



## ECONOMIC DEVELOPMENT COMMISSION

THURSDAY, APRIL 19, 2012  
4:00 PM - CVRD BOARDROOM  
175 INGRAM STREET, DUNCAN BC

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### AGENDA

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The next Regular Economic Development Commission meeting will be held May 17, 2012 at 7:30 am, in the Community Futures Boardroom.	

**NOTE: A copy of the full agenda package is available at the CVRD website [www.cvrld.bc.ca](http://www.cvrld.bc.ca)**

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Marsha Stanley, Chair  
Director Kent  
Director Fraser

Jenn George  
George Robbins  
Michael Kelly

Roger Hart  
Jane Worton

**DISTRIBUTION:**

**Full Agenda Package:**

DIRECTOR HUTCHINS, CVRD CHAIR  
DIRECTOR MORRISON  
WARREN JONES, CHIEF ADMINISTRATIVE OFFICER  
TOM ANDERSON, GENERAL MANAGER, PLANNING & DEVELOPMENT  
GEOFF MILLAR, MANAGER, ECONOMIC DEVELOPMENT  
KATHY LACHMAN, EDC BUSINESS DEVELOPMENT OFFICER  
MARIA LAURIDSEN, PRINCIPAL, COWICHAN CAMPUS, VANCOUVER ISLAND UNIVERSITY

**Agenda:**

DIRECTOR LEFEBURE  
DIRECTOR HARTMANN  
DIRECTOR LINES  
DIRECTOR MCGONIGLE  
DIRECTOR WALKER  
DIRECTOR WEAVER

DIRECTOR GILES  
DIRECTOR IANNIDINARDO  
DIRECTOR DUNCAN  
DIRECTOR DOREY  
DIRECTOR MARCOTTE

MARK KUEBER, GENERAL MANAGER, CORPORATE SERVICES  
FELICITY ADAMS, MANAGER, DEVELOPMENT SERVICES, TOWN OF LADYSMITH  
RUTH MALLI, CITY MANAGER, TOWN OF LADYSMITH  
DAVE DEVANA, ADMINISTRATOR, DISTRICT OF NORTH COWICHAN  
JOHN KOURY, EDC CHAIR, DISTRICT OF NORTH COWICHAN  
JOSEPH FERNANDEZ, ADMINISTRATOR, TOWN OF LAKE COWICHAN  
TOM IRELAND, ADMINISTRATOR, CITY OF DUNCAN  
CATHY ROBERTSON, MANAGER, COMMUNITY FUTURES COWICHAN

Minutes of the Regular Economic Development Commission Meeting held on Thursday, March 15, 2012, at 7:30 am in the Community Futures Boardroom, 135 Third Street, Duncan, BC.

**PRESENT**

Marsha Stanley, Chair  
Directors B. Fraser and P. Kent  
Roger Hart, George Robbins, Mike Kelly

**ALSO PRESENT**

Director I. Morrison  
Tom Anderson, General Manager, Planning & Development  
Rachelle Rondeau, Planner 1, Planning & Development  
Cathy Mailhot, Tourism Cowichan Marketing Coordinator  
Dave Devana, CAO, District of North Cowichan  
Geoff Millar, Manager, Economic Development  
Kathy Lachman, EDC Business Development Officer  
Judy Mills, Recording Secretary

**ABSENT**

Pat Foster, Jenn George, John Morris, Jane Worton

**APPROVAL OF  
AGENDA**

Two items of correspondence were added.

**It was moved and seconded the amended agenda be accepted.**

**MOTION CARRIED**

**ADOPTION OF  
MINUTES**

**It was moved and seconded that the minutes of the Economic Development Commission meeting, held February 17, 2012 be adopted.**

**MOTION CARRIED**

**CORRESPONDENCE**

**C1 – Catalyst**

The following handouts were circulated; email from Dave Devana regarding Catalyst request for assistance and Municipality of North Cowichan media release dated March 9, 2012 supporting competitive business environment for industry and Catalyst.

Dave Devana reported the District of North Cowichan is considering a residential tax shift. Goal would be to get industry tax rate the same as Nanaimo. DNC Council will be meeting to decide direction they will take. He asked would the EDC support issuing a Media Press release.

Discussion ensued.

**It was decided the issues at hand are important for a broader scheme for the province. The EDC will consider supporting and wait and see outcome of the DNC Council.**

Further discussion ensued.

**C2 - Invitation**

The Environment Commission invited the EDC members to the Integrated Community Energy Mapping Project presentation to be held on March 22, 2012 in the CVRD Boardroom from 7-9 pm. If you are interested in attending please RSVP to EDC staff.

**DELEGATE**

**D1 – Private Sector  
Green Building  
Strategy**

Rachelle Rondeau introduced several approaches to encourage green buildings within the private sector with the purpose of obtaining feedback on the goals and policies of a CVRD private green building strategy. The Environment Commission is in support of a three tier approach including system of financial rebates, developing re-zoning requirement and continuing to introduce green building and new policies to apply to residential planning. Rachelle is working on another report with more specific questions and will circulate to EDC.

Discussion ensued.

**It was recommended the report be received for information and the EDC will provide feedback at a later date.**

Tom Anderson left the meeting at 8:23 am.

**REPORTS**

**R1 – VIU Event**

Roger Hart reported on background of the first Cowichan event of the U.N. International Year of the Cooperative planned for Friday, March 23, 2012 at 7pm at VIU Cowichan campus.

**R2 – Tourism  
Cowichan Marketing  
Coordinator**

Geoff Millar introduced Cathy Mailhot, Tourism Cowichan Marketing Coordinator. Cathy provided a brief overview of her role in the new position.

Discussion ensued.

**R3 – EDC  
Appointments**

Geoff Millar reported the EDC is required to make an appointment to the Regional Agricultural Advisory Commission and the Environment Commission.

**It was moved and seconded that the Economic Development Commission recommend the CVRD Board appoint George Robbins as the EDC appointee to the Regional Agricultural Advisory Commission.**

**MOTION CARRIED**

**It was moved and seconded the Environment appointee be postponed until the EDC membership vacancies are filled.**

**MOTION CARRIED**

**UNFINISHED  
BUSINESS**

**UB1 – Member  
Recruitment**

Geoff Millar reported that Maria Lauridsen is on leave from VIU since September 2011. Keith Chicquen, Instructional Director would be willing to attend meetings until Maria returns.

Discussion ensued.

**It was decided to invite a VIU representative to attend EDC meetings but hold off on appointment until Maria returns. Geoff & Roger will communicate with regard to contacting Darrel Mansbridge the interim campus principal.**

Geoff Millar met with the CVRD Board Chair regarding recruitment. Chair Hutchins wants a targeted approach and broad advertisement. The application form will be streamlined so that applicant information has continuity and is easier to evaluate. The Chair added EDC members should be advocating in the communities to encourage regional representation.

Discussion ensued. It was noted to send copies of the advertisement to the Municipalities.

Director Kent and Roger Hart left the meeting at 9 am. No longer a quorum.

**General consensus was to advertise the positions first then have sub-committee meet to work with applications.**

The Chair reported Director Kent is the sub-committee chair.

**NEXT MEETING**

The next meeting of the Economic Development Commission is scheduled for Thursday, April 19, 2012 at 7:30 am in the Community Futures Boardroom.

**ADJOURNMENT**

**It was moved and seconded that the meeting be adjourned.**

**MOTION CARRIED**

The meeting adjourned at 9:10 am.

\_\_\_\_\_  
Chair

\_\_\_\_\_  
Recording Secretary



## STAFF REPORT

### ECONOMIC DEVELOPMENT COMMISSION MEETING OF APRIL 19, 2012

DATE: April 12, 2012  
FROM: Tom R. Anderson, General Manager  
SUBJECT: CVRD Integrated Regional Sustainability Plan

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**Recommendation/Action:**

That the Economic Development Commission review the Draft Terms of Reference for the CVRD Integrated Regional Sustainability Plan and provide comments and support.

**Relation to the Corporate Strategic Plan:**

The Corporate Strategic Plan lists that we will "develop and implement an Integrated Regional Sustainability Plan as one of its top Strategic Actions.

**CVRD Environmental Lens Initiative:**

The Environmental Lens Initiative was developed in 2010 to provide guidance on how the CVRD, as an organization, could weave sustainability principles into all decision making processes. The Purpose of the Lens is to influence all aspects of decisions made by the CVRD in the delivery of all its services to the residents and businesses of the Region. The Integrated Regional Sustainability Plan was identified as a Phase 1 Project.

**Financial Impact:** *(Reviewed by Finance Division: [Signature])*

The Gas Tax Agreement (GTA) Regionally Significant Projects Fund will pay 100 percent of the estimated \$300,000 cost of this study.

**Direction:**

The CVRD Regional Board passed the following resolution at their April 11, 2012 regular meeting:

**It was moved and seconded that it be recommended to the Board that the CVRD Integrated Regional Sustainability Plan Terms of Reference be forwarded to the Environment, Economic Development and Regional Agricultural Advisory Commissions, District of North Cowichan, City of Duncan, Town of Ladysmith, Town of Lake Cowichan, First Nations and Electoral Areas' Area Planning Commissions for comment and support.**

**Background:**

Under the Gas Tax Agreement, all local governments receiving Gas Tax funding must undertake Integrated Community Sustainability (ICS) Planning as part of a regional strategy. In the context of Gas Tax funding, ICS Planning is defined as "long term planning, in consultation with community members, that provides direction for the community to realize sustainability objectives it has for the environment, cultural, social and economic dimensions of its identity." The CVRD Integrated Regional Sustainability Plan is proposed to achieve those objectives.

Attached to this report is a Draft Terms of Reference which provides a general outline of the Objectives, Desired Outcomes, Approach and Deliverables. In addition, two Appendices are

attached. One provides further detail on the Guiding Principles, Stakeholder Engagement and Project Phases. The second, attempts to provide further insight into the discussion on Sustainability and Approaches to Assessing Sustainability.

In giving considerable thought to the development of the sustainability plan there would appear to be a number of challenges and wise practices that should be considered when developing an approach for integrated sustainability planning within the CVRD.

## **CHALLENGES**

### **1. Building a common understanding of sustainability**

It is generally accepted that sustainability is the ability to meet the needs of the present without compromising the ability of future generations to meet their needs. There is a tendency for the public and even planners to think that sustainability will 'happen' if we pollute less and use fewer resources while continuing to grow the economy. However, fundamental to sustainability is the principle of carrying capacity. Regions have a limited capacity to provide resources and services and when that capacity is exceeded ecological and social systems begin to breakdown. Unlimited growth is not an option. Sustainability rests on living within the limits of:

- Ecosystems' capacity to continue providing food, clean air and water and other essential goods and services, and
- The capacity of social and economic systems' to provide adequate and equitable healthcare, education, employment, cultural opportunities and other services.

Fully understanding, adopting and working with this concept requires a collective shift in thinking.

### **2. Complexity of integration**

Aside from the challenge of understanding sustainability, it is challenging to integrate the various system components and address carrying capacity. A water sustainability plan, for example, is complicated enough without considering the implications for habitat, biodiversity, public health, tourism and culture. However, without integration the result will be an amalgamation of various lists of "to dos" without a sense of the key linkages and limiting factors to sustainability within the watershed.

### **3. Meaningful community engagement**

Community input is critical if a plan is to be accepted, supported and implemented. However, it is challenging to include all the segments of the community. Innovative methods, resources and time are required to capture valid, representative input. Younger people, who are considered to have the largest stake in sustainability planning, are often the most challenging to involve because of busy lives and competing interests. Maintaining sufficient interest and involvement is also difficult given the plethora of planning processes and the general perception that planning interferes with getting things done.

### **4. Implementation**

Plan implementation is typically challenging because it depends on:

- successfully overcoming the above challenges,
- ensuring adequate dedicated resources to follow through,
- ensuring clear accountabilities and processes/data to track progress, and
- ongoing commitment and support for the plan from partners and other levels of government.

## WISE PRACTICES

1. **Committed Champions** – Strong visible commitment by elected officials and other opinion leaders is important for building staff and community buy-in and communicating key messages.
2. **Coordination** – Dedicated resources to coordinate and manage the development of the plan and its implementation helps ensure timely, consistent progress and institutionalization of the plan.
3. **Cross Sector Teams** – Bringing people from diverse backgrounds to work together on project teams help to build bridges across departments, jurisdictions, and sectors/disciplines, and challenges “siloed” thinking.
4. **Partnerships** – Local governments cannot achieve sustainability on their own. Community partnerships are essential. Identifying shared benefits and focusing on openness, inclusiveness and respectful interactions from the beginning of the planning process should help build those partnerships in a timely way.
5. **Community Input/Buy-in** – An inclusive, engaging and transparent planning process promotes legitimacy and community support.
6. **Research and Analysis** – Best available data and appropriate analysis must underpin the strategies, indicators and targets in order for the plan to be credible.
7. **Clear Goals** – Well-crafted, measureable goals that resonate with the public are key to establishing and inspiring vision and a workable framework for the plan.
8. **Follow Through** - Implementation plans with clear responsibilities and targets and ongoing monitoring and reporting of progress help to institutionalize the plan. Ongoing reporting also helps to maintain community engagement.

## PROJECT GROUPS

Given recent discussions regarding the Environment Commission requesting to have a member(s) of their Commission on the Plan Steering Committee, it was felt that a brief outline should be provided which gives a general overview of key stakeholders expected to participate in the Plan process. Obviously, a broad group of stakeholders are affected by and /or influence regional sustainability planning. They include elected officials from the CVRD, North Cowichan, Duncan, Lake Cowichan, Ladysmith, First Nations, local government staff, federal and provincial governments, members of CVRD commissions and advisory bodies, businesses, non-governmental organizations, and various sectors of the general public. It should be cautioned that the eventual structure of such Plan Committees may also be influenced by any recommendations provided by the successful Consulting Team and ultimately the CVRD Chair and Regional Board. In the absence of that at this point, the following structure and roles will ensure broad and effective participation of CVRD stakeholders:

1. **Cowichan Valley Regional District Board and Local Government Partners** – Decision making.  
The CVRD is leading the integrated regional sustainability planning process in cooperation and consultation with municipal councils and First Nations. The CVRD Board will make final decisions regarding the plan and other local governments may also wish to be active decision making partners. All will receive regular progress reports.
2. **Sustainability Steering Committee** - Project oversight, guidance and decision making.
  - Appointed CVRD Board members and municipal leaders as well as chairs of key CVRD advisory bodies, First Nations representation and possibly other opinion leaders are recommended.



3. **Sustainability Advisory Group** –Advisors to the Steering Committee

The intention is to bring together staff and community members with special expertise and interests in sustainability planning. During the process the Advisory Group will break into working groups when it is necessary to focus on the technical aspects of specific topics. This will be an important opportunity to bring others with relevant backgrounds into the process to aid buy-in, capacity building and collaboration. The core Advisory Group will be composed of:

- Planning Department staff reps: CVRD, Duncan, Ladysmith, Lake Cowichan and North Cowichan, possibly CAOs; CVRD managers of Parks, Recreation, Arts and Culture, Engineering; Environment, First Nation reps. etc.

4. **Regional Focus Group** – A local working group comprised of opinion leaders from across the Regional District to meet regularly and provide informal advice and serve as a sounding board.

5. **Public** –Input and ideas at key points in the planning process.

6. **Project Team** – Coordinate and implement project

In keeping with the notion of knowledge retention and capacity building within the community, the project team will be composed primarily of local people and will feature an internship opportunity for youth leaders interested in developing community consultation skills. The youth interns will be trained as facilitators and organizers and will help develop the public consultation strategy to ensure effective targeting of youth.

- CVRD Project Manager
- Consultant Team Leader
- Community process facilitators
- Graphic design and communications
- Research and Analysis
- Specialized Sustainability Expertise
- Other key staff/collaborators

## MOVING FORWARD

Once input has been received from the various agencies as directed, a further report with a revised Terms of Reference will be forwarded to an up-coming CVRD Regional Services Committee meeting for further direction.

Submitted by,



Tom R. Anderson,  
General Manager  
Planning and Development Department

TRA/ca



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# CVRD Integrated Regional Sustainability Plan

Terms of Reference

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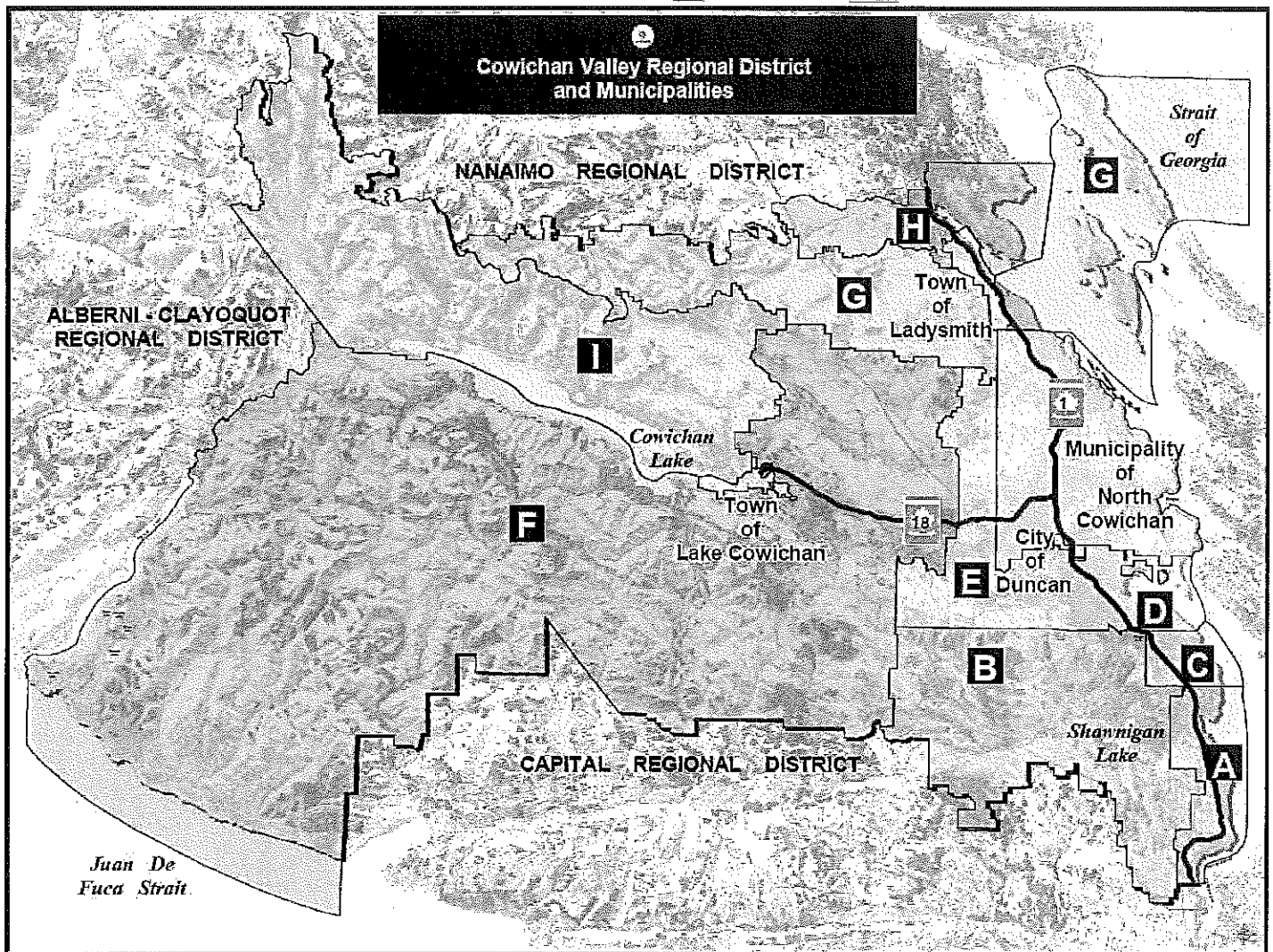
March 2012

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## Introduction

The Cowichan Valley Regional District (CVRD) is located on Southern Vancouver Island, generally between the cities of Nanaimo and Victoria. The CVRD, incorporated in 1967, is home to more than 80,000 people, living in the region's four municipalities, nine electoral areas (A through I) or First Nations reserves, as shown on the map below. The region as a whole is notably heterogeneous – each community and electoral area within the region has its own unique socio-cultural, economic and environmental context. All of the electoral areas and municipalities have official community plans and land use regulations in place.



The CVRD intends to develop an Integrated Regional Sustainability Plan (IRSP) that will provide a compelling long-term (30 year) vision and strategy to achieve a sustainable future for the region's population. This will be a multi-faced plan addressing land use, servicing, environmental, cultural, social and economic issues that are unique to the region. The IRSP will build on previous region-wide and sub-regional studies and plans which include, but are not exclusive of the:

- State of the Environment Report
- Sustainable Economic Development Strategy
- Area Agricultural Plans
- Solid Waste Management Plan
- Liquid Waste Management Plans
- Cowichan Region Affordable Housing Strategy
- Regional Environmental Strategic Plan
- Cowichan Basin Water Management Plan
- Regional Parks & Trails Master Plan
- Regional Energy Plan
- CVRD Community Surveys
- South Cowichan Official Community Plan

The IRSP will also address current regional planning deficiencies with respect to population forecasting, transportation, recreation, and arts, culture and heritage, in addition to other deficiencies that may be identified through the IRSP process. Furthermore, the IRSP will acknowledge sub-regional differences while acknowledging that an all-encompassing and holistic policy framework is needed to help achieve integrated regional sustainability.

## Objectives

Key objectives of the IRSP project are as follows:

- To seek to **engage all stakeholders**, including all local governments, First Nations, and community members, within the region in dialogue to build awareness and develop a common understanding of sustainability;
- To **assess the CVRD's capacity** to achieve sustainability, examining key challenges and opportunities based on dialogue with stakeholders, analysis of existing plans, studies, strategies, land use plans, servicing, environmental, economic, social, and demographic data, and identification of gaps, inconsistencies and shortcomings of existing plans and strategies;
- To **identify strategic actions** respecting land use, servicing, environmental, cultural, economic and social elements to approach regional sustainability; and
- To **develop a system for measuring progress** towards achieving sustainability, including a set of indicators and associated targets that are appropriate for the Cowichan Region.

## Desired Outcomes

The Integrated Regional Sustainability Plan is intended to guide the CVRD toward a sustainable future. This involves beginning a conversation among stakeholders and working toward a common vision and definition of sustainability for the region. The process of developing the IRSP should help to build the capacity of the CVRD to achieve sustainability. It should also build capacity among community members who will collectively, through individual and shared actions, determine to what extent the region is sustainable in the future. The IRSP will provide a framework for decision-making with respect to planning, land use management, infrastructure development and servicing within the region that will be

useful for not only the CVRD but for other local decision makers. Furthermore, its success will be measurable through the establishment and monitoring of appropriate sustainability indicators and targets.

A successful sustainability plan will:

- Demonstrate a commitment to a broad, long term and integrated approach to community resilience and sustainability;
- Provide a forum for collaboration on regional issues among local governments, First Nations and other agencies;
- Ensure the integration of existing regional and sub-regional studies and plans;
- Encourage local governments and community members to commit to sustainability and implement the required actions;
- Increase public confidence in local government;
- Create greater certainty for community members and investors; and
- Enhance the quality of life of community members.

The success of the Integrated Regional Sustainability Plan will also depend on how well-tailored the plan is to the Cowichan Valley, the degree to which local citizens, local government staff and elected officials, and other stakeholders “buy-in” and are committed to the Plan’s implementation, and how completely the Plan is implemented over time.

## Approach

The Consultant Team selected to guide the IRSP process will be responsible for outlining a suitable approach, having regard for the ideas enshrined within the proposed approach (Appendix A) and sustainability discussion (Appendix B), that will include:

- An inclusive and transparent stakeholder engagement process with a variety of opportunities for community members to provide input and become engaged in the process;
- Opportunities for community learning and capacity building among stakeholders including local government representatives, elected officials, and community members;
- A commitment to completing the IRSP within a two-year time frame; and
- A sound planning process designed to achieve the stated objectives (above).

## Deliverables

The IRSP project will involve completion of the following, at a minimum:

- A literature review of the current best sustainable planning practices, methodologies and tools;
- An assessment of the CVRD’s key challenges and opportunities as we move towards integrated regional sustainability planning;
- A definition of sustainability as it applies in the context of the CVRD, developed through extensive and careful stakeholder consultation;

## CVRD Integrated Regional Sustainability Plan

- Strategic directions to achieve integrated sustainability across the CVRD (i.e. specific directions for servicing, Official Community Plans, corporate plans and policies, and regulatory bylaws); and
- Establishment of sustainability criteria, indicators and targets for the purpose of monitoring the implementation of the IRSP through time.

### **Budget**

The budget for the development of the Integrated Regional Sustainability Plan is \$300,000 exclusive of HST.

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## **Appendix A – Proposed Approach to Developing an IRSP for the Cowichan Valley Regional District**

### **GUIDING PRINCIPLES**

The approach to developing the IRSP should be guided through a set of underlying principles, including at a minimum, the following:

- Inclusivity – the approach will seek to involve a broad cross section of community members, representing the diverse demography of the region using a variety of engagement methods;
- Collaboration – the approach must be collaborative, seeking consensus among all stakeholders particularly in the development of a definition and vision of sustainability; and
- Shared Responsibility – acknowledging that all stakeholders have a role to play in creating a sustainable future and that both individual and collective actions will determine whether or not sustainability is achieved.

### **STAKEHOLDER ENGAGEMENT**

A broad group of stakeholders are affected by and/or influence regional sustainability planning. They include elected officials from the CVRD, North Cowichan, Duncan, Lake Cowichan, Ladysmith, First Nations, local government staff, federal and provincial government agencies, members of local government commissions and advisory bodies, businesses, nongovernmental organizations, and the general public.

The approach to developing the IRSP must seek to engage all stakeholders and involve a variety of engagement and communications methods to ensure that all stakeholders have an opportunity to contribute. Additionally, all stakeholders should be allowed to contribute in a manner in which they feel comfortable and in a manner in which their input will be valued. The final form or content of the IRSP must not be premeditated or preconceived given that stakeholder input will be responsible for shaping the Plan.

### **PROJECT PHASES**

#### **Phase 1 – Organization & Commitment (3 months)**

Before launching into the project it is critical to secure commitment to carry out the planning process from the CVRD Board, other local governments and First Nations. The project and proposed approach will be discussed and confirmed with key committees, commissions, local government staff, Councils and the Board.

A Consultant Team will be retained to guide the project and will confirm the approach, including a detailed community engagement process, in collaboration with the CVRD Project Manager/Project Team. The Consultant Team will work with the CVRD Project Manager/Project Team, key CVRD staff, elected officials and community opinion leaders/members to ensure a shared understanding of the integrated sustainability planning project.

The Consultant Team will undertake and complete the following:

- Confirm the approach, including a detailed community engagement process and work plan, to developing the IRSP, in consultation with the CVRD Project Manager/Project Team (the work plan shall identify participants, responsibilities, timelines for each phase of the project, and project milestones and timing for deliverables); and
- Prepare project overview communications materials including participants and involvement structure with terms of reference for the steering and advisory committees for formal approval by CVRD Board & Elected Officials.

### **Phase 2 – Project Scoping/Background Research (6 months)**

This phase will involve significant background research and analysis and community consultation to assess the capacity of the CVRD to undertake sustainability planning, to build an understanding of sustainability concepts among stakeholders, and to assess the opportunities and challenges to sustainable development in the region and the implication of current policies, regulations, practices, behaviors, and development trends on future sustainability.

The Consultant Team will undertake and complete the following:

- Literature review of sustainability best practices and identification of measures which may be appropriate for the CVRD;
- Synthesis and assessment of regional reports, plans, strategies and assessment of gaps, shortcomings;
- Background information studies including trend analysis of demographics, transportation, housing stock, etc.;
- Initial stakeholder engagement to begin dialogue about sustainability in the context of the region and local communities;
- Continuous communications using a variety of methods (i.e. newspapers, newsletters, social media); and
- Regular reports to project teams/steering committee/CVRD Board & Elected Officials.

### **Phase 3 – Establishing a Regional Vision & Measures to Achieve Sustainability (6 months)**

This phase involves working with key stakeholders to reach a common understanding of sustainability for the Cowichan. It is anticipated that a series of workshops will be held to engage stakeholders in a discussion about sustainability, to identify sustainability opportunities and challenges, to develop a common vision for a sustainable region and to identify the measures needed to achieve sustainability.

The Consultant Team will undertake and complete the following:

- Broad-based stakeholder engagement throughout the region;
- Development of a regional sustainability vision statement;
- Identification of sustainability opportunities and challenges;
- Identification of potential sustainability indicators and targets;
- Continuous communications using a variety of methods (i.e. newspapers, newsletters, social media); and
- Regular reports to project teams/steering committee/CVRD Board & Elected Officials.



#### **Phase 4 – Developing the Draft Integrated Regional Sustainability Plan (6 months)**

This phase will involve synthesizing the background information collected during Phase 2 and community and stakeholder input during Phase 3 to create a defined action plan to achieve sustainability. Specific actions will be identified to address land use, servicing, environmental, cultural, social and economic challenges and opportunities. The draft Plan will also include a framework for measuring sustainability using a set of sustainability indicators and targets that are tailored and appropriate for the region.

The Consultant Team will undertake and complete the following:

- Stakeholder engagement to confirm the proposed action plan;
- A detailed sustainability action/implementation plan;
- A sustainability measurement framework with appropriate indicators and targets;
- Continuous communications using a variety of methods (i.e. newspapers, newsletters, social media); and
- Regular reports to project teams/steering committee/CVRD Board & Elected Officials.

#### **Phase 5 – Confirming the Integrated Regional Sustainability Plan (3 months)**

During this final phase of the project the draft Integrated Regional Sustainability Plan should be made available for stakeholder review and comment. At the completion of the review/comment period, the Consultant Team shall make the appropriate final revisions to the draft IRSP for endorsement/adoption by CVRD Board members and representatives of partner jurisdictions and agencies.

## Appendix B – Sustainability and Approaches to Assessing Sustainability

In the 1980's growing concern about the rapidly deteriorating state of the environment and the consequences for economic and social development led to the United Nation's World Commission on Environment and Development – the Brundtland Commission. The Brundtland Report, released in 1987, provides the most widely accepted definition of sustainability: ***Sustainable development seeks to meet the needs and aspirations of the present without compromising the ability to meet those of the future.*** (<http://www.un-documents.net/ocf-01.htm>). There are several principles underpinning this definition:

- **Carrying Capacity** – Nature provides life sustaining goods (e.g., food, timber, water) and services such as maintaining hydrologic cycles and supporting ecosystems) [http://ohioline.osu.edu/paradigm/table\\_1.html](http://ohioline.osu.edu/paradigm/table_1.html). The Brundtland Report notes that *nature is bountiful, fragile and finely balanced. There are thresholds that cannot be crossed without endangering the basic integrity of the system.* The concept of carrying capacity refers to those thresholds - the amount of change or stress an ecosystem can support before its capacity to provide goods and services is compromised. Natural resources are limited.
- **Interconnectedness** – Ecological, economic and social systems are linked through society's dependence and impact on nature's goods and services. The Brundtland Report calls for a new approach to policy and decision making that *integrates production with resource conservation and enhancement, and that links both to the provision for all of an adequate livelihood base and equitable access to resources.* In other words, we need to integrate the natural environment into our economic and social decision making framework.
- **An Ongoing Process** – Sustainability is a journey whereby humans must continually adjust to meet their social, economic and cultural needs while protecting the environment's ability to support them. The Brundtland Report refers to it as *sustainable human progress* or *sustainable development*. The term *development* as used in the Brundtland Report should not be confused with *growth* which traditionally means economic development. Unlimited growth is not sustainable.

In 1989 Karl Henrik Robert, founder of The Natural Step, described four sustainability conditions as the minimum criteria for sustainability (<http://thenaturalstep.org/the-system-conditions>), including:

- Nature is **not** subject to the progressive build up of substances from the earth's crust (e.g., fossil fuels and metals).
- Nature is **not** subject to the progressive build up of substances produced by society (e.g., waste, dioxins, PCBs, etc).
- Nature and natural processes are **not** subject to progressive physical degradation and destruction (e.g., overharvesting fisheries, eroding the soil etc).
- People are **not** subject to conditions that systematically undermine their capacities to meet their needs (e.g., resources are used fairly and efficiently to meet basic human needs globally).

Robert's sustainability conditions are based on fundamental scientific principles and are accepted as valid by the scientific community. The sustainability conditions are stated in the negative because it is impossible to identify precisely how a sustainable society would look in the future.

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More recently the concept of **resilience** has come to the fore. Resilient systems have an inherent capacity to withstand, recover from, or adapt to stress and changing conditions. Managing for resilient ecological and social systems is therefore viewed as being an essential condition of sustainability. [http://www.sou.gov.se/mvb/pdf/206497\\_Resilienc.pdf](http://www.sou.gov.se/mvb/pdf/206497_Resilienc.pdf)  
[http://www.mpiweb.org/CMS/uploadedFiles/About\\_MPI/Restless%20Communities%20to%20Sustainable%20Places.pdf](http://www.mpiweb.org/CMS/uploadedFiles/About_MPI/Restless%20Communities%20to%20Sustainable%20Places.pdf).

The concept of sustainability and the need for communities to set a more sustainable course has taken root. However, planning for sustainability, which is inherently a complex concept, remains challenging. A number of approaches to developing a sustainability plan have been devised including:

- The Natural Step ABCD process <http://thenaturalstep.org/en/abcd-process>,
- The ICLEI sustainability planning toolkit <http://www.iclei.org/sustainability/sustainabilitytoolkit>; and
- BC Smart Planning for Communities Initiative [http://www.cscd.gov.bc.ca/lgd/intergov\\_relations/Smart\\_planning.htm](http://www.cscd.gov.bc.ca/lgd/intergov_relations/Smart_planning.htm)).

The most common approach to assessing sustainability at a local level relies on identifying unsustainable environmental, social and economic trends and issues and then basing actions on influencing those trends and issues. There are several sets of sustainability-related principles or themes that are often used to guide assessments. Some communities, including Whistler BC, have used The Natural Step's four sustainability conditions. Others, including Sooke and Dawson Creek) have adopted variations of the 8 Pillars Framework (HB Lanarc). The United States Government Partnership for Sustainable Communities initiative advocates six livability principles, which are similar to the Smart Growth BC 10 smart growth principles.

The Ecological Footprint is another well recognized sustainability assessment framework. It is a method for assessing how fast natural resources are consumed and waste generated by a population and compares the land area required to support this level of activity to the land area the population actually occupies. The Ecological Footprint is considered a useful indicator of sustainability and ecological footprints of a number of Canadian municipalities have been calculated <http://www.anielski.com/Documents/EFA%20Report%20FINAL%20Feb%202.pdf>. Unfortunately, the usefulness of this approach for local planning is limited because it requires large data sets, complex calculations and, at a local scale, the data required is often not available.

Recent experiences with regional sustainability planning in Australia have resulted in the development of a regional sustainability assessment framework that holds promise as a relatively simple way of assessing regional carrying capacity and as such will allow communities to develop 'real' sustainability plans. The method focuses on assessing the pressure placed on a region's ecosystems caused by human activities against known or assumed thresholds for those pressures to determine if they have exceeded the human carrying capacity threshold (Graymore, Sipe and Rickson 2010<sup>1</sup>)

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<sup>1</sup> Graymore, M.L.M., N.G.Sipe, and R.E Rickson. 2010. Sustaining human carrying capacity: A tool for regional sustainability assessment. *Ecological Economics*. 69: 459-468.



## STAFF REPORT

### ECONOMIC DEVELOPMENT COMMISSION MEETING OF APRIL 19, 2012

DATE: April 10, 2012

FILE NO:

FROM: Tom R. Anderson, General Manager

BYLAW NO:

SUBJECT: CVRD Climate Action Plan

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#### **Recommendation/Action:**

That the Economic Development Commission review the Draft Terms of Reference for the CVRD Climate Action Plan and provide comments and support.

#### **Relation to the Corporate Strategic Plan:**

The Corporate Strategic Plan lists that we will "Develop a community climate change action plan to meet or beat provincial green house gas emission targets."

#### **CVRD Environmental Lens Initiative:**

The Environmental Lens Initiative was developed in 2010 to provide guidance on how the CVRD, as an organization, could weave sustainability principles into all decision making processes. The Purpose of the Lens is to influence all aspects of decisions made by the CVRD in the delivery of all its services to the residents and businesses of the Region. The Lens states that we are to "Develop a plan to ensure the CVRD complies with the BC Climate Action Charter by 2012," and that this be prioritized as a Phase 1 Project.

#### **Financial Impact:** *(Reviewed by Finance Division: [Signature])*

The Gas Tax Agreement (GTA) Regionally Significant Projects Fund will pay 100 percent of the estimated \$75,000 cost of the study.

#### **Direction:**

The CVRD Regional Board passed the following resolution at their April 11, 2012 regular meeting:

**It was moved and seconded that it be recommended to the Board that the CVRD Climate Action Plan Terms of Reference be forwarded to the Environment, Economic Development and Regional Agricultural Advisory Commissions for comment and support and further, that the Climate Action Plan be undertaken as a part of the more comprehensive Integrated Regional Sustainability Plan.**

#### **Background:**

Attached to this report is a Draft Terms of Reference (ToR) for the Climate Action Plan (CAP) which provides a general outline of the Project Description, Objectives, Project Details and Process, and Budget.

Beyond the detail provided in the ToR, most significant is that this study be undertaken concurrently with the CVRD Integrated Regional Sustainability Plan (IRSP). The Background Research, Action Strategies, key indicators and Targets which will evolve from this Plan will become key component parts of the IRSP. For that reason, it is proposed that the two Plans be tendered as a package for consultants to submit on and that the same consultant be awarded both projects.

In the same manner as the IRSP, it is proposed that comments received from the Commissions will be forwarded to an up-coming Regional Services Committee along with a revised Terms of Reference for further direction.

Submitted by,

A handwritten signature in black ink, appearing to read 'Tom R. Anderson', with a long horizontal flourish extending to the right.

Tom R. Anderson  
General Manager  
Planning and Development Department

TRA/ca



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# CVRD Climate Action Plan

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Terms of Reference

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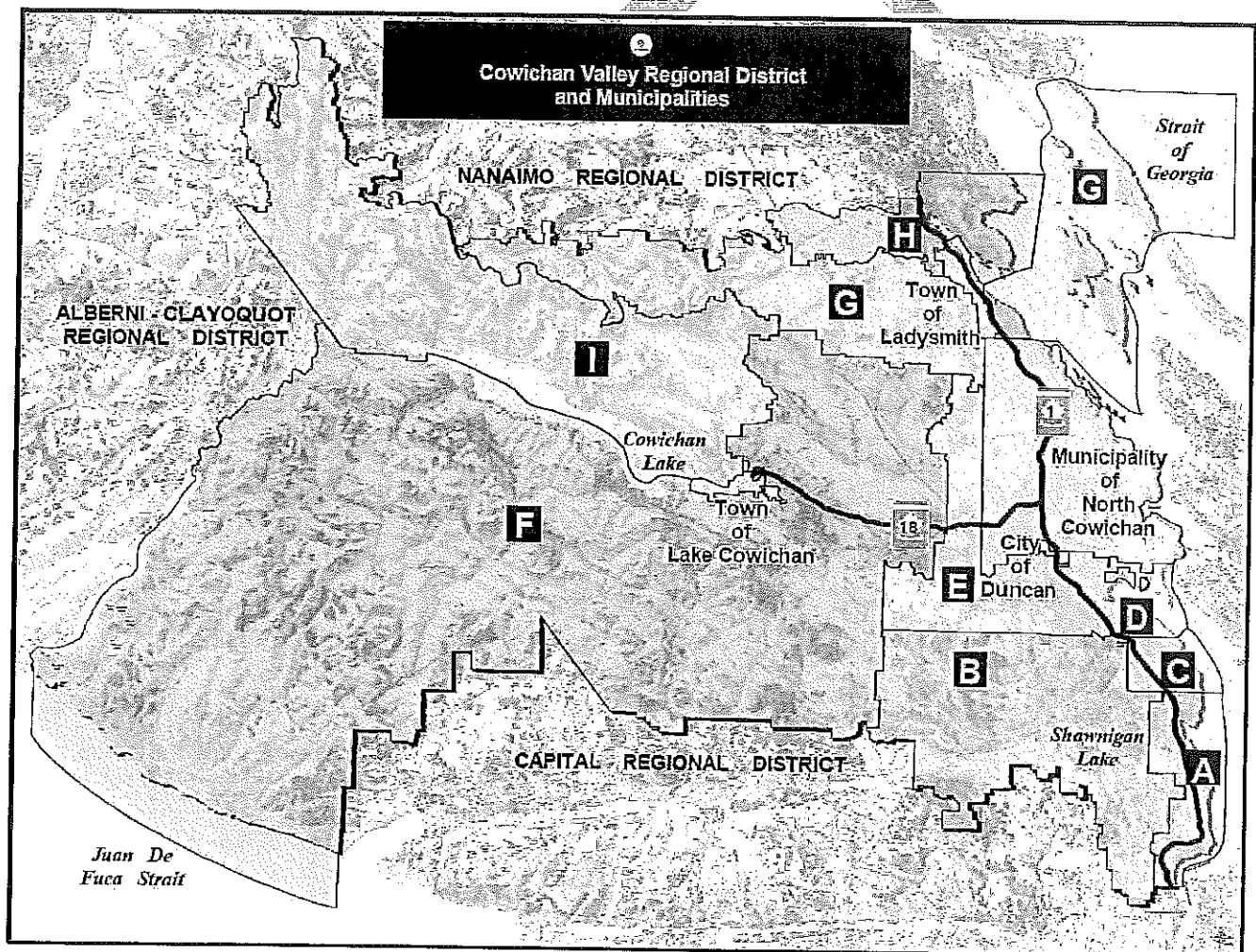
March 2012

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DRAFT

## Introduction

The Cowichan Valley Regional District (CVRD) is located on Southern Vancouver Island, generally between the cities of Nanaimo and Victoria. The CVRD, incorporated in 1967, is home to more than 80,000 people, living in the region's four municipalities, nine electoral areas (A through I) or First Nations reserves, as shown on the map below. The region as a whole is notably heterogeneous – each community and electoral area within the region has its own unique socio-cultural, economic and environmental context. All of the electoral areas and municipalities have official community plans and land use regulations in place and some of the municipalities have Climate Action Plans started or adopted. The Cowichan Tribes is just initiating a Climate Action Planning process.





## Context

The Cowichan Valley Regional District intends to develop a Regional Climate Action Plan in parallel with the Integrated Regional Sustainability Plan. The inherent relationship between climate change and sustainability provides an opportunity to achieve administrative and financial efficiencies by integrating the development of these plans.

## Project Description/Abstract

A Regional Climate Action Plan (CAP) is needed to address the complex nature of climate change in the context of the Cowichan Region. The CAP will identify regionally significant knowledge, tools, networks and policies to effectively prepare the region for the impacts of climate change. The focus will be on mitigation strategies to reduce the sources or enhance the sinks of greenhouse gases, and adaptation strategies to moderate potential damage, to take advantage of opportunities, or to cope with the consequences of climate change. These may include, but are not limited to, strategies addressing land use planning, infrastructure and servicing, transportation planning, energy planning, and government and community capacity building. The CAP will also consider the climate action plans being developed by the region's member municipalities and incorporate major findings and directions into a comprehensive regional plan. It is critical that the CAP address the regional context, opportunities for synergies among multiple jurisdictions, and strategies for mitigation and adaptation across the region. The CAP should also endeavor to engage all stakeholders within the region in order to develop understanding and support for a Regional Climate Action Plan. As such a comprehensive communications and consultation strategy will be an integral part of the CAP process.

## Objectives

- To develop a regionally-responsive and comprehensive climate action plan with clear mitigation and adaptation strategies, designed to achieve the targets established by Bill 27.
- To provide a clear implementation schedule which identifies priorities, required resources, responsibilities, and timing for implementation of strategic actions;
- To provide a plan for ongoing monitoring and evaluation of specific climate change indicators in order to measure the progress of the CAP;
- To engage all stakeholders including members of the public, government agencies, and others in the process of developing the CAP in order to build understanding and support for climate change mitigation and adaptation initiatives; and
- To ensure clear and continuous communications among stakeholders throughout the CAP process.

## Project Details & Process

The CAP process will involve gathering, analyzing and synthesizing information into a comprehensive plan, which will provide a framework for long term, strategic planning, capital program development, program development and or refinement, focused investments, and public communication concerning climate change. Development of the CAP should involve the following elements.

### A. Project Scoping & Background Research

Prior to developing the plan, it is important to have a clear understanding of both present (baseline) and future (anticipated) conditions (data, policies, and activities) which will influence the development of the CAP. This component of the work should include:

- Reviewing and summarizing climate change projections and potential impacts for the Cowichan Region, based on up to date information;
- Reviewing, summarizing, and (if necessary) recommending updates for proposed CVRD GHG reduction targets;
- Reviewing and summarizing the present regional energy profile (including corporate and community energy emissions and consumption data (from CEEI and TaNDM);
- Determining the anticipated future regional energy profile (based on population growth projections);
- Analyzing existing climate change policies and regulatory frameworks (within existing Corporate Strategic Plans, Official Community Plans, zoning and subdivision bylaws, and other regional plans and strategies) and directions of the Cowichan Valley Energy Mapping and Modelling Project, and identifying opportunities to improve policy and regulatory frameworks;
- Reviewing and summarizing existing activities underway;
- Conducting a regional climate change vulnerability assessment for communities, infrastructure, and CVRD capital assets within the region including an assessment of policies, regulations, strategies, activities, and existing activities; and
- Community consultation and focused technical discussion with key stakeholder.

### B. Development of Climate Action (Mitigation & Adaptation) Strategies

The International Panel on Climate Change (IPCC) defines mitigation as: *“An anthropogenic intervention to reduce the sources or enhance the sinks of greenhouse gases”* and adaptation as *“adjustment in natural or human systems in response to actual or expected climatic stimuli or their effects, which moderates harm or exploits beneficial opportunities.”* The CAP must include climate action strategies for both mitigation and adaptation.

The mitigation analysis, planning process and target setting will consider strategies and policies to reduce community emissions with a focus on:

- Initiation of a Regional Action Plan Steering Committee and technical committee;
- Reducing community based GHG emissions based on targets outlined in the OCP's and municipal plans;

- Identifying carbon sequestration opportunities; and
- Educating and engaging the public.

The adaptation analysis and pathways to increased community resilience to forecasted changes will involve:

- Research of areas known knowledge gaps and lack of adaptive strategies (gap analysis);
- Identification of regional climate change impacts;
- Assessment of reliability, function and durability of built infrastructure;
- Analysis of risk based on identified impacts - Including but not limited to impacts to: human and community health, areas of importance including drought, flooding, increased risk coastal impacts, slope instability, impacts of external economic issues;
- Public and stakeholder consultation processes;
- Development of communication strategies; and
- Development of adaptation measures and recommendations for community and public bodies.

### **C. Development of an Implementation Strategy**

The CAP will include a detailed implementation strategy which will enable the region to work toward the targets established by Bill 27. The implementation strategy should include:

- Strategic actions to address climate change,
- Priorities and timeline for implementation (i.e. short-term, medium-term, and long-term);
- Resources required for implementation (i.e. subsequent research, staff resources, costs, etc.);
- Anticipated benefit and payback period; and
- Roles and responsibilities for implementation (i.e. staff, stakeholders, community members).

### **D. Development of a Monitoring & Evaluation Strategy**

The CAP will include a monitoring and evaluation strategy, including key indicators and targets, in order to measure the progress of CAP implementation.

## **Budget**

The budget for the development of the Regional Climate Action Plan is \$75,000 exclusive of HST.

Wednesday, April 4, 2012

# Cowichan residents show surprising interest in becoming co-operative

## Ideas being developed:

Capacity crowd could mean momentum growing to establish Cowichan co-ops

Krista Siefken

News Leader Pictorial

**T**he success of Cowichan's recent event highlighting co-operatives has organizers already planning another series of workshops and lectures.

Organizers admit they were shocked by the stellar turnout at Cowichan's recent U.N. International Year of Co-operatives event at Vancouver Island University.

The March 23 screening of *Civilizing the Economy* — a film about co-operatives by Cowichanian Tom Shandel — saw VIU's lecture theatre over capacity with 172 people. The following day's co-op workshop boasted 82 participants.

"It totally shocked me — usually at these things we get the same 30 to 50 people, so this completely exceeded our expectations," co-organizer Rob Douglas said.

He believes the turnout is proof of Cowichan's eager interest in the co-operative model.

"It seems like people want change from the current system, which is dominated by foreign ownership, and a lot of people think you have to reinvent the wheel and start from scratch, but there's this whole co-operative movement that has a strong and rich history here in B.C.



courtesy Robert Douglas

John Restakis from the B.C. Co-op Association speaks during the recent co-op conference at Vancouver Island University.

that we can build upon."

During Saturday's workshop, participants brainstormed co-operative ideas in four areas — food and agriculture, social care, housing, and worker co-operatives.

For example, Douglas said a lot of local farmers talked about the need for a food processing co-operative, while aspiring young farmers discussed the notion of a community food farm co-op.

"There are a lot of young people who are interested in farming, but as individuals they can't afford to buy land. By joining together with other

young people, they can pool their resources."

Those ideas and others will be developed during the next round of co-op events.

"I'm hoping to get the next one going at the end of (April)," Douglas said. "We've had great support from VIU and Island Savings, a lot of people are on board, and there is so much interest."

For more information contact the organizers: Rob Douglas at [douglas.robert.g@gmail.com](mailto:douglas.robert.g@gmail.com), Tom Shandel at [gatewayfilms@shaw.ca](mailto:gatewayfilms@shaw.ca), and Roger Hart at [roger@island.net](mailto:roger@island.net).

# Co-operative venture events packed to overflowing

**OVERWHELMING SUCCESS:** Folks flocked to VIU's Cowichan campus last weekend to learn how to work together

LEXI BAINAS CITIZEN

Organizers were overwhelmed at the success of two events held at Vancouver Island University's Cowichan campus last weekend.

The subject was co-operative ventures, and if you think that sounds dry, you're one of the few.

"We were so full we had to turn people away from the door for an hour last night," exulted Roger Hart Saturday morning, talking about the Friday screening of the film, *Civilizing the Economy*.

He was even more delighted to discover that Saturday morning, at about 9 a.m., the lecture theatre at the campus was full as co-op enthusiasts of all ages crowded in to get a seat so they could hear keynote speaker John Restakis, executive director of the BC Co-operative Association and author of the much-discussed book, *Humanizing the*

**"We were so full we had to turn people away from the door for an hour last night."**

ROGER HART, Organizer

*Economy*, open a day of workshops with a special keynote address.

Folks were there to learn about co-ops for housing, social care, local food, agriculture and even employment and Restakis, who has been active in the co-op movement for 15 years had a straightforward answer: jump in, the water's fine.

Part of his work involves helping co-op development projects in Africa and Asia and as he told the crowd Saturday morning, he has discovered that co-ops have great success rates.

A main strength of co-operatives is their



**John Restakis, keynote speaker at a packed forum in the VIU lecture theatre Saturday morning, fields questions about the value of co-ops.** (LEXI BAINAS/CITIZEN)

ability to hold globalization at bay.

And while proponents of unbridled corporatism may argue that it's the only way to go, it's become obvious this system is failing billions of people around the globe, he says, pointing out that countries where capitalism runs rampant tend not to have much to offer their residents in the way of services or social programs, especially for poorer people.

Co-operatives as an alternative way to run a successful enterprise is the foundation of his work.

There are already on Vancouver Island successful ventures in which workers took control of a failing enterprise and, with hard work and determination, have taken

those sinking operations out of corporate hand, renovated them and are now steam- ing confidently ahead.

In the Valley, agriculture is fertile ground for co-operative "food box" enterprises.

But co-ops can exist in almost every sector.

Car sharing is just the thin end of an important part of community life that can include housing and financial services.

The people attending the sessions at VIU appeared to be from many walks of life, demonstrating the broad base of support among Valley residents for at least talking about finding other ways to provide various commodities and services to the community.