism industry locally through building a greater appreciation for tourism within the Duncan area and supporting Tourism Cowichan in related tactics.
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Appendix 2

Summary of Current Situation

Cowichan Region Tourism Industry – Overview of Current Situation	
<p>Macro Environment – Trends and Issues</p> <ul style="list-style-type: none"> • Global economic volatility – decline in occupancy rates throughout the province since fall 2008. • Changing demographics. • Growth in niche/experiential tourism – arts and culture, nature-based/ecotourism etc. • Growth of online bookings and use of internet throughout the purchase cycle from trip planning to experience. • Increased demand for short breaks. • Increased demand for quality and authenticity. • Growing emphasis on integrating environmentally sustainable and socially responsible business practices into tourism business operations. • Recognition of the need to look at tourism as a system of inter-related parts and to develop a planning approach that looks at the total system. 	
<p>The Market Context</p> <ul style="list-style-type: none"> • Strong regional market. • There has been a steady growth in room revenue through to mid 2008 with an 80% increase in the past ten-year period and a 70% increase in RevPAR (revenue per available room). The corresponding figures for Vancouver Island as a whole are 55% increase in room revenue and 37% increase in RevPAR. • CVRD room revenue represents 3.5% of Vancouver Island room revenue. • Day trippers and 'visiting friends and relatives' are key sectors. • Bus tours are significant to Chemainus. • Two-thirds of the Duncan/North Cowichan hotel business is from the business sector. 	
<p>Location</p> <ul style="list-style-type: none"> • Proximity to close-in regional markets – particularly Victoria and Nanaimo. • Excellent access by road, ferry, air, and by recreational marine mode of travel. • Warm temperate climate year round. • Paved route to Port Renfrew opens up new opportunities for circle route development. 	
<p>Defining the 'Personality' of the Region</p> <p>STAKEHOLDERS' PERSPECTIVES (Based on workshop responses to the question "How would you define the 'personality' of the Cowichan Region?")</p> <ul style="list-style-type: none"> • "Free-spirited people" / laid back / eclectic • Passionate • Unique lifestyle – 'touch' of Tuscany 	<p>STAKEHOLDERS' PERSPECTIVES</p> <ul style="list-style-type: none"> • Diverse • Friendly • Little known / 'best kept secret' / secret paradise • Marine character / coastal retreat • Industrious / hard working • Creative / artistic

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Cowichan Region Tourism Industry – Overview of Current Situation

- Semi-rural; country roads / natural green – lush
- Authentic & unique stories
- Low-key affluence

VISITORS' PERSPECTIVES

- In response to the question: - "How would you describe the atmosphere or mood in the Cowichan Valley?"

	Mood Associated With Cowichan Valley
Base	297
Casual/laid back	29.9%
Relaxing/relaxation	23.5%
Friendly/friendly people	21.5%
Calm/quiet/peaceful	18.8%
Beautiful view/scenery	8.5%
Small/small town/community	7.0%
Good/great/excellent	6.0%
Rural/rustic	6.0%
Welcoming/inviting	3.2%
Natural/outdoorsy	3.2%
Happy/cheerful	2.7%
Pleasant	2.6%
Busy	1.9%

(findings from Tourism BC's *Community Tourism Foundations Perceptions/Incidence Study 2008 – overnight Trips to Cowichan Valley* [internal report undertaken by TNS Canadian Facts])

- It is interesting to note that the "laid back" qualities were clearly top-of-mind for both stakeholders and the survey respondents, and that "friendliness" was seen as a distinct attribute in both sets of responses. In keeping with the local landscapes, the serenity and rurality of the region are common themes

VISITORS' PERSPECTIVES

- In response to the question: "When you think of Cowichan Valley, what three activities first come to mind?"

	Activities Associated With Cowichan Valley
Base	297
General sightseeing	36.1%
Hiking	30.3%
Beaches/water sports/lakes	26.0%
Arts/culture/historic sites/theatre	21.9%
Fishing	21.9%
Camping	19.4%
Shopping	18.2%
Wineries/farm based	14.8%
Nothing in particular/don't know	14.7%
Other outdoors/activities/wilderness	12.0%
Visiting friends or relatives	11.4%
Boating/sailing/kayaking/canoeing	10.5%
Relaxing	10.2%
Dining	9.7%
Golfing	7.9%

(findings from Tourism BC's *Community Tourism Foundations Perceptions/Incidence Study 2008 – overnight Trips to Cowichan Valley* [internal report undertaken by TNS Canadian Facts])

Organizational Structure

STRENGTHS

- Supportive political context.
- Tourism Cowichan and Economic Development Cowichan have a regional role in tourism, and Tourism Cowichan takes a lead in promoting the region as a destination.
- Strong level of interest in developing a regional approach to the delivery of visitor services.
- Support in place for restructuring Tourism Cowichan and strengthening its role as a public-private partnership based organization that represents all stakeholders.

Organizational Structure

CONSTRAINTS / AREAS OF CONCERN

- The current approach to planning, development and delivery of visitor services is not coordinated. This lack of coordination is heightened by the localization of visitor services with four Visitor Centres and one Visitor Booth run by five different Chambers of Commerce.
- Chambers are based on a membership model – this raises issues with promoting all stakeholders. Currently tourism businesses have to deal with multiple racking fees.
- Insufficient core funding for Tourism Cowichan if it is to take an effective lead in developing and promoting the

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Cowichan Region Tourism Industry – Overview of Current Situation	
<ul style="list-style-type: none"> • Tourism is generally well recognized and integrated in Official Community Plans in the larger communities – less integration in the rural areas. • Municipalities and the Regional District have a key role to play in developing and maintaining infrastructure that will facilitate the visitor experience, such as trails and connectivity. This role is recognized in OCPs • Local tourism advisory committee in Ladysmith; City of Duncan is in the process of establishing a similar structure. • Cowichan Valley Arts Council – has a regional perspective. • Regional District has just created an arts and culture position on staff. 	<p>tourism industry – current funds amount to \$120,000 for operational and marketing costs. This level of funding has not changed since its introduction in 2003. The Additional Hotel Room Tax is not in place.</p> <ul style="list-style-type: none"> • Lack of funds at the community level – need to ensure that scarce resources are being used to best effect and that duplication of effort is minimalized.
<p>Tourism Management STRENGTHS</p> <ul style="list-style-type: none"> • Partial product inventory exists with Tourism Cowichan – further input from communities needed. • Increasing emphasis on regular communication with stakeholders within the region through Tourism Cowichan. 	<p>Tourism Management CONSTRAINTS / AREAS OF CONCERN</p> <ul style="list-style-type: none"> • A need for greater coordination of stakeholders throughout the region – has the potential to improve through a restructured Tourism Cowichan. • General lack of appreciation for the value of tourism to the local economy and lack of awareness of product within the resident population and business community. Lack of communication between key organizations at the local level – has created issues with event planning. • Growing problems with generating sufficient volunteer capacity for managing community events. • Lack of networking to link sectors and potential partners together. • The quality of the visitor experience at attractions varies. • No research and monitoring mechanisms in place. • Limited capacity to pursue grants.
<p>Community and Regional Infrastructure STRENGTHS</p> <ul style="list-style-type: none"> • Cross-section of accommodation – extensive B&B product. EDC report on accommodation (2008) indicates that there are 54 B&B properties, approximately 700 hotel/motel/resort rooms from 40 establishments. Many of these properties are small (average size is 16 rooms). The Region has 3 national chains. Range of campsites. • Variety of retail and boutique shopping experiences in community centres. Ladysmith was voted one of Canada's ten prettiest towns by Harrowsmith Country Life magazine; Duncan is renowned for its historic old 	<p>Community and Regional Infrastructure CONSTRAINTS / AREAS OF CONCERN</p> <ul style="list-style-type: none"> • Accommodation regarded as insufficient at peak times – otherwise low capacity. The planning discussions raised issues concerning quality in elements of the accommodation profile and challenges with the over-abundance of rooms in Victoria and Nanaimo. Concerns were raised over the lack of adequate accommodation in Lake Cowichan and Ladysmith. • Signage issues throughout the region – a range of site-specific concerns particularly with communities off the Highway, such as Chemainus, and for a wide range of

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Cowichan Region Tourism Industry – Overview of Current Situation

town quarter; the murals add a unique quality to the retail context in Chemainus; and other smaller settlements all have specific attributes and characteristics that contribute to the retail experience. Whippletree Junction has a specific historic appeal that adds to its attractiveness.

- Range of community markets and Farmers Markets such as those held in Duncan, Cedar and Chemainus.

attractions and B&Bs. Regional signage strategy completed but not yet implemented. Local signage study completed in Ladysmith – still to be implemented. No sense of 'arrival' to the destination.

- Intra-regional transportation issues – inadequate linkages between communities and from the marinas to communities – these issues reduce the region's ability to spread the benefits and create a service issue.
- Rail service exists but scheduling issues reduce its potential as a mode of transport.
- Waterfront infrastructure issues – inadequate moorage, issues with the Ladysmith waterfront area; no waterfront dining in Chemainus.
- Range of marine tourism sector infrastructural issues – see below.
- Localized beautification concerns in communities – need for ongoing revitalization of streetscapes.
- Communities such as Duncan continue to have few Downtown retail outlets open in the evenings or Sundays.

Tourism Product

MARINE TOURISM

STRENGTHS

- Strong growth potential – a high value sector that attracts international markets – (4,000 boats at Maple Bay Marina over a 10-week period in 2009; 600 boats over-hauled).
- Access to ocean east and west of region.
- Protected and safe waterways; protected, scenic anchorages; one of the region's unique qualities is its naturally protected bay/coves for all marine activities.
- Gulf Islands archipelago is one of a kind on a world basis; proximity to Gulf Islands National Park Reserve
- Excellent waters for water diving particularly at Chemainus and Maple Bay – wide variety of species; sunken plane attraction at Chemainus.
- Relatively easy access to trails with outstanding views.
- Opportunities to offer a range of marine sports, kayaking, whale watching – e.g. at Cowichan Bay.
- Ladysmith – close proximity to large harbour.

MARINE TOURISM

CONSTRAINTS / AREAS OF CONCERN

- Low awareness of the value of this sector – insufficient community support.
- Regulatory issues and dock space.
- Infrastructure – lack of pump out facilities; need for upgraded services for recreational boaters; berth (moorage) space.
- Transportation issues – see above – creates problems in spreading the potential benefits from this sector and impacts the visitor experience.
- Downturn in economy; high cost of fuel; high initial cost of entry (i.e. buying the boat).
- Need for coastal map with activities, stop over points, recreational boating/marine services/facilities/amenities.
- Limited fish (for fishing industry); "weather window" of a few months.
- Lack of charter boats.
- Access issues – need water to shore access within region for kayakers e.g. Octopus Point, Sansum Narrows North & South end, Mt Maxwell etc.

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Cowichan Region Tourism Industry – Overview of Current Situation

NATURE-BASED & FRESH WATER-BASED TOURISM

STRENGTHS

- Soft adventure / ecotourism: hiking, wildlife viewing, bird watching – range of existing product and significant potential for new opportunities. Product includes a number of regional and provincial parks.
- Strong actual and potential trail product, including the Trans Canada Trail and iconic features such as the Kinsol Trestle.
- Mountain biking (Tzouhalem) and road biking (Yellow Point).
- Water-based sector – low current value but growing.
- Cowichan River – heritage river; long, clean, warm river – free flowing.
- Lake Cowichan area – wide range of outdoor opportunities associated with the lake, hiking, camping, and accessing the west coast – strong baby-boom/day visit market + cabin users & tenters from the Lower Mainland. Significant opportunity to develop ecotourism sector. Annual events such as the Great Lake Walk.
- North Cowichan / Duncan area includes nature-based attractions – Pacific North West Raptors, BC Forest Discovery Centre, Somenos Marsh.
- Shawnigan Lake – water sports, Subaru Shawnigan Lake International Triathlon.
- Private school regattas.

ARTS, CULTURE & HERITAGE TOURISM

STRENGTHS

- Strong base of artisans – encompasses all communities.
- High potential for low/shoulder season growth.
- Range of festivals and events – potential to strengthen regional events.
- Strong First Nations presence and product – e.g.

- Access to capital.
- Marketing message relatively weak - need more cross-marketing. Lack of awareness of available tourism alternatives (activities/ festivals/events) to encourage people to stay longer.
- Specific community issues – e.g. Ladysmith – needs marine fuel and pump out for Harbour; Chemainus – poor beach access / facilities; Crofton – contaminated waterfront area that needs remediation.

NATURE-BASED & FRESH WATER-BASED TOURISM

CONSTRAINTS / AREAS OF CONCERN

- Insufficient analysis of resource base.
- Lack of interpretive trail maps for area parks.
- No guided interpretive services.
- Inadequate way-finding signage and poorly marked trail heads in areas.
- Cowichan Lake – limited marina opportunities given the size of the Lake; land ownership issues – most of the surrounding area is owned by forestry companies.
- North Cowichan – scope to further develop support infrastructure for mountain biking.

ARTS, CULTURE & HERITAGE TOURISM

CONSTRAINTS / AREAS OF CONCERN

- Product not packaged sufficiently to create critical mass; fragmented marketing.
- No database of artists.
- Lack of stakeholder involvement and coordination – no coordination of arts related events.

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Cowichan Region Tourism Industry – Overview of Current Situation

- Cowichan International Aboriginal Film & Art Festival.
- Strong regional audience.
- Local communities have significant product: Chemainus – unique collection of murals depicting the story of Chemainus, a professional theatre company and the ability to offer theatre packages, museums and heritage trails; Ladysmith – downtown heritage; North Cowichan / Duncan – Quw'utsun' Cultural & Conference Centre, Downtown Duncan with its totem poles, theatre, museum, and a wide range of festivals and special events; South Cowichan – an array of studios and galleries.
- Christmas festivities – e.g. the Christmas Train, Ladysmith Festival of Light – creates potential for winter tourist development.
- Growth in 'garden' tourism.

AGRITOURISM & VINICULTURE

STRENGTHS

- Strong natural attributes – soil, weather, micro-climate – results in a wide range of agri-product.
- Pastoral landscapes.
- Local awareness of healthy foods.
- Growth in culinary tourism – new Cowichan Bay Spot Prawn Festival, Cowichan Harvest Festival, Cowichan Wine and Culinary Festival.
- Cowichan Bay – first *Cittaslow* community in North America (2009).
- Significant potential for growth.
- Strong B&B tradition – should build on this with the development of farm stays.
- Potential to develop 'experiential' product.
- Farmers Markets – reinforces the role of agri-sectors in the local economy.

SPORT TOURISM (including GOLF)

STRENGTHS

- Significant facility base for sport events particularly in the Duncan/North Cowichan area (Cowichan Sportsplex, Cowichan Centre, Aquatics Centre)
- Ongoing development of facilities: Ladysmith – all weather sports field to be completed March 2011; Lake Cowichan – expansion of Cowichan Lake Sports Arena.
- Hosting of the North American Indigenous Games in

- Weak presence on the web.
- Irregular signage.

AGRITOURISM & VINICULTURE

CONSTRAINTS / AREAS OF CONCERN

- Lack of person to liaise with stakeholders – need to build networks and business capacity.
- Potential to cross-market with arts and culture and other product areas not being developed.
- Lack of educational / business advisory services for agri-businesses to assist in developing viable tourism experiences.
- Concern regarding bylaws and accommodation on agricultural properties.
- South Cowichan – need to improve accessibility to wineries and farms in winter months.

SPORT TOURISM (including GOLF)

CONSTRAINTS / AREAS OF CONCERN

- No coordinated, strategic approach to pursuing the sport event market.
- Little buy-in on sport tourism – very fragmented sector. Resentment from local users over use of facilities by visitors – needs to be addressed through a program of community awareness on value of sport tourism.
- Lack of high-end accommodation for golf packages –

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Cowichan Region Tourism Industry – Overview of Current Situation	
<p>2008 was highly successful – potential to build on this success.</p> <ul style="list-style-type: none"> • Lake Cowichan – offers a range of sport events and sport training camps, including curling bonspiel, the Annual Great Lake Walk and Ultra-Marathon, and the Cowichan Lake Marathon. • Strong golf product – range of opportunities: Arbutus Ridge Golf Club; Cowichan Golf and Country Club; Duncan Meadows Golf Club; March Meadows Golf Course; and Mount Brenton Golf Course. • Cowichan Golf and Duncan Meadows – participate in the Golf Vancouver Island Trail – offers golf packages. 	<p>need for a boutique hotel associated with this sector.</p> <ul style="list-style-type: none"> • Seniors – generally an untapped market.
<p>Marketing and Communications STRENGTHS</p> <ul style="list-style-type: none"> • Tourism Cowichan has taken the lead on marketing and promoting the region – vacation planner (print & online), refreshed website with stakeholder listings + events; editorial text in Planner completely rewritten by a professional writer. • Planner distributed throughout BC, and at regional airports, and the Coho Ferry. In 2010 distribution will include the Tsawwassen to Duke Point ferry. • Other Tourism Cowichan marketing activities include: <ul style="list-style-type: none"> ○ Weekly promotional campaign in regional media May – October. ○ Enhancing the Cowichan Free Map, the BC Ferries Rack Card and materials for the Culinary and Wine Festival. ○ 2010 Canwest Calendar Campaign. ○ Working with stakeholders to host familiarization tours. ○ Developing strategic partnerships to increase ‘voice’ – e.g. worked with TVI on media events at the Olympics – “A Taste of Vancouver Island ...”. ○ Travel trade and travel media tactics – contracted a writer to develop media kits – distributed on USB memory sticks; stories are regularly passed up-line to TBC through TVI. ○ Trade and consumer shows. • Ladysmith – has expanded its marketing efforts – includes an increased image bank; a refreshed brand and visual identity – “Ladysmith, A View to the Sea”; and a new website – www.ladysmithtourism.ca. 	<p>Marketing and Communications CONSTRAINTS / AREAS OF CONCERN</p> <ul style="list-style-type: none"> • A perceived lack of activities for visitors. • Although Tourism Cowichan has taken a lead in marketing the region, issues remain regarding a lack of coordination and duplication of effort between what is happening at the community and regional levels. • Insufficient focus on pooling scarce marketing funds. • ‘Cowichan’ not found on HelloBC. • Potential to expand mobile marketing and trip planning. • Potential to expand familiarization tours through Tourism Cowichan, TVI and Tourism BC – need further cooperation from stakeholders. • Insufficient integration of sectors, limited cross-marketing and packaging within the region. • Need to focus on search engine optimization and consider online advertising. • Need to strengthen the positioning of communities under the regional umbrella. • There is a need for a section entitled “What to do in the Cowichan Region” brochure. • Stakeholders maintain that there is greater scope to claim the region’s ‘fame’ – more artists per capita than anywhere in North America, ‘B&B Capital of Canada’, ‘Winter home of the Trumpeter Swans’, ‘Warmest winter holiday in Canada!’, ‘Golfing and Wineries in Winter’. • Issues with the Tourism Cowichan website linking to the Ladysmith VC – this connects to the Chamber website (organization responsible for VC) and does not connect to the new tourism website. • Need training for local businesses on marketing and

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Cowichan Region Tourism Industry – Overview of Current Situation	
	<p>presentation to visitors.</p> <ul style="list-style-type: none"> • Chemainus – community cannot afford to market in Lower Mainland. It feels that it needs to focus resources on Victoria but the margins are slim. • South Cowichan – poor web presence.



STAFF REPORT

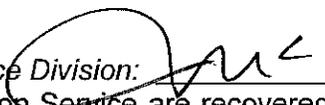
REGULAR BOARD MEETING
OF DECEMBER 14, 2011

DATE: December 5, 2011 BYLAW NO.: 3573
FROM: Kathleen Harrison, Legislative Services Coordinator, Corporate Services
SUBJECT: Maximum Requisition Limit Increase – North Oyster Fire Protection Service.

Recommendations:

1. That "CVRD – North Oyster Local Service (Fire Protection) Area Establishment Bylaw No. 21, 1995", be amended to increase the maximum annual requisition limit less than 25%, (from \$105,650 or the greater of \$0.7040/\$1,000 to \$394,340 or the greater of \$0.87999/\$1,000).
2. That "CVRD Bylaw No. 3573 – North Oyster Fire Protection Service Amendment Bylaw, 2011", be considered for first three readings and adoption.

Relation to the Corporate Strategic Plan: The service amendment bylaw is consistent with the Corporate Strategic Plan's goals and objectives of promoting individual and community wellness and reliable essential services.

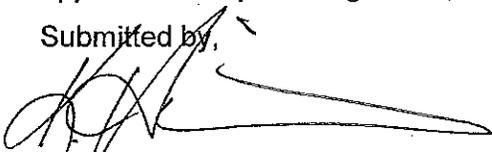
Financial Impact: (Reviewed by Finance Division: )

Costs for the North Oyster Fire Protection Service are recovered through property value taxes requisitioned and collected annually on the basis of the net taxable value of land and improvements within the service area. An increase to the tax rate (less than 25%) from \$0.7040/\$1,000 to \$0.87999/\$1000, (2011 rates), will alter the maximum requisition limit figure from \$105,650 to \$394,340. Service Area participants will pay an annual tax increase from \$60.20 to \$75.35 per \$100,000 of assessed value of land and improvements for residential property, or the greater of a tax rate increase, within the North Oyster Fire Protection Service Area.

Background: The North Oyster Fire Protection Service was established in 1995. The annual requisition limit has not been increased since that time. To accommodate the natural progression of inflation, costs for service delivery, and at the request of the Electoral Area Director, Amendment Bylaw No. 3573 has been prepared for consideration by the Board and appears in the Bylaw section of the December 14th Agenda.

The approval of the service area voters is required before the bylaw can be adopted. In this case voter approval may be obtained by the Electoral Area Director consenting, in writing, to adoption. The amendment bylaw also meets the criteria for exemption from obtaining the Inspector of Municipalities approval pursuant to the *Regional Districts Establishing Bylaw Approval Exemption Regulation, B.C. Reg. 113/2007*.

Submitted by,

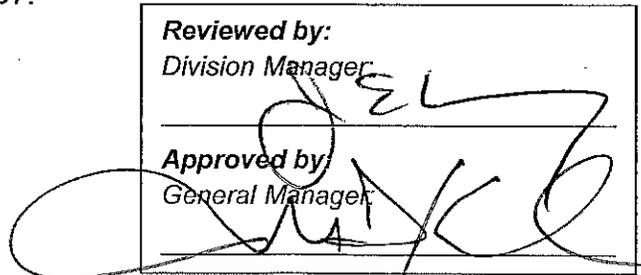

Kathleen Harrison
Legislative Services Coordinator
Corporate Services Department

Reviewed by:

Division Manager

Approved by

General Manager





STAFF REPORT

**REGIONAL BOARD MEETING
OF DECEMBER 14, 2011**

DATE: December 7, 2011 **FILE NO:**
FROM: Kate Miller, Manager, Regional Environmental Policy Division
SUBJECT: Climate Action Revenue Incentive Program (CARIP) Public Report

Recommendation:

That the Board receive the attached information in fulfillment of the BC Climate Action Charter public reporting process for the 2011 period.

Purpose:

To fulfill the Climate Action Revenue Incentive Program (CARIP) components of the BC Climate Action Charter regarding public reporting. The CARIP program provides a conditional grant in the amount of 100% of the carbon tax paid by the CVRD for fuel/energy purchases. This accounting and public reporting out process provides an opportunity to communicate publicly on the overall plan and progress towards meeting climate action goals. This reflects roughly 763 tonnes Co2 emissions from liquid fuel sources.

The attached provincial reports have been prepared to meet the requirements of the CARIP incentive program, and are summary in nature. A detailed CVRD Corporate Green House Gas (GHG) Emissions Inventory and Action Plan is currently in preparation and will be tabled at an upcoming Committee meeting.

Financial Implications: *sent* (Finance)

Under the CARIP (program) each eligible local government will receive a grant equal to 100 percent of the carbon tax paid for fuel purchased or reimbursed to employees (as a component of travel expenses). Due to the timing of the reporting process financial information is not yet available for the December period, therefore the numbers are draft only and will be revised prior to final submissions. For the 2011 period currently reported the carbon tax paid on fuels by the CVRD was \$24,084.05. For comparative purposes over the same period last year the amount was \$18,093.87 reflecting both an increase in energy costs and use.

To fulfill the 2012 Climate Charter goal of becoming carbon neutral the CVRD is expected to become Carbon neutral by reductions in emissions or purchasing offsets to reduce emissions elsewhere, this is not required under the agreement until 2013. A gross calculation based on 2010 data projects a cost of \$33,510 (at \$25/tonne) in carbon offsets for GHG emissions as a result of CVRD corporate emissions.

Interdepartmental/Agency Implications:

Tracking of the financial reporting data required has incurred the development of a GHG accounting framework and methodology primarily in the Finance Department and has included training of staff and maintenance of software and data programs by the Environmental Policy Division. At this point it is highly unlikely that the CVRD will be able to achieve carbon neutrality in its corporate operations in the near future, if at all and as such the likelihood of having to purchase offsets is certain. How these costs are born will be a topic for further discussion organizationally once the *CVRD Corporate Inventory Report and Action Plan and Implementation Plan* anticipated in 2012 is complete. This will provide a mechanism for discussion with the various departments on reporting requirements, methodology and reduction issues.

Sustainability Implications:

Climate action is a complex issue and involves both a concerted reduction of GHG emissions as well as the development of new adaptive approaches and policies as it impacts all organizational activities. This includes a review of all business as usual activities to ensure that they are climate smart and both reduce emissions (mitigation) and take into account the impact of wider climatic shifts (adaptation). Accounting, reporting and asset management are important components of a climate action planning process to ensure that efforts are strategic and relevant.

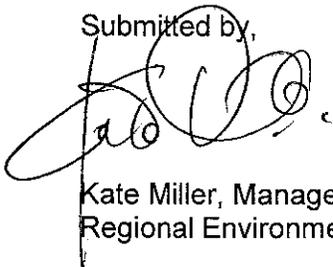
Background:

Climate action is a provincial priority and local governments are key partners in helping to reduce greenhouse gas emissions and create complete, compact, energy efficient communities. The CVRD has signed on to the BC Climate Action Charter.

At the 2008 UBCM Convention, the Honourable Premier Gordon Campbell announced the *Climate Action Revenue Incentive Program (CARIP)* to offset the carbon tax paid by local governments who have committed to the goal of becoming carbon neutral in their corporate operations by 2012 under the *BC Climate Action Charter*. This is intended to assist those governments in meeting the objective of becoming climate neutral in their operations. This is the third year the CVRD has participated in the program.

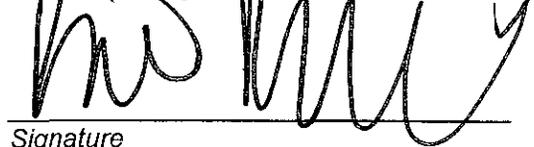
Attached to this staff report is a narrative summary of actions currently taking place and planned in 2012 to reduce GHG emissions within the CVRD. In addition there is a copy of the verified corporate accounting of carbon taxes paid to date for the 2011 period. This will be updated and provided to the province prior to the end of February 2012.

Submitted by,



Kate Miller, Manager
Regional Environmental Policy Division

General Manager Approval:



Signature

Local Government Name:	CVRD
Contact Information:	
Name:	Tracy Bowen
Position:	Accountant
Telephone Number:	250-746-2573
Email address:	tbowen@cprd.bc.ca

**Calculation of carbon tax paid directly by the local government
for fuel purchased between January 1 and December 31, 2011:**

Fuel Type	Unit measure	Units	Tax Rate per unit, January 1, 2011 to June 30, 2011	Units	Tax Rate per unit, July 1, 2011 to December 31, 2011	Carbon Tax paid
Most common fuels in a local government context:						
Gasoline	Litre	30,201	0.0445	21,778	0.0556	2,554.77
Diesel	Litre	11,438	0.0511	8,152	0.0639	1,105.37
Bio-Diesel	Litre	33,744	0.0511	29,224	0.0639	3,591.77
Natural Gas	Gigajoule	7,060	0.9932	2,998	1.2415	10,733.40
Natural Gas	m ³		0.038		0.0475	-
Propane	Litre	66,084	0.0308	35,198	0.0385	3,390.53
Other fuels which are taxed:						
Heating Oil	Litre	38,749	0.0511	11,395	0.0639	2,708.21
Locomotive Fuel	Litre		0.0511		0.0639	-
Heavy Fuel Oil	Litre		0.063		0.0788	-
Aviation Fuel	Litre		0.0492		0.0615	-
Jet Fuel	Litre		0.0522		0.0653	-
Kerosene	Litre		0.0522		0.0653	-
Naphtha	Litre		0.051		0.0638	-
Methanol	Litre		0.0218		0.0273	-
Butane	Litre		0.0352		0.044	-
Ethane	Litre		0.0196		0.0245	-
Refinery Gas	m ³		0.0352		0.044	-
Coke Oven Gas	m ³		0.0322		0.0403	-
Coal -- Low Heat Value	Tonne		0.3554		0.4443	-
Coal -- High Heat Value	Tonne		0.4154		0.5193	-
Coke	Tonne		0.4974		0.6218	-
Petroleum Coke	Litre		0.0734		0.0918	-
Tires -- shredded	Tonne		0.4782		0.5978	-
Tires -- whole	Tonne		0.416		0.52	-
Peat	Tonne		0.2044		0.2555	-

1. Only list fuels that were purchased for the local government's own use, on which carbon tax was paid, and where that carbon tax was not refunded or recovered from another party (e.g., through a lease arrangement). Also do not include any fuels that were exempted from carbon tax (for more information on exemptions see the *Carbon Tax Act* and its Regulations)
2. Bio-diesel blends must be prorated in order to claim the diesel and bio-diesel portions on the appropriate line. The proportion of the blend (B5, B10, B15 etc) that is conventional hydrocarbon-based diesel is included on the diesel line; consequently, the bio-diesel pro-rated amount must entered on the bio-diesel line. For example, a 10,000 litre purchase of B10, which is 10% bio-diesel and 90% hydrocarbon-based diesel, would be recorded as 9,000 litres hydrocarbon-based diesel (90% of 10,000 purchased litres) and bio-diesel would be recorded as 1000 litres (10% of purchased bio-diesel).
3. Marketable Natural Gas may be recorded at either Gigajoules or m³
4. Low Heat Value Coal includes Sub-Bituminous Coal; High Heat Value Coal includes Bituminous Coal
5. Only include tires if they are combusted

I declare that the information contained in this Carbon Tax Calculation Form is true and correct and based on actual accounting records and not estimates. I am also aware of the requirement to report publicly by December 31, 2011.

	Dec. 7, 2011
Signature of Financial Officer	Date

Climate Action Revenue Incentive Plan (CARIP) Public Report

Climate Action Revenue Incentive (CARIP) Public Report for Year 2011

*Cowichan Valley Regional District
Cowichan Valley Regional District*

Reported by
Kate Miller

*Manager Environmental Policy Division
kmiller@cvrd.bc.ca
250-746-2509*

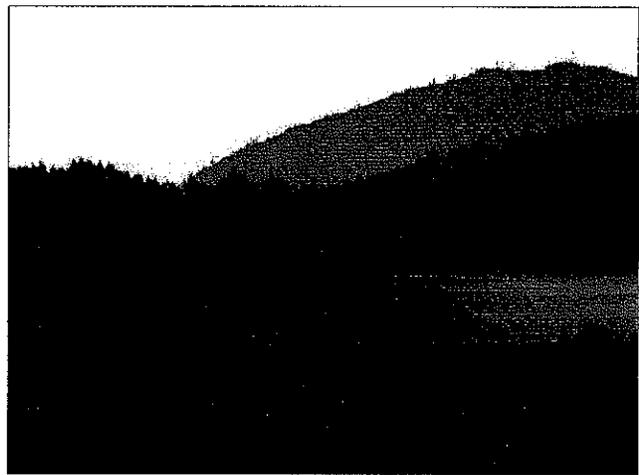


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 - 2.2 - Reduce
 - Supportive
 - Direct
 - 2.3 - Corporate Innovations
- Carbon Neutral Progress Reporting

General Information

Name of Local Government	Cowichan Valley Regional District
Member of Regional District (RD)	Cowichan Valley Regional District
Regional Growth Strategy (RGS) in region	No
Population	78471

Community Wide Actions for 2011

1.1 Measure

Community Wide Measurement Actions

Question	Have you been using the Community Energy and Emissions Inventory (CEEI) to measure progress? What else have you been using instead of/in addition to CEEI?
Answer	Yes
Additional Information	<i>We have been using the CEEI data to establish a base line and are currently working with the province and partners to pilot an enhanced version which will provide specific and refined information as well as spatial analysis of emission throughout the Region. This will be used a guiding set of parameters to assist with climate action programs. In addition we have been using the NRCan building typology system to map energy use and its links to future development projections and growth scenarios.</i>

1.2 Plan

Community Wide Targets

Question	Do your OCP(s) have targets, policies and actions to reduce GHG emissions, as per the requirements under the Local Governments Act (LGA)? If yes, please identify the targets set. If no or in progress, please comment.
Answer	Yes
Additional Information	<i>7 of 9 electoral area OCP's have adopted the provincial targets to reduce GHG emissions. The remaining two electoral areas have draft bylaws going to committee/board in early 2012.</i>

Question	If you are a Regional District, does your RGS have targets, policies and actions to reduce GHG emissions, as per the requirements under the Local Governments Act (LGA)? If yes, please identify the targets set. If no or in progress, please comment.
Answer	No
Additional Information	<i>The CVRD has committed to a Regional Integrated Sustainability Plan for 2012. This will include targets and polices around Climate Change and GHG emissions.</i>
Actions Taken this Year	Additional 7.5 meter setback for SPEA (Streamside protection and enhancement area) in four electoral areas.
Actions for Next Year	<i>Pilot additional tools to increase compliancy with Riparian Area bylaw. Koksilah River corridor plan</i>
Proposed Action Type	Green Space (e.g. developed urban forestry policy, adopted park acquisition policy)

1.3 Reduce

Supportive Community Wide Actions

Action Type	Broad Planning (e.g. creation/revision of OCPs, CEPS, transportation plans)
Actions Taken this Year	<i>All CVRD OCP's have included Bill 27 commitment revisions, (except Area E). Adopt and support the implementation of the Green Business Development Plan (EDC). A regional energy analysis and plan is currently in development which identifies areas in which renewable energy alternatives are possible, as well as future projections of growth and energy and emissions implications.</i>
Proposed Actions for Next Year	<i>Final OCP (Area E) to complete Bill 27 targets.</i>
Action Type	Building and Lighting (e.g. developed green building policy, increased density in the downtown)
Actions Taken this Year	<i>Draft green building strategy tabled to guide building permit process and development</i>
Proposed Actions for Next Year	<i>Draft Corporate Green Building Strategy. Completion of CVRD Green Building Strategy. Corporate Lighting Strategy and BMP document.</i>
Action Type	Energy Generation (e.g. signed on to provincial 'solar ready' regulation, explored options for bioheating for buildings)
Actions Taken this Year	
Proposed Actions for Next Year	<i>Completion of Regional Energy Mapping and Analysis.</i>
Action Type	Transportation (e.g. developed sustainable transportation plan, completed bicycle master plan)
Actions Taken this Year	<i>Partnered with BC Transit in developing a long term (25 years) regional transit future plan in creating a tool that will help prioritize our future infrastructure and service investments, with the ultimate goal of increasing ridership and reducing single vehicles</i>

	<i>on the roads. Hired a transit analyst to help improve the overall transit service which will help attract more riders. Continued partnership with the Cowichan Biodiesel Cooperative to collect and refine biodiesel for vehicle use.</i>
Proposed Actions for Next Year	
Action Type	Waste (e.g. introduced composting and recycling education programs)
Actions Taken this Year	<p><i>Launched extensive "Zero Waste Challenge" public education campaign. Local "Zero Heroes" featured on brand new website, and in newspaper advertising. Social media outlets were also utilized to promote campaign.</i></p> <p><i>-Continued to offer free Environmental School Education Program, in conjunction with Nanaimo Recycling Exchange, to all schools in the region. This included outreach at public events.</i></p> <p><i>-Continued to offer "Recycled Tune of the Day" on the local radio station, where a song is prefaced with local recycling /zero waste information.</i></p> <p><i>-Continued to promote awareness of recycling opportunities/ environmental concerns in the community.</i></p>
Proposed Actions for Next Year	<i>Extensive overhaul of our online CVRD Recycling Directory. Continue with Zero Waste Challenge messaging and working to increase community involvement.</i>
Action Type	Water/Sewer (e.g. participated in water smart initiatives, implemented Water Action Plan, introduced rebates on low flush toilets)
Actions Taken this Year	<p><i>Updated Water Conservation Plans. Continue to provide rebates for low flow toilets for all water and sewer utilities in the CVRD. Began a "Low Flow Retro Program" Pilot Program for 50 homes in one water system. This program provides a plumber to install 2 low flow toilets, shower heads and sink aerators at nominal fee. Power Smart Hydro Energy Audit which resulted in a two sewer pump station replacements with energy savings expected at 22,000 kWh/year.</i></p> <p><i>Continued partnership with the "Partnership for Water Sustainability in BC" as well as the Vancouver Island CAVI program where the CVRD participates as an active member in programming and outreach activities.</i></p> <p><i>Active participation on the Water Balance Model team web interface tool for community use.</i></p> <p><i>Continued partnership with adjacent Regional Districts, MOE, NRCan and others to develop a coastal groundwater model to assist in long term water planning.</i></p>

<p>Proposed Actions for Next Year</p>	<p><i>Continue to provide rebates for low flow toilets. Expand the "Low Flow Retro Program" to entire water system. Utilize the Power Smart- Hydro Energy Program to improve controls for Arbutus Ridge water and sewer systems with expected electricity savings of 70,000 kWh/yr. Audit remaining water and sewer systems for further energy reductions.</i></p> <p><i>Proposed CAVI activities include hosting a water balance model forum, co hosting a technical workshop on integration of watershed targets into LWMP, hands on workshop for water balance model users.</i></p> <p><i>Roll out of an enhanced water balance model for public use - Water Balance lite, as well as the climate change and stream erosion modules.</i></p> <p><i>In partnership with Ministry of Agriculture and the Partnership for Water Sustainability undertake agriculture and land use mapping to develop an agriculture irrigation model.</i></p>
<p>Action Type</p>	<p><i>Other Actions</i></p>
<p>Actions Taken this Year</p>	
<p>Proposed Actions for Next Year</p>	

Direct Community Wide Actions

Action Type	Buildings (e.g. implement use of sustainability checklists and development permit guidelines for new buildings)
Actions Taken this Year	<i>Sustainability checklist for building/development applications implemented.</i>
Proposed Actions for Next Year	
Action Type	Energy Generation (e.g. implement district energy, geothermal, solar)
Actions Taken this Year	
Proposed Actions for Next Year	
Action Type	Transportation (e.g. implement bike lanes, pedestrian paths, upgrade transit service and infrastructure, improve roads, parking fees etc.)
Actions Taken this Year	<i>Continued operation of parks and trails division bio diesel maintenance truck. Installed 28 bus shelters, added 2,000 hours to the transit system including a new route (#5 Eagle Heights) and expanded the service in various areas, improved the visibility of many transit stops, implemented various transit promotions (i.e. free transit days, entered two parades, and two public education sessions), conducted two Cowichan Commuter rider surveys, installation of bike racks at two Park N rides, and will add another 2,500 hours to the service in Feb 2012 to improve trips gaps in the current schedule,) – all in an effort to help promote a better service and to attract more riders.</i>
Proposed Actions for Next Year	
Action Type	Waste (e.g. introduce composting and recycling programs)
Actions Taken this Year	<i>Continued with curbside recycling program for electoral areas. Continued with regional neighbourhood recycling bin program. Continued with offering free Zero Waste Event Program equipment/signage/pick-up to the public/businesses. Continued offering free year-round drop off of Yard & Garden materials at all CVRD depots and a private business in the South End. Offered a 2011 Regional Woodstove</i>

	<p><i>Exchange Program whereby 220 uncertified stoves were switched out for cleaner-burning, EPA-certified appliances; old appliances recycled.</i></p> <p><i>Continued with yearly garbage tipping fee increase as an incentive to reduce waste and increase recycling. Added the ability to recycle styrofoam as a drop off option to the public.</i></p> <p><i>Successful pursuit of greater loading efficiencies with waste export (increased shipping container weights (aiming to be at capacity) = less trips = reduced GHG emissions). Continued to offer as many new (and existing) stewardship programs as possible at all CVRD recycling depots. Continued to offer many free recyclables at all CVRD recycling depots; materials that do have a fee are priced lower than garbage, as an incentive to increase recycling. Continued to offer Free Stores at two of our recycling depot locations. Tri-Regional W2E Study is now complete. Upgraded existing infrastructure at Bings Creek Solid Waste Management Complex in order to provide three stream tipping capacity. Continued with annual Telephone Book Recycling Program (fundraiser) in local schools. Continued enforcement of Landclearing Management Regulation Bylaw, banning the open-burning of landclearing debris in electoral areas. Continued enforcement of Solid Waste Management Charges and Regulation Bylaw, including commercial organic ban; haulers monitored for infractions and fined accordingly. Continued to enforce Waste Stream Management Licensing Bylaw, a facility licensing bylaw to help mitigate social and environmental impacts. Continued to offer free residential tipping of organic food waste at Bings Creek Solid Waste Management Complex (e.g. 5 gallon pail/day).</i></p>
Proposed Actions for Next Year	<p><i>Internal review of waste disposal options including W2E and other less carbon intensive disposal options. Feasibility study for regional composting facility to locally manage the region's yard and garden materials, food waste, biosolids and possibly septage</i></p> <ul style="list-style-type: none"> <i>-Implement easily accessible public recycling options at all CVRD recreation centers.</i> <i>-Apply for as many new stewardship programs as possible for all CVRD recycling depots.</i> <i>-Subsidized Backyard Composter Sale where 1,000 units are sold to the public at roughly one third the individual commercial price (held biannually on even numbered years).</i> <i>-Feasibility study for in-house curbside collection. Reviewing proposed curbside models, including organics collection.</i> <i>-Backyard burning bylaw drafting/implementation.</i> <i>-Remediation of old incinerator sites (ashfills) at Peerless Rd. and Meade Creek; upgrade infrastructure at Peerless Rd. Recycling Depot.</i>
Action Type	<p>Water/Sewer (e.g. implement water conservation and reduction initiatives)</p>
Actions Taken this Year	<p><i>Replaced all water and sewer pumps with variable frequency drives and soft starts to conserve energy. Purchase a Smart Car and Hybrid vehicle for the Utility Crew. Decreased Diesel Generator testing from 1 hour/week to 10 minutes/week for 10 utility systems.</i></p>
Proposed Actions for Next Year	

Action Type	Green Space (e.g. plant trees, conserve forest etc.)
Actions Taken this Year	<p><i>Acquired 128 acre Sansum Point property to be maintained as a forested and Marine foreshore Park.</i></p> <p><i>Completed 26 km of the Cowichan Valley Trail between Duncan and town of Lake Cowichan, providing active transportation route.</i></p> <p><i>completed final components of 2 kilometre Silvermine Trail connecting local neighbourhoods.</i></p> <p><i>undertook community tree planting event in Saltair Centennial Park.</i></p> <p><i>creek bank native revegetation project at Bings Creek bridge crossing.</i></p> <p><i>native grass planting on quarter acre community park in Mill Springs to reduce irrigation consumption demands.</i></p> <p><i>Greenscaping half-acre former industrial site in cobble Hill.</i></p> <p><i>invasive species removal event in old mill Park with 100 students from Shawnigan Lake school.</i></p>
Proposed Actions for Next Year	<p><i>Continue with parkland acquisition opportunities through community and regional Park, invasive species removal add a selected number parks in partnership with local NGOs and school groups,</i></p> <p><i>complete additional sections of the Cowichan Valley Trail,</i></p> <p><i>assess opportunities for further naturescaping and native species planting in local parks</i></p>
Action Type	Other Actions
Actions Taken this Year	
Proposed Actions for Next Year	

1.4 Community Wide Innovation

Question	<p>Is there any activity that you have been engaged in over the past year(s) that you are particularly proud of and would like to share with other local governments? Please describe and add links to additional information where possible.</p>
Answer	<p><i>Climate Smart. The CVRD partnered with the Pacific Carbon Trust and Climate Smart to deliver a series of training sessions for 10 local businesses to calculate, reduce and offset their carbon footprint in the community. https://climatesmartbusiness.com/ Launch of Cowichan Biofuels Facility at the CVRD's Bings Creek Solid Waste Management Complex. A unique recycling partnership, between the CVRD and the Cowichan Energy Alternatives Society, boasting a commercial-scale plant that enables waste cooking oil to be recycled into sustainable vehicle fuel (petro-diesel alternative); cooking oil collected from the public onsite (in addition to area restaurants), and biodiesel to be used to power CVRD machinery onsite. This new community biodiesel processor closes the loop on local energy solutions – taking waste cooking oil, processing it into biodiesel, and selling it at the 2999 Allenby Road card lock to Cowichan Biodiesel Co-op members.</i></p>

Corporate Actions for 2011

2.1 Measure

Corporate Measurement Actions

Question	What steps has your local government taken toward completing its corporate emissions inventory (e.g. corporate assets gathered related to energy and fuel data and calculated GHG emissions from energy use)?
Answer	<i>We have complete emissions inventory for our buildings and fleet.</i>

Question	What tool are you using to measure, track and report on your corporate emissions (e.g. SMARTtool, other tools including excel spreadsheets)?
Answer	<i>The CVRD piloted the provincial SMARTTool in 2010/2011. We have also signed on for SMARTTool for 2012. In addition changes to financial tracking systems and staff training have realized efficiencies and strategic information collection.</i>

2.2 Reduce

Supportive Corporate Actions

Action Type	Broad Planning (e.g. developed corporate climate action plan)
Actions Taken this Year	<i>Development of a Corporate Green Team, which developed a work plan for corporate initiatives based on staff input. Draft Corporate GHG emission inventory and plan completed. Based on SMART TOOL output.</i>
Proposed Actions for Next Year	<i>Completion of Corporate Emissions Inventory and Recommendations.</i>
Action Type	Building and Lighting (e.g. developed energy reduction plan for all corporate buildings)
Actions Taken this Year	<i>Completed an Energy Management Assessment with BC Hydro and received Board resolution to hire an Energy Manager for 1 year. Ongoing retrofitting of facilities lighting systems (lighting and motion sensors) to increase efficiency.</i>

Proposed Actions for Next Year	<i>Work closely with Energy Manager to review/audit facilities to source out as many energy savings initiatives as possible</i>
Action Type	<i>Energy Generation (e.g. undertook feasibility study of green energy generation for civic buildings)</i>
Actions Taken this Year	<i>Currently in process of undertaking a broad analysis of energy use and generation, including high level feasibility of public buildings for energy generation or distribution.</i>
Proposed Actions for Next Year	
Action Type	<i>Transportation (e.g. created anti-idling policy for city vehicles, bike to work week promotion)</i>
Actions Taken this Year	<i>Bike to Work week with good participation.</i>
Proposed Actions for Next Year	<i>Development of a green purchasing policy for vehicles. Creation of a corporate anti-idling policy.</i>
Action Type	<i>Waste (e.g. completed waste audit of City Hall)</i>
Actions Taken this Year	<i>Lunch hour screening of environmental documentary films to increase awareness.</i>
Proposed Actions for Next Year	<i>Conduct audit of all CVRD facilities for improved waste reduction programs, including Instalment of 3/4 waste stream bin system. Measure paper use in facilities. Implement an electronic records management system. E-mail staff pay stubs and cell-phone bills. Explore centralized garbage cans and compost bins. Compost paper towels within staff washrooms.</i>
Action Type	<i>Water/Sewer (e.g. completed study of sewer and water energy use)</i>
Actions Taken this Year	<i>Power Smart Hydro Energy Audit which resulted in a two sewer pump station replacements with energy savings expected at 22,000 kWh/year. Conducted two micro-energy feasibility studies, for two water systems to determine if these projects are viable.</i>

Proposed Actions for Next Year	<i>Utilitize the Power Smart- Hydro Energy Program to improve controls for Arbutus Ridge water and sewer systems with expected electricity savings of 70,000 kWh/yr. Audit remaining water and sewer systems for further energy reductions. Move ahead with planning a micro-energy project for one water system.</i>
Action Type	<i>Other Actions</i>
Actions Taken this Year	<p><i>Participation in the Provincial TaDYM pilot project in order to develop a provincial process with the Province, the Federal Government, other Local Governments, power providers to develop a rigorous spatially oriented CEEI to develop strategic policy responses to emission reduction and meaningful climate action plans.</i></p> <p><i>Engagement with other local government participating in the ICLEI cohort program to assess where if possible synergies can occur in the future regarding information exchange and tools, particularly on Georgia Basin and Cross regional basis on Vancouver Island.</i></p> <p><i>Trial of the use of Ipad tablets for information sharing, data collection and no paper meetings, at a staff and political level.</i></p>
Proposed Actions for Next Year	<i>In January an independent air quality testing (ie CO and NO2) will be done at the 3 arenas to confirm monitoring systems are working as designed.</i>

Direct Corporate Actions

Action Type	<i>Building and Lighting (e.g. energy efficiency retrofits to municipal buildings.)</i>
Actions Taken this Year	<p><i>Installed motion detectors for lighting control at CVRD building and changed board room lighting from 90W to 18 W LEDs (by Dec 15). Installed motion detectors for lighting control in 6 change rooms and 7 storage areas at KPRC.</i></p> <ul style="list-style-type: none"> <i>- Replaced some lighting at SLCC; T-12 fixtures to T-8s in gymnasium and lounge area (by Dec 31) will have all exterior pole lights changed from 150W HPS to 100w MH.</i> <i>- Installed 3 new heat pumps at KPRC to service kitchen, lounge and multipurpose room (1 with gas auxiliary and 2 with electric auxiliary heat).</i> <i>- Installed 2 heat recovery ventilators at KPRC for exhaust of washrooms, which allows equipment to scavenge waste heat from the exhausted air and reintroduces into heating loop.</i> <i>- Improved energy conservation program at KPRC by programming heat schedules for lower temperatures when rooms are unoccupied.</i> <i>- Install new heat pump and wasted heat recovery system in boiler room at CVRD building.</i> <i>- Completed energy management project at ISC including installing energy efficient lighting (over 1300 fixtures) throughout ISC including the removal of 560 fixtures with PCBs.</i> <i>- Replaced spot lights with LEDs in Theatre track lighting at ISC</i> <i>- Upgraded building automation controls at ISC (added more energy management control points; pumps, HVAC, motion sensors and controls).</i> <i>- Replaced old main electrical substation (containing PCBs) at ISC with new 750KVA main electrical substation (ie transformer) and secondary switch gear.</i> <i>- Replacing some old exterior doors at ISC with help with security and operations but also improve on some heat loss.</i> <i>- Replacing by Dec 31st (2) 15 passenger vans with smaller and newer mini vans (ISC and KPRC).</i> <p><i>CLSA: installed a separate dehumidifier in curling rink using electric regeneration without a gas or propane burner (ie no GHG emissions).</i></p> <ul style="list-style-type: none"> <i>- Replaced lighting (8 and 4 foot - T12 fixtures) with energy efficient lights (4 foot - T8 and T5s) at the Honeymoon Bay Hall (11), Lake Cowichan Hall (56) and Youbou Hall (28).</i> <p><i>CLSA major retro project energy efficiency aspects of the project included: replacing approximately 200 light fixtures with energy efficient fixtures; 50 - 360 Watt metal halide fixtures with 50 high bay T5 fixtures, replaced 16 - 4 foot T12s HO (high output) with T8s, replaced 50 - 8 foot T12s with T5s, replaced 18 - 8 foot T12s with T8s, and replaced 12 - 4 foot T12 with T8s. Air to water heat pump providing most of the building heat and domestic hot water. Air source heat pumps for heating and cooling of spaces. Reclaimed heat from the ice plant used for preheating of domestic hot water and in floor heating. High efficiency condensing boiler used for peak heat, back up and domestic final heat. Heat recovery ventilators used in washrooms and change rooms.</i></p>

	<i>Low flow water fixtures installed. Economizers on roof top equipment to utilize free cooling. Building automation system to monitor systems and dynamically adjust to save energy. Installation of room occupancy light sensors. Upgrade to existing DDC system to better control energy consumption.</i>
Proposed Actions for Next Year	
Action Type	<i>Energy Generation (e.g. implemented heat recovery systems, solar)</i>
Actions Taken this Year	
Proposed Actions for Next Year	<i>Pending detailed analysis of energy manager and energy study.</i>
Action Type	<i>Fleet (e.g. anti idling policies for fleet vehicles, purchasing of hybrid)</i>
Actions Taken this Year	<i>New Nissan Leaf Electric vehicle in our Engineering and Environment Department to replace an older vehicle.</i>
Proposed Actions for Next Year	<i>Proposing to replace an older (24) passenger bus with a newer model for SLCC</i>
Action Type	<i>Waste (e.g. introduction of composting and recycling programs and education)</i>
Actions Taken this Year	<i>Four-stream recycling in the lunchroom at CVRD Administrative Building. -Default double-sided printing in Engineering & Environmental Services Department -All CVRD events are Zero Waste Events, with four stream recycling stations/signage.</i>
Proposed Actions for Next Year	
Action Type	<i>Water/Sewer (e.g. initiated water conservation and reduction initiatives)</i>
Actions Taken this Year	<i>Installation of low flush toilets and urinals at CVRD building and in CLSA, installation of flush valves with lower flow units upon fixture failure at KPRC. Ongoing corporate and financial support to the Cowichan Watershed Board and its partner's initiatives regarding water awareness and conservation programs.</i>

Proposed Actions for Next Year	<i>Proposing for 2012 to install a water catchment reservoir at CVRD building(Ingram st).</i>
Action Type	<i>Green Space (e.g. planting of trees)</i>
Actions Taken this Year	<p><i>Ongoing support to the Cowichan Stewardship Roundtable and its partners in stewardship activities and restoration programs.</i></p> <p><i>In order to support and develop partnership to guide policy and programming - ongoing support and partnership with the Coastal Invasive Species Council as Well as the Garry Oak Recovery team and the Coastal Douglas-fir Conservation Team.</i></p> <p><i>Member of the Local Government Task force on Species at Risk as well as the Working group on Invasive Species.</i></p>
Proposed Actions for Next Year	<i>Ongoing participation in multi organisational partnership</i>
Action Type	<i>Other Actions</i>
Actions Taken this Year	<p><i>An eco friendly parking lot (state of art filtration system to clean surface water runoff before it empties into Lake Cowichan, and the new bioretention and bioswale areas trap grit, dirt, automotive pollutants preventing them from contaminating the groundwater and environment) was installed at CLSA (Cowichan Lake). And a small rain garden was installed in a corner of the parking lot at KPRC (Mill Bay). Also installation of multi bin recycling containers in some areas at recreation facilities.</i></p> <p><i>Utility bill collection on line for invoicing and payment. Where paper invoices are produced additional information on other services is printed on blind side reducing the insertion of additional paper. Finance Department review of systems and procedures has reduced number of reports printed moving to digital reporting and storage where possible as well as incorporating changes in the accounts receivable section to allow for the incorporation of digital billing.</i></p> <p><i>Implement direct deposit for employee/directors expense claims and mileage claims. Implement electronic certificates for legal firms for confirmation of outstanding Utility Bills, reducing faxing and paper documentation.</i></p> <p><i>Implement electronic billings for member municipalities, save paper and mailing costs.</i></p> <p><i>Finance Department piloting re-education program regarding the use of window coverings to improve energy efficiency and user comfort within the Administration building</i></p>
Proposed Actions for Next Year	<i>Research the ability to merge utility accounts, so that we might only have two bills a year instead of 5 invoices.</i>

2.3 Corporate Innovations

Question	Is there any activity that you have been engaged in over the past year(s) that you are particularly proud of and would like to share with other local governments? Please describe and add links to additional information where possible.
Answer	<i>The engagement of staff in the development of new programs and initiatives across the organization. This has been seen as an opportunity to provide real, tangible professional input programming and implementation not as a impediment or an additive component of their work.</i>

Carbon Neutral Progress Reporting

Tonnes CO2e

Corporate emissions using SMARTTool or equivalent inventory tool

0

Emissions from services delivered directly by the local government

Emissions from contracted services

0

Less:

GHG reductions being claimed for this reporting year from Option 1 - GHG reduction project

Energy Efficient Building Retrofits and Fuel Switching

Solar Thermal

Household Organic Waste Composting

Low Emissions Vehicles

0

Less:

GHG reductions being claimed for this reporting year from Option 2 - GHG reduction projects

Please list all Option 2 Projects Implemented (insert title of the projects(s) as per project plan template. If you have more than two Option 2 projects you can add more lines at the bottom of this sheet)

Less:

Offsets purchased for this reporting year (Option 3)

Balance of corporate emissions for this reporting year.

0

(If the corporate emissions balance is zero, your local government is carbon neutral for this reporting year)

Making Progress on Your Carbon Neutral Commitment

Question	If your community has not achieved carbon neutrality for this reporting year please describe the actions that you intend to take next year to move you toward your carbon neutral goal.



SR4

STAFF REPORT

**REGULAR BOARD MEETING
OF DECEMBER 14, 2011**

DATE: December 6, 2011 **FILE NO:** Bylaws 3498,
3511

FROM: Rob Conway, Manager
Development Services Division

SUBJECT: OCP Amendment Bylaw No. 3511
Zoning Amendment Bylaw No. 3498
(Bamberton Business Park, Area A)

Recommendation/Action:

1. That November 9, 2011, Board Resolution No. 11-602 (17.1.4) be rescinded.
2. That a public hearing be scheduled in January 2012, respecting OCP Amendment Bylaw No. 3511 and Zoning Amendment Bylaw No. 3498, and that all Electoral Area Directors be appointed as hearing delegates in accordance with Section 891 of the *Local Government Act*.

Relation to the Corporate Strategic Plan: N/A

Financial Impact: (Reviewed by Finance Division N/A)

Background:

The following resolution was passed at the November 9, 2011 Board meeting, and it has been discovered that a minor error in quoting the OCP bylaw number has been made and needs to be corrected:

“That a public hearing be scheduled in January 2012 respecting OCP Amendment Bylaw No. 3497 and Zoning Amendment Bylaw No. 3498, and that all Electoral Area Directors be appointed as hearing delegates in accordance with Section 891 of the *Local Government Act*.”

As OCP Amendment Bylaw 3497 amends the repealed Mill Bay/Malahat OCP, new OCP Amendment Bylaw 3511 was created to amend the new South Cowichan OCP. Board Resolution 17.1.4 quoted the old Amendment Bylaw number in error and needs to be corrected to quote new OCP Amendment Bylaw 3511.

Submitted by,

Rob Conway, MCIP
Manager
Development Services Division
Planning and Development Department

Approved by:
General Manager:



SR5

REPORT OF THE CHIEF ELECTION OFFICER

REGULAR BOARD MEETING OF DECEMBER 14, 2011

DATE: December 6, 2011
FROM: Kathleen Harrison, Chief Election Officer
SUBJECT: Report of the Chief Election Officer for the 2011 General Local Election/Referenda.

The 2011 General Local Election and Other Voting, (Referenda), was held on Saturday November 19. There were two advance voting opportunities on the 9th and 15th, and a mail ballot voting opportunity from the 9th to the 19th. The following Electoral Area Directors were Elected by Acclamation:

Area E – Cowichan Station/Sahtlam/Glenora	Loren Duncan
Area F – Cowichan Lake South/Skutz Falls	Ian Morrison
Area G – Saltair/Gulf Islands	Mei Dorey
Area H – North Oyster/Diamond	Mary Marcotte

Elections were held in five Electoral Areas on the dates noted above and the following Electoral Area Directors were Elected by Voting:

Area A – Mill Bay/Malahat	Mike Walker
Area B – Shawnigan Lake	Bruce Fraser
Area C – Cobble Hill	Gerry Giles
Area D – Cowichan Bay	Lori Iannidinaro
Area I – Youbou/Meade Creek	Pat Weaver

Other Voting was also held in conjunction with the 2011 General Local Election. There were three Referenda held in four Electoral Areas as noted below.

The Mill Bay/Malahat Historical Society Annual Financial Contribution Service Referendum was held in Electoral Area A – Mill Bay/Malahat. 74% of the electorate voted in favour of the Board adopting "CVRD Bylaw No. 3539 – Mill Bay/Malahat Historical Society Annual Financial Contribution Service Establishment Bylaw, 2011", and therefore the Board may proceed to adoption.

The North Oyster Fire Halls Debt Repayment Service / Loan Authorization Referendum was held within a portion of Electoral Area H – North Oyster/Diamond. 58.1% of the electorate voted in opposition of the Board adopting "CVRD Bylaw No. 3542 – North Oyster Fire Halls Debt Repayment Service Establishment Bylaw, 2011" and "CVRD Bylaw No. 3543 – North Oyster Fire Halls Construction Loan Authorization Bylaw, 2011", therefore the Board may not proceed to adopt these two bylaws.

.../2

The South Cowichan Eco Depot Opinion Referendum was held over three Electoral Areas: A – Mill Bay/Malahat; B – Shawnigan Lake; and C – Cobble Hill. 65% of the electorate voted in opposition to locating the South Cowichan Eco Depot recycling and household waste collection facility at 3224 Cameron Taggart Road. As this was a non-binding opinion referendum the Board may proceed, or not, at its own discretion.

Elections were also held for Islands Trust Trustees within Electoral Area G – Saltair/Gulf Islands. The following two Trustees were elected by voting:

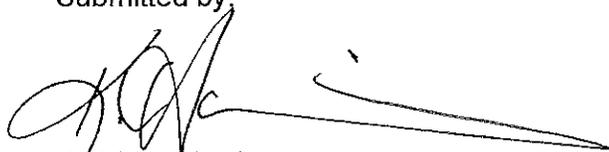
Thetis Island Local Trust Area
Thetis Island Local Trust Area

Sue French
Peter Luckham

2011 General Local Election Costs, (approximately \$65,000 for advertising, facility rentals, supplies and staffing), will be apportioned amongst: CVRD Electoral Area participants; School District No. 79 (Cowichan Valley); and Islands Trust. Referendum costs will be recovered from each participating service area Budget (where applicable).

Attached, for information, are the reports of the Chief Election Officer for the five CVRD Director elections, three referendums and the Islands Trust Trustee election, broken down by voting place. It should be noted that mail ballots that were not returned by the deadline of 8:00 pm, Saturday, November 19th constitute the majority of "ballots not accounted for", noted in the attached CEO Reports. A comparison of the last six elections highlighting voter turnout information for each electoral area is also attached.

Submitted by,



Kathleen Harrison
Chief Election Officer

Attachments: CEO Reports (9)
Voter Turnout Information



Election November 19, 2011 for: Director, Electoral Area A – Mill Bay / Malahat

Total Number of Voters: 1014

BALLOT ACCOUNT:

Ballots Printed:	5500
Ballots Used:	
Ballots Counted as Valid:	983
Ballots Rejected:	27
Ballots Spoiled and replaced:	2
Ballots Unused:	4484
Total Ballots Accounted For:	5496
Total Ballots Not Accounted For:	4

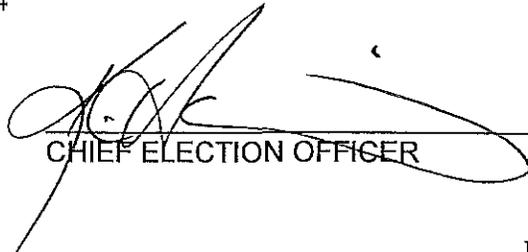
Ballots Rejected as Invalid to
which Objection Has Been Made: Ø

Ballots Counted as Valid to
which Objection Has Been Made: Ø

STATEMENT OF VOTE:

<u>CANDIDATE:</u>	<u>VOTE:</u>
Angela Auchincloss	329
Balu Tatachari	90
Mike Walker	564

Dated this 23rd day of November, 2011


CHIEF ELECTION OFFICER

F-14.9/f



Election November 19, 2011 for: Director, Electoral Area B – Shawnigan Lake

Total Number of Voters: 1770

BALLOT ACCOUNT:

Ballots Printed:	8000
Ballots Used:	
Ballots Counted as Valid:	1733
Ballots Rejected:	33
Ballots Spoiled and replaced:	9
Ballots Unused:	6221
Total Ballots Accounted For:	7996
Total Ballots Not Accounted For:	4

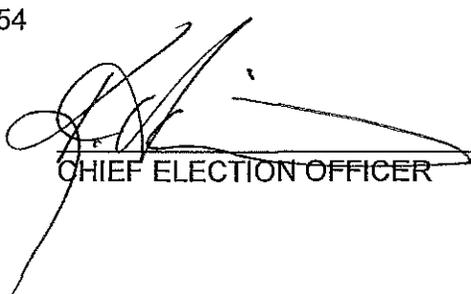
Ballots Rejected as Invalid to
which Objection Has Been Made: Ø

Ballots Counted as Valid to
which Objection Has Been Made: Ø

STATEMENT OF VOTE:

<u>CANDIDATE:</u>	<u>VOTE:</u>
Ken Cossey	379
Roy Davies	280
Bruce Fraser	1020
Kelly Musselwhite	54

Dated this 23rd day of November, 2011


CHIEF ELECTION OFFICER

F-14.9/f



Election November 19, 2011 for: Director, Electoral Area C – Cobble Hill

Total Number of Voters: 1419

BALLOT ACCOUNT:

Ballots Printed:	6000
Ballots Used:	
Ballots Counted as Valid:	1371
Ballots Rejected:	47
Ballots Spoiled and replaced:	4
Ballots Unused:	4577
Total Ballots Accounted For:	5999
Total Ballots Not Accounted For:	1

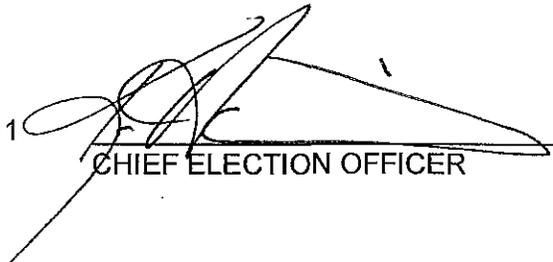
Ballots Rejected as Invalid to
which Objection Has Been Made: Ø

Ballots Counted as Valid to
which Objection Has Been Made: Ø

STATEMENT OF VOTE:

<u>CANDIDATE:</u>	<u>VOTE:</u>
Gerry Giles	903
Dara Quast	468

Dated this 23rd day of November, 2011



CHIEF ELECTION OFFICER

F-14.9/f



Election November 19, 2011 for: Director, Electoral Area D – Cowichan Bay

Total Number of Voters: 906

BALLOT ACCOUNT:

Ballots Printed:	4500
Ballots Used:	
Ballots Counted as Valid:	902
Ballots Rejected:	3
Ballots Spoiled and replaced:	3
Ballots Unused:	3591
Total Ballots Accounted For:	4499
Total Ballots Not Accounted For:	1

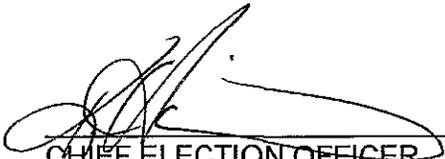
Ballots Rejected as Invalid to
which Objection Has Been Made: Ø

Ballots Counted as Valid to
which Objection Has Been Made: Ø

STATEMENT OF VOTE:

<u>CANDIDATE:</u>	<u>VOTE:</u>
Greg Hunt	275
Lori Iannidinardo	627

Dated this 23rd day of November, 2011


CHIEF ELECTION OFFICER

F-14.9/f



Election November 19, 2011 for: Director, Electoral Area I – Youbou/Meade Creek

Total Number of Voters: 355

BALLOT ACCOUNT:

Ballots Printed:	1500
Ballots Used:	
Ballots Counted as Valid:	350
Ballots Rejected:	2
Ballots Spoiled and replaced:	2
Ballots Unused:	1143
Total Ballots Accounted For:	1497
Total Ballots Not Accounted For:	3

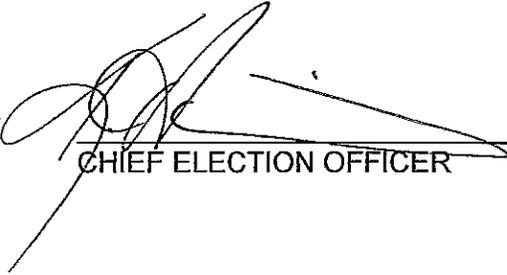
Ballots Rejected as Invalid to
which Objection Has Been Made: Ø

Ballots Counted as Valid to
which Objection Has Been Made: Ø

STATEMENT OF VOTE:

<u>CANDIDATE:</u>	<u>VOTE:</u>
Klaus Kuhn	173
Pat Weaver	177

Dated this 23rd day of November, 2011



CHIEF ELECTION OFFICER

F-14.9/f



Other Voting November 19, 2011: Mill Bay/Malahat Historical Society
Annual Financial Contribution Referendum

Total Number of Voters: 1014

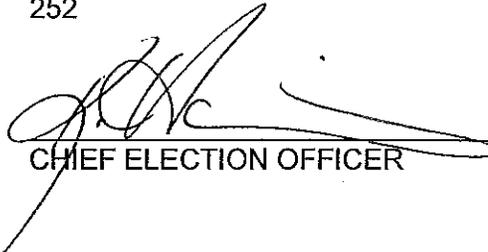
BALLOT ACCOUNT:

Ballots Printed:	5500
Ballots Used:	
Ballots Counted as Valid:	961
Ballots Rejected:	49
Ballots Spoiled and replaced:	2
Ballots Unused:	4484
Total Ballots Accounted For:	5496
Total Ballots Not Accounted For:	4
Ballots Rejected as Invalid to which Objection Has Been Made:	Ø
Ballots Counted as Valid to which Objection Has Been Made:	Ø

STATEMENT OF VOTE:

<u>ANSWER:</u>	<u>VOTE:</u>
Yes	709
No	252

Dated this 23rd day of November, 2011



CHIEF ELECTION OFFICER



Other Voting November 19, 2011: South Cowichan Eco Depot Opinion Referendum

Total Number of Voters: 4203

BALLOT ACCOUNT:

Ballots Printed: 19500

Ballots Used:

Ballots Counted as Valid: 4120

Ballots Rejected: 77

Ballots Spoiled and replaced: 15

Ballots Unused: 15282

Total Ballots Accounted For: 19494

Total Ballots Not Accounted For: 6

Ballots Rejected as Invalid to
which Objection Has Been Made: Ø

Ballots Counted as Valid to
which Objection Has Been Made: Ø

STATEMENT OF VOTE:

ANSWER:

VOTE:

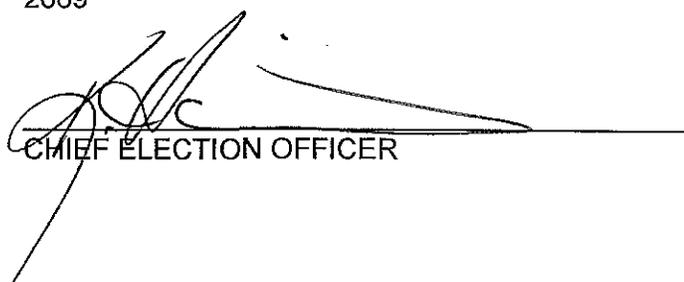
Yes

1451

No

2669

Dated this 23rd day of November, 2011



CHIEF ELECTION OFFICER

F-14.9/Ref



Other Voting November 19, 2011: North Oyster Fire Halls Debt Repayment Service/
Loan Authorization Referendum

Total Number of Voters: 615

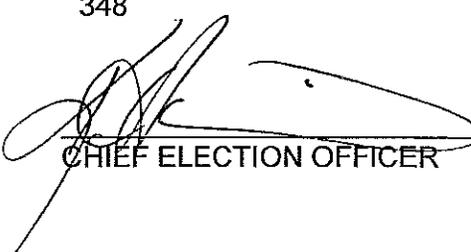
BALLOT ACCOUNT:

Ballots Printed:	3500
Ballots Used:	
Ballots Counted as Valid:	599
Ballots Rejected:	13
Ballots Spoiled and replaced:	Ø
Ballots Unused:	2885
Total Ballots Accounted For:	3497
Total Ballots Not Accounted For:	3
Ballots Rejected as Invalid to which Objection Has Been Made:	Ø
Ballots Counted as Valid to which Objection Has Been Made:	Ø

STATEMENT OF VOTE:

<u>ANSWER:</u>	<u>VOTE:</u>
Yes	251
No	348

Dated this 23rd day of November, 2011



CHIEF ELECTION OFFICER



C.V.R.D

VOTER TURNOUT

ELECTORAL AREA	1996 VOTERS %	1999 VOTERS %	2002 VOTERS %	2005 VOTERS %	2008 VOTERS %	2011 VOTERS %
A – MILL BAY / MALAHAT	799 35	962 42	729 31	707 25	692 23 w/referendum	1014 31 w/2 referenda
B – SHAWNIGAN LAKE	808 22	1011 25	1198 28	1593 29	acclamation referendum only 405 7	1770 31 w/referendum
C – COBBLE HILL	925 32	737 24	acclamation	1264 33	acclamation referendum only 365 9	1419 37 w/referendum
D – COWICHAN BAY	405 17 w/referendum	806 43	818 39	acclamation	acclamation referendum only 319 11	906 28
E – COWICHAN STATION /SAHTLAM/GLENORA	535 21 w/referendum	579 25	800 36	acclamation	acclamation referendum only 252 8	acclamation
F – COWICHAN LAKE SOUTH/SKUTZ FALLS	333 32	412 38	acclamation	acclamation	433 35 w/2 referenda	acclamation
G – SALTAIR / GULF ISLANDS	acclamation	354 18	acclamation	502 26	697 35 w/referendum	acclamation
H – NORTH OYSTER / DIAMOND	865 47	acclamation	acclamation	acclamation	716 32 w/referendum	acclamation referendum only 615 27
I – YOUNGBOU / MEADE CREEK	349 43	acclamation	414 53	acclamation	414 41 w/2 referenda	355 40

with a seniors housing component (tentative name: Virginia Place) and possibly ground-level commercial boutiques would be a modest example of brownfield redevelopment.

Further background information on the project is attached to this report, and the proposed work plan has been entitled the "Age-Friendly Cobble Hill Village Project".

Submitted by,



Mike Tippett, MCIP
Manager of Community and Regional Planning

Department Head's Approval:

Signature

Seniors' Housing & Support Initiative



E-mail: lgps@ubcm.ca
525 Government Street, Victoria, BC, V8V 0A8
Fax: (250) 356-5119



2012 Age-friendly Community Planning & Project Grants APPLICATION FORM

The completed Application Form, with all required attachments, is due no later than **December 2, 2011**. Please type directly in this form or print and complete. Use additional space or pages wherever required.

Questions? Contact Local Government Program Services at lgps@ubcm.ca or (250) 356-5134.

Local Government Applicant

Local Government: Cowichan Valley
Regional District

Mailing Address: 175 Ingram Street,
Duncan BC V9L 1N8

Contact person: Mike Tippett, MCIP

Position: Manager of Community and
Regional Planning

Phone: (250) 746-2602

E-mail: mtippett@cvrld.bc.ca

Other Contact

Contact person: Ann Kjerulf, MCIP

Position: Planner III

Organization: Cowichan Valley
Regional District

Mailing Address: 175 Ingram Street,
Duncan BC V9L 1N8

Phone: (250) 746-2629

E-mail: akjerulf@cvrld.bc.ca

1. PROPOSED TYPE OF ACTIVITY

- Age-friendly Project (e.g. seniors' community garden or fitness program)
- Age-friendly Community Planning (e.g. age-friendly assessment or actions plan)

2. PROPOSED FOCUS AREA(S)

- | | |
|---|---|
| <input checked="" type="checkbox"/> Outdoor spaces & buildings | <input checked="" type="checkbox"/> Social participation |
| <input checked="" type="checkbox"/> Transportation (including traffic safety) | <input type="checkbox"/> Communication & information |
| <input checked="" type="checkbox"/> Housing | <input checked="" type="checkbox"/> Civic participation & employment |
| <input checked="" type="checkbox"/> Respect & inclusion | <input checked="" type="checkbox"/> Community support & health services |

3. DESCRIPTION OF PROPOSED ACTIVITIES. Please describe the specific activities you plan to undertake.

1. The study will involve examining the Cobble Hill Village area from the perspective of senior citizens in the community who generally would like to transition from single detached homes to an independent, multi-unit seniors development, with opportunities for social inclusion and to access local shops, facilities and services within the same community.
2. The Cowichan Valley Regional District (CVRD) owns several contiguous parcels of land currently designated as Parks and Institutional within Cobble Hill Village; these parcels are collectively referred to as "Cobble Hill Commons". The Cobble Hill Commons site has been identified as a place that could potentially be developed for seniors housing in combination with other needed community services and uses. The study will assess the suitability of this site to accommodating seniors housing and other uses that would be necessary or complementary to seniors housing at this location.
3. The study will involve a major community engagement component to properly assess the needs and preferences of seniors both in terms of the housing size, configuration and associated amenities, uses and services.
4. The study will also examine the functional relationship between the Cobble Hill Commons site and the surrounding Village area to assess the availability of services, facilities, shops and amenities that are important to seniors and the status of necessary infrastructure to allow seniors to move throughout the Village Area (e.g. transportation stops, localized sidewalks, pathways). Based on this assessment, the study may provide recommended upgrades to existing infrastructure or inclusive design features that may help to improve accessibility and to better integrate senior citizens into the social fabric of the Village Area, and more generally to make Cobble Hill Village a more age-friendly place.
5. The final and important component of the study is to examine the opportunities for partnerships and development of capacity to facilitate the implementation of this seniors housing project.

4. PROGRAM GOALS & OBJECTIVES. How will the project meet the goals of the 2012 SHSI program? How will the project make your community more age-friendly?

This project will assist Cobble Hill in becoming a more inclusive, age-friendly community by guiding the development of appropriate housing for independent senior citizens who are still active and able to care for themselves but do not want the burden of maintaining a single detached home. Additionally, the placement of a residential facility for seniors at the heart of Cobble Hill Village, in association with complementary uses and community amenities, will ensure that seniors remain an integral and active group of citizens within the community. The Report will outline the way forward to project implementation including potential partnerships between the community, NGOs and the Regional District. The Age-friendly Cobble Hill Village Project meets multiple criteria of the SHSI 2012 program:

1. Outdoor spaces and buildings will be developed;
2. Mobility and transportation linkages to the surrounding community will be examined;
3. A seniors housing component is proposed;
4. The inclusion of senior citizens is integral to the proposal; and
5. Opportunities for social participation and inclusion will be enhanced through the provision of community amenities in the Cobble Hill Commons development and surrounding area.

5. INTENDED OUTCOMES & DELIVERABLES. What do you hope the project will achieve? What will be the specific deliverables?

A needs assessment report will identify: the specific needs and preferences of seniors with respect to housing specifications and complementary uses and amenities for the Cobble Hill Commons site; an (age-friendly) assessment of the Cobble Hill Village area, which considers the functional relationship between Cobble Hill Commons and Cobble Hill Village; and an identification of a partnership arrangement which will lead to potential implementation.

A community engagement program, which includes seniors, nearby residents and business owners, and other community members to determine the optimal mix of uses for the Cobble Hill Commons site and any necessary improvements to the greater Cobble Hill Village area.

As a component of the proposed work program, community workshops and/or a charette process is expected.

6. COMMUNITY PARTNERS. Please list all proposed and confirmed partners (e.g. health authority, community organization, First Nation, other local government, etc.).

Confirmed:

1. CVRD Community Parks Commission
2. CVRD/BC Transit

Proposed:

1. Social Planning Cowichan (NGO)
2. Young Seniors Action Group (citizens group)
3. Cobble Hill Legion
4. BC Housing
5. CMHC

7. EVALUATION. What tools will be used to evaluate the project and how will this information be used?

A steering committee, which will include representatives of NGOs and other community members, will be appointed to guide and evaluate the project through to completion. Community workshops, charettes, social media, household mailouts, and other community engagement techniques will be utilised to achieve a broad level of participation. The information gathered through community engagement and the assessment of the Cobble Hill Commons site and greater Village area, will be used to move this project from concept towards construction. A key element of this will be identifying the necessary steps that the various partners need to take in order to develop the capacity to create seniors housing in Cobble Hill Village.

8. DEMONSTRATION OF PROMISING PRACTICES. How is the project innovative? What lessons will it provide to other local governments?

Regional district governments and small rural communities, in particular, often find it difficult to provide a high level of service with respect to facilitating housing, facilities and support services for seniors. Challenges include the lack of funding and the lack of staff resources or knowledge within the government or non-government sectors. This project attempts to harness the considerable local knowledge of Cobble Hill Village from the perspective of seniors and others. With the assistance of an external consultant who has expertise in the performing age-friendly and seniors needs assessments and in engaging communities in such activities, a plan for implementation of this desperately needed community asset will be created. If the Report is clear and the project is ultimately a success, it could serve as a model for other small rural communities that face similar challenges.

9. SUSTAINABILITY. Will the project be sustained after the funding? If yes, how?

Yes, this project for which we are seeking funding will identify partnerships and chart a way forward for the realization of Cobble Hill Commons/Virginia Place. The sustenance of the project vision will be ensured by developing further the existing partnerships with the Young Seniors Action Group, Social Planning Cowichan and other future partners that will be identified through the funded report. This Age-Friendly Cobble Hill Village project will be of great assistance in refining the sense of place for Cobble Hill residents thus enabling us to develop this site appropriately to address community need, and in particular, the needs of independent senior citizens.

10. ADDITIONAL COMMENTS. Please use this space to add any additional comments.

Owing to the constraints of our meeting schedule, the Cowichan Valley Regional District Board Resolution respecting this project is scheduled for December 14, 2011 and will be forwarded to UBCM via email the next day.

11. REQUIRED ATTACHMENTS. Please submit the following with your application:

- Council/Board Resolution
- Detailed budget

12. AGE-FRIENDLY BC RECOGNITION. For more information on the recognition program, please refer to Appendix 1 of the Program & Application Guide or contact:

Rosemary Lawrence, Age-friendly British Columbia Coordinator

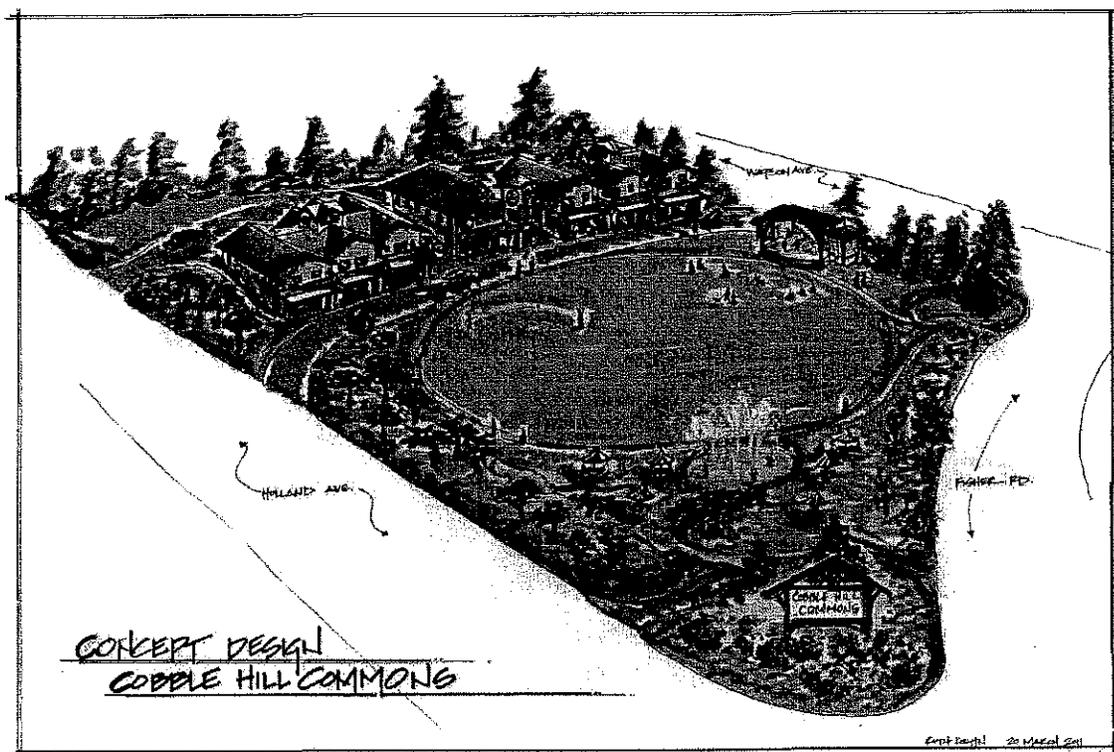
E-mail: AgeFriendlyBC@gov.bc.ca Phone: 250-387-4493

Please send the completed Application Form and all required attachments as an e-mail attachment to Local Government Program Services at lgps@ubcm.ca. If you submit by e-mail, hardcopies and/or additional copies of the application are not required.

Please submit your application as either a Word or PDF file(s) and note "2012 SHSI" in the subject line.

Appendix A to SHSI application from Cowichan Valley Regional District:

Cobble Hill Commons and Virginia Court Seniors' Residential Complex Concept



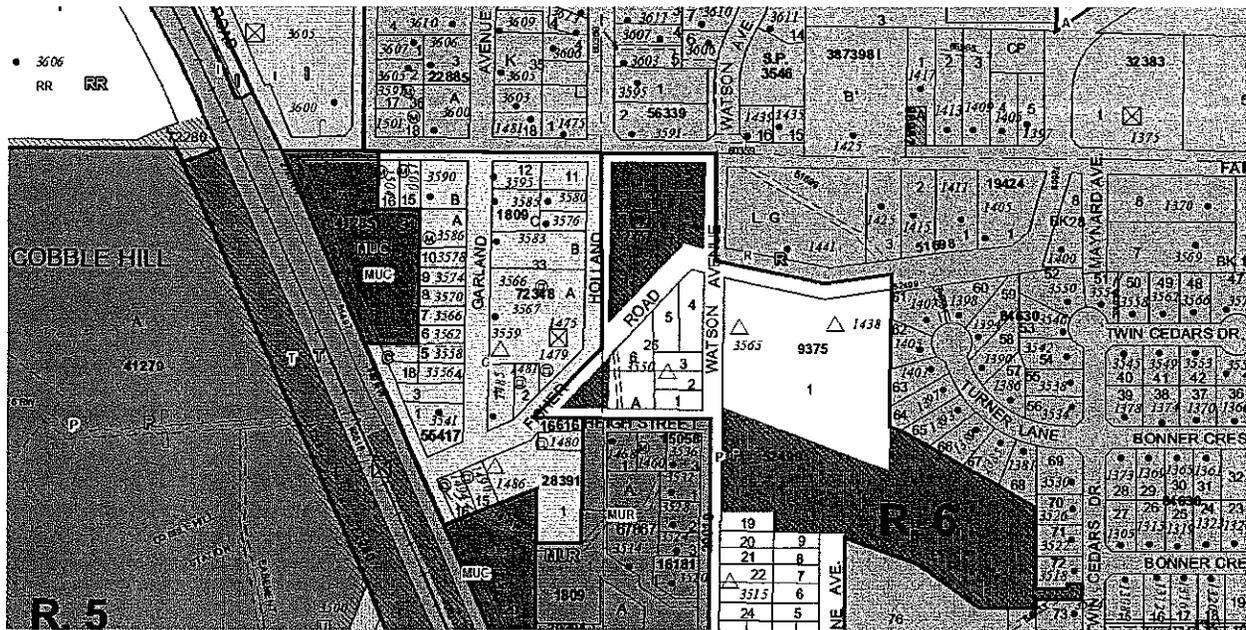
Introduction:

Like many rural communities, the communities of the South Cowichan area struggle with the ability to age in place – to remain in one’s own community throughout an entire lifespan. As a small local government without a housing or public land management department, addressing this pressing social need in the CVRD is difficult.

The South Cowichan Official Community Plan, adopted in July 2011, contains an extensive section on social sustainability. The OCP recognizes that there are gaps in the social fabric of Cobble Hill, Shawnigan Lake and Mill Bay, and it sets out some policies intended to close those gaps. One of these policies requires the provision of an Institutional zone that will permit the development of non-market affordable seniors housing. This SHSI application concerns the community of Cobble Hill and how to get such a project underway through the harnessing of pooled resources – local governments and the NGO sector.

The Site:

The land that is the subject of this application is owned by the Cowichan Valley Regional District, and for decades it was a Ministry of Transportation public works yard. Its reuse as a public space with a housing component will be a modest example of brownfield redevelopment.

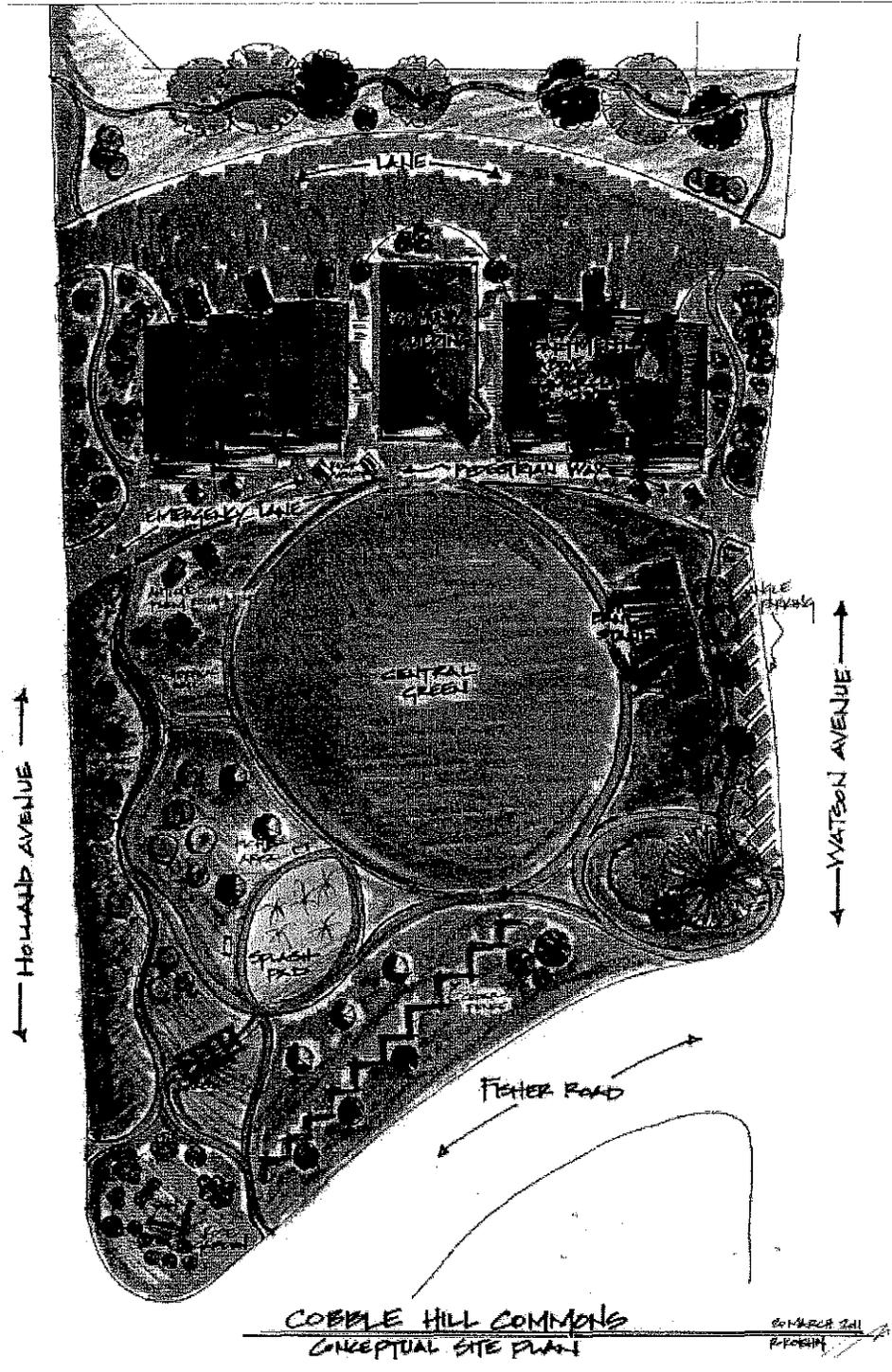


The site consists of the 8 parcels of land of Block 32, shown in dark green with the large blue dot on it at the centre of the above image, at 1461 Fisher Road. It is 0.66 hectares in area and lies within the very heart of Cobble Hill village. The site, although small, is under 500 metres from two separate CVRD-owned and operated sewage treatment plants, and Cobble Hill Improvement District (water) service area, so the connection of this site to utilities will not be a problem. Regional transit service is available to Cobble Hill village and part of the proposed project will consist of enhancing that service and physical access to buses.

The Concept:

A preliminary community consultation on the future of this site has already been conducted early in 2011 – the assistance of neighbouring residents and the Young Seniors Action Group was enlisted to assist in a design charette to show what one use of the subject lands might look like. In principle, this site will be home to some non-market housing along with some ground-level commercial uses fronting on the large south-facing park area. The proposed development will incorporate ground level commercial use not only to bring liveliness and clear public access to the base of the proposed buildings, but also to enhance the commercial core of Cobble Hill village. Residential units tentatively entitled “Virginia Court”, will have their main entrance from the north side of the site, which is considerably higher in elevation, allowing a ground-level direct access to residences. Most residences will have views over and balconies on the south side, not only to take in the favourable solar exposure but also to provide a vista over the open portions of the site, and towards Cobble Hill village. Commercial tenancies will provide some revenues to permit the development of the open space improvements on Cobble Hill Commons.

The open areas will be developed generally as shown on the conceptual plan on the next page.



Appendix B: Age-friendly Cobble Hill Village Project Detailed Budget

Item/Deliverable	Days to Complete	Cost @ \$1,000/day	Comment
Background research and data collection/gathering	2 days	\$2,000	CVRD will provide background information, GIS data, and maps for the use of the consultant
Community workshop/charette preparation	2 days	\$2,000	CVRD will incur costs related to advertising and communications (e.g. maps, advertising, newsletters etc.)
Community workshop/charette delivery	2 days	\$2,000	CVRD will incur costs related to printing of presentation materials and handouts
Preparation of a consultation summary report	1 day	\$1,000	
Consultation with potential partners	3 days	\$3,000	
Preparation of a draft Needs Assessment Report	7 days	\$7,000	CVRD may assist with the preparation of maps
Revision of draft Report and completion of Final Report	2.5 days	\$2,500	
	Sub-total	\$19,500	
Travel and incidental expenses	n/a	\$1,500	CVRD will find suitable meeting spaces
	Total	\$21,000	



COWICHAN VALLEY REGIONAL DISTRICT

BYLAW No. 3573

A Bylaw to Amend the North Oyster Local Service (Fire Protection) Area Establishment Bylaw No. 1689

WHEREAS the Board of the Cowichan Valley Regional District established a Fire Protection Service known as the *North Oyster Local Service (Fire Protection) Area* by Bylaw No. 1689, cited as "CVRD – North Oyster Local Service (Fire Protection) Area Establishment Bylaw No. 21, 1995", as amended;

AND WHEREAS the Regional District wishes to amend Bylaw No. 1689 by increasing the maximum annual requisition limit from \$105,650 or the greater yield of \$0.7040/\$1,000 to \$394,340 or the greater yield of \$0.87999/\$1,000 of assessed value of land and improvements for residential property;

AND WHEREAS the Director for Electoral Area H – North Oyster/Diamond has consented, in writing, to the adoption of this bylaw;

NOW THEREFORE the Board of Directors of the Cowichan Valley Regional District, in open meeting assembled, enacts as follows:

1. **CITATION**

This bylaw may be cited as "**CVRD Bylaw No. 3573 – North Oyster Fire Protection Service Amendment Bylaw, 2011**".

2. **AMENDMENT**

That CVRD Bylaw No. 1689 be amended by deleting the tax rate figure of "\$0.7040/\$1,000.00"; and maximum requisition limit figure of "\$105,650.00" in Section 7.1 of the Bylaw and replacing them with the figures "\$0.87999/\$1,000" and "(394,340)" respectively.

READ A FIRST TIME this _____ day of _____, 2011.

READ A SECOND TIME this _____ day of _____, 2011.

READ A THIRD TIME this _____ day of _____, 2011.

ADOPTED this _____ day of _____, 2012.

Chair

Corporate Secretary



COWICHAN VALLEY REGIONAL DISTRICT

BYLAW No. 3539

A Bylaw to Establish a Service to Provide an Annual Financial Contribution to the Mill Bay/Malahat Historical Society

WHEREAS pursuant to Sections 796 and 800 of the *Local Government Act*, a Regional District may, by bylaw, establish and operate any service that the Board considers necessary or desirable for all or part of the Regional District;

AND WHEREAS the Board of the Cowichan Valley Regional District wishes to establish a service for the purpose of assisting with costs associated with the collection, preservation, restoration and presentation of historical artifacts and archives of Mill Bay and the surrounding South Cowichan area by the Mill Bay/Malahat Historical Society, within Electoral Area A – Mill Bay/Malahat;

AND WHEREAS the Board of the Cowichan Valley Regional District has obtained the approval of the service area electors in accordance with the *Local Government Act* and the *Community Charter*,

NOW THEREFORE the Board of Directors of the Cowichan Valley Regional District, in open meeting assembled, enacts as follows:

1. **CITATION**

This bylaw may be cited for all purposes as "CVRD Bylaw No. 3539 – Mill Bay/Malahat Historical Society Annual Financial Contribution Service Establishment Bylaw, 2011".

2. **SERVICE BEING ESTABLISHED**

The service being established under the authority of this bylaw is a service for the purpose of providing an annual financial contribution to assist the Mill Bay/Malahat Historical Society with costs associated with the collection, preservation, restoration and presentation of historical artifacts and archives of Mill Bay and the surrounding South Cowichan area. The service shall be known as the "Mill Bay/Malahat Historical Society Annual Financial Contribution Service".

3. **SERVICE AREA BOUNDARIES**

The boundaries of the service area are the boundaries of Electoral Area A – Mill Bay/Malahat.

4. **PARTICIPATING AREA**

Electoral Area A – Mill Bay/Malahat is the only participating area for this service.

.../2

5. METHOD OF COST RECOVERY

The annual cost of providing this service shall be recovered by one or more of the following:

- a) property value taxes requisitioned and collected on the basis of the net taxable value of land and improvements within the service area;
- b) revenues raised by other means authorized by the *Local Government Act*, or any other Act.

6. MAXIMUM REQUISITION

The maximum amount of money that may be requisitioned annually in support of this service shall be the greater of \$15,000 or an amount equal to the amount that could be raised by a property value tax of \$.01686 per \$1,000 of net taxable value of land and improvements within the service area.

READ A FIRST TIME this 3rd day of August, 2011.

READ A SECOND TIME this 3rd day of August, 2011.

READ A THIRD TIME this 3rd day of August, 2011.

I hereby certify this to be a true and correct copy of Bylaw No. 3539 as given Third Reading on the 3rd day of August, 2011.


Deputy Corporate Secretary

August 8, 2011
Date

APPROVED BY THE INSPECTOR OF MUNICIPALITIES this 6th day of September 2011.

ADOPTED this _____ day of _____, 2011.

Chairperson

Corporate Secretary



COWICHAN VALLEY REGIONAL DISTRICT

BYLAW No. 3535

**A Bylaw for the Purpose of Amending Official Community Plan
Bylaw No. 1490, Applicable to Electoral Area E – Cowichan Station/Sahtlam/Glenora**

WHEREAS the *Local Government Act*, hereafter referred to as the "Act", as amended, empowers the Regional Board to adopt and amend official community plan bylaws;

AND WHEREAS the Regional District has adopted an official community plan bylaw for Electoral Area E – Cowichan Station/Sahtlam/Glenora, that being Official Community Plan Bylaw No. 1490;

AND WHEREAS the Regional Board voted on and received the required majority vote of those present and eligible to vote at the meeting at which the vote is taken, as required by the *Act*;

AND WHEREAS after the close of the public hearing and with due regard to the reports received, the Regional Board considers it advisable to amend Community Plan Bylaw No. 1490;

NOW THEREFORE the Board of Directors of the Cowichan Valley Regional District, in open meeting assembled, enacts as follows:

1. **CITATION**

This bylaw shall be cited for all purposes as "**CVRD Bylaw No. 3535 - Area E – Cowichan Station/Sahtlam/Glenora Official Community Plan Amendment Bylaw (Alderlea Farm), 2011**".

2. **AMENDMENTS**

Cowichan Valley Regional District Official Community Plan Bylaw No. 1490, as amended from time to time, is hereby amended as outlined on the attached Schedule A.

.../2

3. CAPITAL EXPENDITURE PROGRAM

This bylaw has been examined in light of the most recent Capital Expenditure Program and Solid Waste Management Plan of the Cowichan Valley Regional District and is consistent therewith.

READ A FIRST TIME this 13th day of July, 2011.

READ A SECOND TIME this 13th day of July, 2011.

READ A THIRD TIME this 14th day of September, 2011.

ADOPTED this _____ day of _____, 2011.

Chairperson

Corporate Secretary



C·V·R·D

SCHEDULE "A"

To CVRD Bylaw No. 3535

Schedule A to Official Community Plan Bylaw No. 1490, is hereby amended as follows:

- a) That the following policy is added after policy 4.1.20:

POLICY 4.1.21

The promotion, marketing and sale of locally grown crops are encouraged. Ancillary non-farm uses that are compatible and supportive of agricultural may be considered through site specific zoning amendments.

- b) That Lot 4, Section 11, Range 4, Quamichan District, Plan 5021, Except that Part in Plan 33417, as shown outlined in a solid black line on Plan number Z-3535 attached hereto and forming Schedule B of this bylaw, be re-designated from Rural Residential to Agricultural and that Schedule B of Bylaw 1490 be amended accordingly.



COWICHAN VALLEY REGIONAL DISTRICT

BYLAW No. 3536

**A Bylaw for the Purpose of Amending Zoning Bylaw No. 1840
Applicable to Electoral Area E – Cowichan Station/Sahtlam/Glenora**

WHEREAS the *Local Government Act*, hereafter referred to as the "Act", as amended, empowers the Regional Board to adopt and amend zoning bylaws;

AND WHEREAS the Regional District has adopted a zoning bylaw for Electoral Area E – Cowichan Station/Sahtlam/Glenora, that being Zoning Bylaw No. 1840;

AND WHEREAS the Regional Board voted on and received the required majority vote of those present and eligible to vote at the meeting at which the vote is taken, as required by the *Act*;

AND WHEREAS after the close of the public hearing and with due regard to the reports received, the Regional Board considers it advisable to amend Zoning Bylaw No. 1840;

NOW THEREFORE the Board of Directors of the Cowichan Valley Regional District assembled, enacts as follows:

1. **CITATION**

This bylaw shall be cited for all purposes as "**Cowichan Valley Regional District Bylaw No. 3536 - Area E – Cowichan Station/Sahtlam/Glenora Zoning Amendment Bylaw (Alderlea Farm), 2011**".

2. **AMENDMENTS**

Cowichan Valley Regional District Zoning Bylaw No. 1840, as amended from time to time, is hereby amended in the following manner:

a) That the following definition be added to Section 3.1:

"local farm products" means commodities grown or reared on a farm within 160 km (100 miles).

b) That Section 7.7(a) be amended to add "processing, storage and retail sales of local farm products" and "food and beverage café, accessory to a use permitted in 7.7(a)(2) and (3)*" to the list of permitted uses.

- c) That Section 7.7(a) be amended to remove “one single family dwelling accessory to a use permitted in 7.7(a)(1) and (2) above” from the list of permitted uses
- d) That Section 7.7(b)(1) be amended to reduce the maximum permitted parcel coverage from 60% to 30%.
- e) That the following Condition of Use be added after Section 7.7(b)(1):
 - (2) Notwithstanding Section 7.7(b)(1) *parcel coverage* may be increased by an additional 20% of the site area for the purpose of constructing greenhouses;
- f) That Section 7.7 (b) be amended to change the heading of Column II from “Residential and Accessory Uses” to “Non-Agricultural Principal and Accessory Uses”.
- g) That Section 7.7(b) be amended by adding the following conditions of use:
 - (6) food and beverage café use shall not exceed 125m2 of indoor floor area and 125 m2 of outdoor patio and deck area, and a maximum seating capacity of 65 persons.
 - (7) A slaughterhouse, abattoir or stockyard shall be specifically prohibited.
- h) That Section 7.7(c) be amended to change the minimum parcel size in the A-5 Zone from 1.0 ha. to 5.0 ha.
- i) That Schedule B (Zoning Map) to Electoral Area E – Cowichan Station/Sahtlam/Glenora Zoning Bylaw No. 1840 be amended by rezoning Lot 4, Section 11, Range 4, Quamichan District, Plan 5021, except that part in Plan 33417, as shown outlined in the solid black line on Plan Number Z-3536 on Schedule A attached hereto and forming part of this bylaw, be rezoned from Rural Residential (R-1) to Agricultural Market (A-5).

3. FORCE AND EFFECT

This bylaw shall take effect upon its adoption by the Regional Board.

READ A FIRST TIME this 13th day of July, 2011.

READ A SECOND TIME this 13th day of July, 2011.

RESCIND SECOND READING this 3rd day of August, 2011.

SECOND READING AS AMENDED this 3rd day of August, 2011.

READ A THIRD TIME this 14th day of September, 2011.

ADOPTED this _____ day of _____, 2011.

Chairperson

Corporate Secretary



RES1

APPOINTMENTS

**REGULAR BOARD MEETING
OF December 14, 2011**

DATE: December 14, 2011
FROM: Director Fraser
SUBJECT: **Electoral Area B – Shawnigan Lake
Advisory Planning Commission Appointments**

Recommendation:

That the following appointments to the Electoral Area B – Shawnigan Lake Advisory Planning Commission be approved:

Appointed for a Term to Expire November 30, 2012:

**Cynara de Goutiere
Chris Heddeker
Dave Hutchinson
Sara Middleton
Jennifer Moross
Graham Ross-Smith
Roger Painter
Grant Treloar**



C·V·R·D

NM1

COWICHAN VALLEY REGIONAL DISTRICT

BOARD MEETING – DECEMBER 14, 2011

NOTICE OF MOTION

Introduced by Director Duncan:

NM1 That the CVRD accept the offer in principle of Industrial-zoned Provincial land, for a token \$1, for an Eco Depot site in the south end as alluded to by the CT group spokesperson Joseph Gollner, affirmed by past Director Richard Hughes and attributed to CVRD Director Morrison's background and field work;

Further that the CVRD accept, in principle, the Province of BC's offer of \$650,000 to develop the industrial site, which CT group spokesperson Joseph Gollner and past Director Richard Hughes affirm is the funding being offered and available from the Province;

And further that Joseph Gollner, Richard Hughes and Director Morrison be asked to be the committee tasked to do the preliminary outreach in the south Cowichan community as to the suitability of the specified Provincial, Industrial-zoned land site for use as a south end Eco Depot;

And finally, any and all documents which the CVRD has in regards to this specific offer, whether in Closed Session or not, be made available to the committee and to the public.



NEW BUSINESS SUMMARY

BOARD MEETING December 14, 2011

NB1 Area H – North Oyster/Diamond Advisory Planning Commission Appointments

NB2 South Cowichan Eco Depot



NB1

APPOINTMENTS

**REGULAR BOARD MEETING
OF December 14, 2011**

DATE: December 12, 2011
FROM: Director Marcotte
SUBJECT: **Electoral Area H – North Oyster/Diamond
Advisory Planning Commission Appointments**

Recommendation:

That the following appointments to the Electoral Area H – North Oyster/Diamond Advisory Planning Commission be approved:

Appointed for a Term to Expire November 30, 2012:

Mike Fall
Chris Gerrand
John Hawthorn
Alison Heikes
Jody Shupe
Janice Tukham
Gordon Wyndlow



NB2

**REGULAR BOARD MEETING
OF December 14, 2011**

DATE: December 14, 2011
FROM: Director Hutchins, Director Fraser, Director Giles
SUBJECT: **South Cowichan Eco Depot**

Recommendation:

1. Whereas in the South Cowichan Eco Depot Opinion Referendum 65% of the electorate voted in opposition to locating the South Cowichan Eco Depot at 3224 Cameron Taggart Road,

Therefore be it resolved that the CVRD not proceed with the construction of an Eco Depot on the CVRD-owned Cameron Taggart Road property;

And that staff be directed to report back to the Board regarding disposal of the Cameron Taggart Road property;

And options for providing recycling services to the South Cowichan area;

And further that, a comprehensive review of the Eco Depot process takes place inclusive of site search, land acquisition and public consultation with a view toward identifying errors, omissions and best practices.
2. In order to learn as much as possible regarding public perceptions of the proposed Eco Depot development, that staff be directed to commission a telephone survey of voters residing in Electoral Areas A, B and C to determine why they voted for or against the proposed Eco Depot site.