

Review #1 – Various Strategic Plans

Document Review:

- 2004 Economic Development Strategy
- 2005/2006 Action Plan: Economic Development Corporation
- Ladysmith Today and Tomorrow: An Experiential Vision 2008
- Ladysmith Heritage Strategic Plan: 2008 – 2012
- Ladysmith Economic Development Strategic Plan: 2008 – 2012

Reviewed by: Brenda Clarke

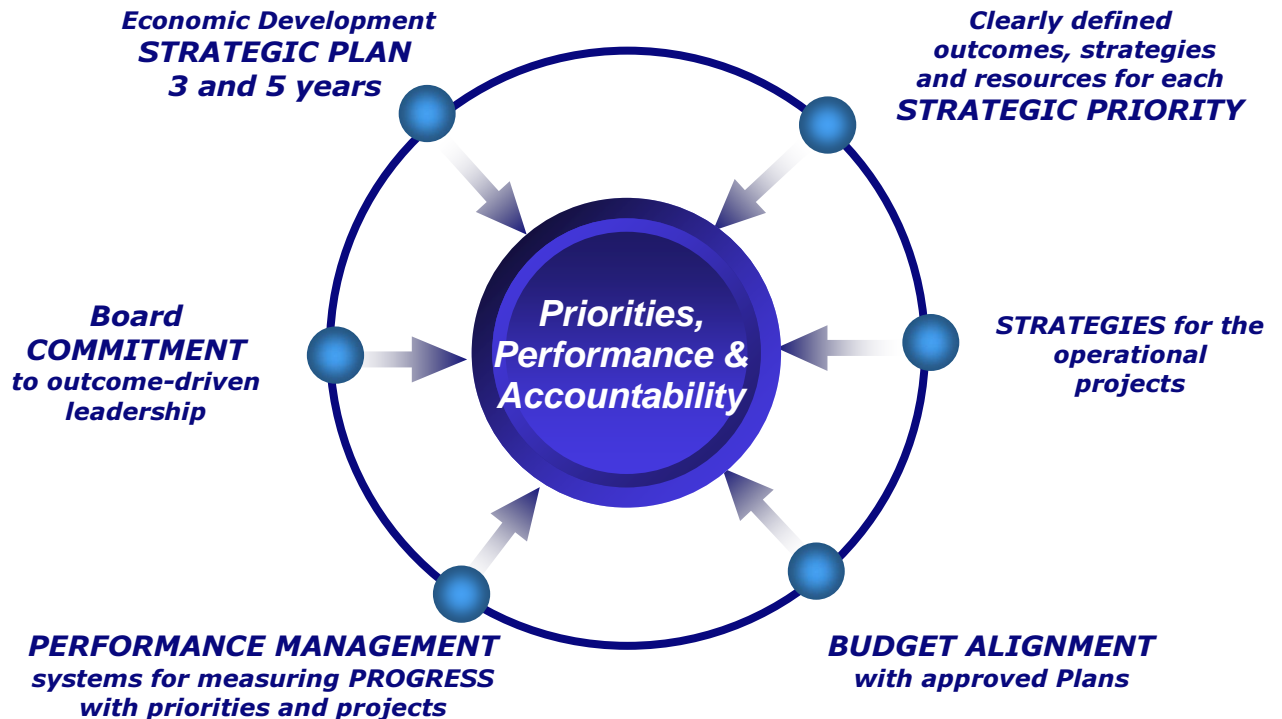
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Priorities, Performance and Accountability

a review of Economic Development Information to assist moving forward on Priorities

Background *The following is a summary of information available to Brenda Clarke at this time and is in response to the request from the Ladysmith Chamber of Commerce. It is intended to initiate discussion to focus on priorities, be specific and define an action plan that encourages debate about priorities, process and then choose the top projects or initiatives that add value to the Ladysmith Business Community.*

Question is re Economic Development: *“What has been accomplished in past 8 years, what are current town/COC priorities, plans, budgets and how do WE best respond to values and needs of the Ladysmith business community?”*



Deliverables

- **Outcomes ... as defined in strategic plan**
- a **PERFORMANCE MANAGEMENT STRATEGY** that links growth indicators, monitoring of strategic priorities, efficiency and effectiveness
- a revitalized approach of an **ANNUAL REPORT to the COMMUNITY** based on all of the above
- enhanced **STRATEGIC LEADERSHIP** throughout the Board, staff, committees, and project teams
- **enhanced network in business community**



Some of the principles are:

Principles Underlying

- *Ladysmith Chamber of Commerce (LCOC) is looking for all Strategic, Informational and Business Plans effecting the LCOC; they will build on recent related work and avoid reinventing the wheel – many visionary elements are in place due to previous Vision Plan and needs to be updated and edited for consistency with current priorities, values, goals*
- *LCOC Plans will link directly with both long-range and annual budget processes; identified priorities and strategies will form the foundation for the 3 years ahead*
- *all documents will be clear and unambiguous; the process will encourage debate on the fundamental choices that must be made and facilitate selection of a preferred alternative in each case*
- *the plans and processes resulting from the review will encourage collaborative initiatives and behaviours to bridge silos between the town and other organizations towards synergy on priorities and issues requiring integrated response*
- *the planning and action steps will be divided into two phases:*
 - *Phase I will develop a sense of focus with mission, vision, customers served, targets and short term initiatives that make a contribution to desired outcomes/results needed NOW in next 3 years*
 - *Phase II will be the overall Strategic Plan focusing on 5 to 10 years and long term strategies for systemic improvement and develop more resourcing strategies for all plans*
- *Develop in-house skills and volunteer program with LCOC to keep consulting costs to a reasonable level*
- *“Economic Development strategy will need performance reviews and measurement to ensure success of community initiatives thru an annual monitoring program*
- *Produce an annual report to describe growth in Ladysmith, diversification in the economic base and results of community initiatives to assets and well being*



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OVERVIEW of Information on Economic Development (ED) for Ladysmith

	Background	Vision/Goals	Strategies/Action Plan	Outcomes/Costs
Economic Development Strategy – 08/06/04 Ladysmith	<ul style="list-style-type: none"> ▪ Long term economic well being ▪ Business retention/expansion, attraction and recruitment ▪ Community development 	<ul style="list-style-type: none"> ▪ Support existing community assets ▪ Marine sector services; northerly gateway to the Gulf Islands ▪ Expand tourism thru quality of life ▪ Support/develop technology sectors ▪ Preserve natural attributes, heritage and cultural resources of the area 	<ul style="list-style-type: none"> ▪ Enhance Ladysmith’s reputation as a ‘Business Friendly Environment’ ▪ Strengthen local businesses supporting the coordination, partnerships, sharing resources ▪ Recruit specific value added businesses ▪ Expand telecommunications for business ▪ Improve the waterfront, urban trails, downtown, and community entrances 	
Ladysmith Economic Development Commission 2005/06 Action Plan	<ul style="list-style-type: none"> ▪ Mandate was leadership to diversify and grow Ladysmith Economy within a sustainable community 	<ul style="list-style-type: none"> ▪ Retain existing businesses through programs and activities expand resource/service sectors with NEW economic sectors like in marine ▪ Identify Community Assets necessary to support/attract investment ▪ Finalize a 5 year Economic Development Plan and Strategies 	<ul style="list-style-type: none"> ▪ Assess and compare existing community survey results and needs assessments (LRCA) ▪ Identify gaps and solutions to ED needs ▪ Identify/attain skills/training for opportunities ▪ Conduct workshops and information sessions ▪ Update Ladysmith Community Profile/website ▪ Confirm new ‘target sectors’ and businesses ▪ Draft/Implement a Marketing Plan and an investor response strategy to bridge gaps ▪ Apply for grants to address priorities 	
Ladysmith: Today and Tomorrow – An Experiential Vision October 2008	<ul style="list-style-type: none"> ▪ Premise is Ladysmith needs a clear sense of identity, character and strategies for prosperity and sustainability 	<p>Pillars are:</p> <ul style="list-style-type: none"> ▪ Land use directions ▪ Green buildings, transportation, infrastructure and open space ▪ Sustainable food production, markets and sharing; buy and sell local ▪ Social development with First Nations, arts, youth and elders ▪ Economic development with home based business, tourism & hospitality; (see list of Festivals, waterfront activities and Businesses needed) ▪ 	<ul style="list-style-type: none"> ▪ Build on values of a small town feel ▪ Demonstrate respect for environment, past ▪ People are first with a diverse, affordable focus ▪ Special places are Holland Creek Trail, Transfer Beach, Little Big Rock, Elliot Beach, Brown Park, Amphitheatre, harbor, beach ▪ Community Marina, aggie/Eagle halls, ball fields/parks on High St., Roberts, Gifford Rd. ▪ Heritage museum, hart lake Stanton Peak 	

<p>Ladysmith Heritage Strategic Plan 2008 to 2012</p>	<ul style="list-style-type: none"> ▪ Draft based on an analysis of the effectiveness of current initiatives as consulted with staff, stakeholders and HRAC. 	<ul style="list-style-type: none"> ▪ In next 5 years, embrace and celebrate the total scope of Ladysmith's rich history and heritage. Historic buildings will be revitalized and conserved – especially downtown; small town atmosphere enhanced and new waterfront development 	<ul style="list-style-type: none"> ▪ Cohesive vision for the historic commercial core – Old Town ▪ Adopt downtown revitalization with tax incentives for heritage and link to waterfront ▪ Community members review heritage register and inventory to update annually ▪ Work with SFN partners to enhance heritage ▪ Support special events to educate, celebrate and promote heritage ▪ Pursue funding - programs, tourism/attractions with partners like commissions, historical society, chamber, SFN, town, regional gov't ▪ 	<ul style="list-style-type: none"> ▪
<p>Ladysmith 5 year Economic Development Strategic Plan – 2008 to 2012 March, 2008</p>	<ul style="list-style-type: none"> ▪ To grow and diversity the economy and achieve a sustainable community ▪ Plan recognizes activities and new initiatives necessary to address and create changes in local economy to benefit the community; it provides value added services products to existing businesses, potential new businesses and improvement for quality of life. 	<ul style="list-style-type: none"> ▪ Vision: Ladysmith is a spirited community that values its small town feeling and offers residents a full and healthy way of life. The citizens work together as stewards of their environment, heritage and economy. ▪ To support and sustain an environment in which local businesses thrive and grow within the community ▪ Diversified businesses ▪ Enhanced community assets ▪ Effective community partnerships ▪ Sufficient resources in place; capacity building internally to ensure ability to achieve 5 year plan and objectives 	<ul style="list-style-type: none"> ▪ Support access to infrastructure, resources and markets enabling them to be sustainable, grow, thrive within the community ▪ Establish new, diversified commercial and industrial enterprises to strengthen economy ▪ Identify and maintain community assets and resources (mapping, signage, development, local harbor management, information materials ▪ Enhance relationships with partners and two way communications ▪ Collaborate regionally to leverage 	<ul style="list-style-type: none"> ▪

*Draft Prepared by: Brenda Clarke
March 23, 2014*

