



GOVERNMENT SERVICES COMMITTEE

TUESDAY, MAY 22, 2012

5:00 P.M.

COUNCIL CHAMBERS, CITY HALL

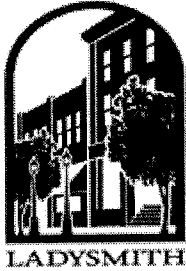
410 ESPLANADE

Mandate – To advise Council on a broad spectrum of issues related to departmental matters

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COUNCILLOR STEVE ARNETT, CHAIR	
CALL TO ORDER	
1. AGENDA APPROVAL	
2. MINUTES	
2.1. April 16, 2012	1 – 3
3. DELEGATIONS	
3.1. Tom Anderson, General Manager, Planning & Development, Cowichan Valley Regional District Integrated Regional Sustainability Plan	4 – 19
3.2. Dr. Paul Hasselback, Medical Health Officer for Central Vancouver Island, Vancouver Island Health Authority Local Health Authority health issues	20 – 67
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5. MEMBER SUBMISSIONS	
6. CORRESPONDENCE	
6.1. Anthea Archer, Fairburn Water Buffalo Request for Funds to Support BC Farm Women's Seminar	81 - 83
<u>Staff Recommendation</u> That Council consider whether it wishes to support the upcoming BC Farm Women's Network Seminar in Cowichan Bay from October 19 to 21, 2012, as requested by Anthea Archer in her correspondence dated April 13, 2012.	
6.2. Bill Johns Proposed Fenced Dog Park at Transfer Beach	84
<u>Staff Recommendation</u> That Council consider whether it wishes to request staff to survey users of the Transfer Beach Dog Park regarding fencing for the park, as requested in the correspondence from Bill Johns dated April 28, 2012.	
6.3. Dr. Jill Molnar Cat Bylaw	85 - 86
<u>Staff Recommendation</u> That Council consider whether it wishes to refer the request from Dr. Jill Molnar for a Cat Bylaw in the Town of Ladysmith, as outlined in her correspondence dated April 20, 2012 to staff for review and recommendation. Council has considered this matter at previous Council and Government Services Committee meetings. Council passed a resolution in November 2011 to consider the matter at a January 2012 meeting of Council; in the interim, however, staff were requested to investigate the experience of any communities in British Columbia which have passed similar bylaws.	
7. NEW BUSINESS	
8. UNFINISHED BUSINESS None	

ADJOURNMENT



**TOWN OF LADYSMITH
MINUTES OF A REGULAR SESSION OF
THE GOVERNMENT SERVICES COMMITTEE
MONDAY, APRIL 16, 2012**

COUNCIL MEMBERS PRESENT:

Councillor Steve Arnett, Chair
Councillor Gord Horth
Councillor Duck Paterson

Councillor Bill Drysdale
Mayor Rob Hutchins
Councillor Glenda Patterson

COUNCIL MEMBERS ABSENT:

Councillor Jill Dashwood

STAFF PRESENT:

Ruth Malli
Erin Anderson
John Manson

Sandy Bowden
Felicity Adams
Joanna Winter

CALL TO ORDER

Councillor Arnett called the meeting to order at 5:36 p.m.

AGENDA APPROVAL

GS 2012-027

It was moved, seconded and carried that the agenda for the Government Services Committee meeting of April 16, 2012 be adopted as circulated.

MINUTES

GS 2012-028

It was moved, seconded and carried that the minutes of the Government Services Committee meeting held March 19, 2012 be adopted as circulated.

DELEGATIONS

**S/Sgt Larry Chomyn, Ladysmith RCMP Detachment
Annual Detachment Performance Plan and Priorities**

S/Sgt Chomyn provided Council with a review of the Ladysmith RCMP detachment's priorities for the 2012/2013 fiscal year, noting that the priorities in the plan reflect the priorities endorsed by Council.

S/Sgt Chomyn responded to questions from Council. Council thanked S/Sgt Chomyn for his presentation and for his detachment's diligence in keeping the Town and its citizens safe.

Geoff Millar, Economic Development Manager, Cowichan Valley Regional District

G. Millar provided Council with an overview of the strategic plan and priorities for Economic Development Cowichan in 2012. He noted that the organization is placing a strong emphasis on sustainability.

He noted that the Economic Development Commission is currently recruiting volunteer members.

Council thanked Mr. Millar for his informative presentation.

**STAFF/ADVISORY
COMMITTEE REPORTS**

GS 2012-029 Building Inspector's Report
It was moved, seconded and carried that the Building Inspector's Report for March 2012 be received

GS 2012-030 Trolley Report
It was moved, seconded and carried that the Trolley Report for March 2012 be received.

Council requested that the trolley report be amended to show month-to-month comparisons of ridership and other pertinent figures.

GS 2012-031 Ladysmith Fire/Rescue Report
It was moved, seconded and carried that the Ladysmith Fire/Rescue Report for March 2012 be received.

GS 2012-032 Coastal Animal Control Services – Pound Report
It was moved, seconded and carried that the Pound Report from Coastal Animal Control Services for March 2012 be received.

CORRESPONDENCE

GS 2012-033 Chris Trumpy, Chair, BC Transit Independent Review
It was moved, seconded and carried that the Committee recommend that Council request an opportunity to make a presentation to the BC Transit Independent Review Panel.

GS 2012-034 Clinton Ekdahl, Founder, Day of the Honey Bee
Request for proclamation and endorsement of a recognized "Day of the Honey Bee" by the Government of Canada
It was moved, seconded and carried that the Committee recommend that Council proclaim May 29, 2012 "Day of the Honey Bee" in the Town of Ladysmith, and send a strongly worded letter

be sent to the federal Minister of Agriculture encouraging the Government of Canada to establish a national day of recognition for the Honey Bee and the importance of the honey bee in our food supply.

GS 2012-035

**G. and L. Walerius, Port Alberni Catalyst Pension Group
Request for Support in Catalyst Paper Restructuring**

It was moved, seconded and carried that the Committee recommend that Council support the proposed restructuring of Catalyst Paper, and convey this support to the Premier of British Columbia, and that Council consider these recommendations at the Council meeting of April 16, 2012.

NEW BUSINESS

GS 2012-036

Expert Panel on Business Taxation and Local Government Revenue Sources Review

It was moved, seconded and carried that the Committee recommend that Council send a letter to the Premier of British Columbia requesting that serious consideration be given to local government input and consultation to the Expert Panel on Business Taxation and the Local Government Sources Review, with copies to the Minister of Finance and the Minister of Community, Sport and Cultural Development.

ADJOURNMENT

GS 2012-037

It was moved, seconded and carried that this meeting of the Government Services Committee be adjourned at 6:38 p.m.

Chair (Councillor S. Arnett)

CERTIFIED CORRECT

Corporate Officer (S. Bowden)



April 27, 2012

His Worship Rob Hutchins
Town of Ladysmith
Box 220
LADYSMITH BC V9G 1A2

Dear Mayor Hutchins:

Re: Integrated Regional Sustainability Plan

The Cowichan Valley Regional District (CVRD) is about to undertake an Integrated Regional Sustainability Plan. This is the first Valley-wide visioning exercise since Cowichan Visions 20/20 was completed in 1992, and updated in 2005. This two (2) year process will result in a long-term vision and strategy to achieve a sustainable future for this Region's population. This will be a multi-faceted plan that will address land use, servicing, environmental, cultural, social and economic issues that are unique to the Region.

This Plan will build on recent region-wide and sub-regional studies and plans that have been completed by the Regional District, the Municipalities, First Nations and Non-Governmental organizations. The planning process is committed to an extensive public education and consultation process in order to ensure the residents of this community are knowledgeable of the principles and benefits of making changes towards a more sustainable future.

In order to ensure maximum awareness and support for this endeavour, the Board of the Cowichan Valley Regional District passed the following resolution (12-190.1) at their April 11, 2012, regular meeting:

"That the CVRD Integrated Regional Sustainability Plan Terms of Reference be forwarded to the Environmental, 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 Area Advisory Planning Commissions for comment and support."

In that regard, a recent report to the CVRD Regional Services Committee, along with the Terms of Reference, is attached for your review and comment. An offer is also extended to have Tom Anderson, General Manager of the Planning and Development Department attend a Council or Committee meeting to address any questions you may have on this initiative. Please contact him at 250-746-2620 to make arrangements, if desired.

We look forward to your positive response to this important regional initiative.

Yours truly,

Rob Hutchins
Chair

TRA/mca
Attachments
pc: Tom R. Anderson, General Manager, Planning and Development Department

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cowichan
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STAFF REPORT

REGIONAL SERVICES COMMITTEE MEETING OF MARCH 28, 2012

DATE: March 20, 2012
FROM: Tom R. Anderson, General Manager
SUBJECT: CVRD Integrated Regional Sustainability Plan

Recommendation/Action:

That the Regional Services Committee recommend that the CVRD Integrated Regional Sustainability Plan Terms of Reference be forwarded to the Environment, Economic Development and Agricultural Commissions, District of North Cowichan, City of Duncan, Town of Ladysmith, Town of Lake Cowichan and First Nations for comment 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: _____)*

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

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

LET'S GET STARTED!

Previous commitments have been made to be as inclusive as possible at this initial stage in the development of the Terms of Reference and general approach to be taken. Accordingly, it is proposed that subsequent to the Regional Services Committee review and comment, reports/delegation will also be forwarded to the Environment Commission, Economic Development Commission and Agricultural Commission for input. In addition, input will also be sought from the District of North Cowichan, City of Duncan, Town of Ladysmith, Town of Lake Cowichan and First Nations.

Once this input has been received and Terms of Reference adjusted accordingly, it is critical that we obtain a strong public commitment by the CVRD Board and local government/First Nations partners to the development and implementation of the Integrated Regional Sustainability Plan. In that regard it is proposed that we hold a large Board/Council launch ceremony.

Submitted by,

Tom R. Anderson,
 General Manager
 Planning and Development Department

TRA/ca



CVRD
Integrated
Regional
Sustainability
Plan

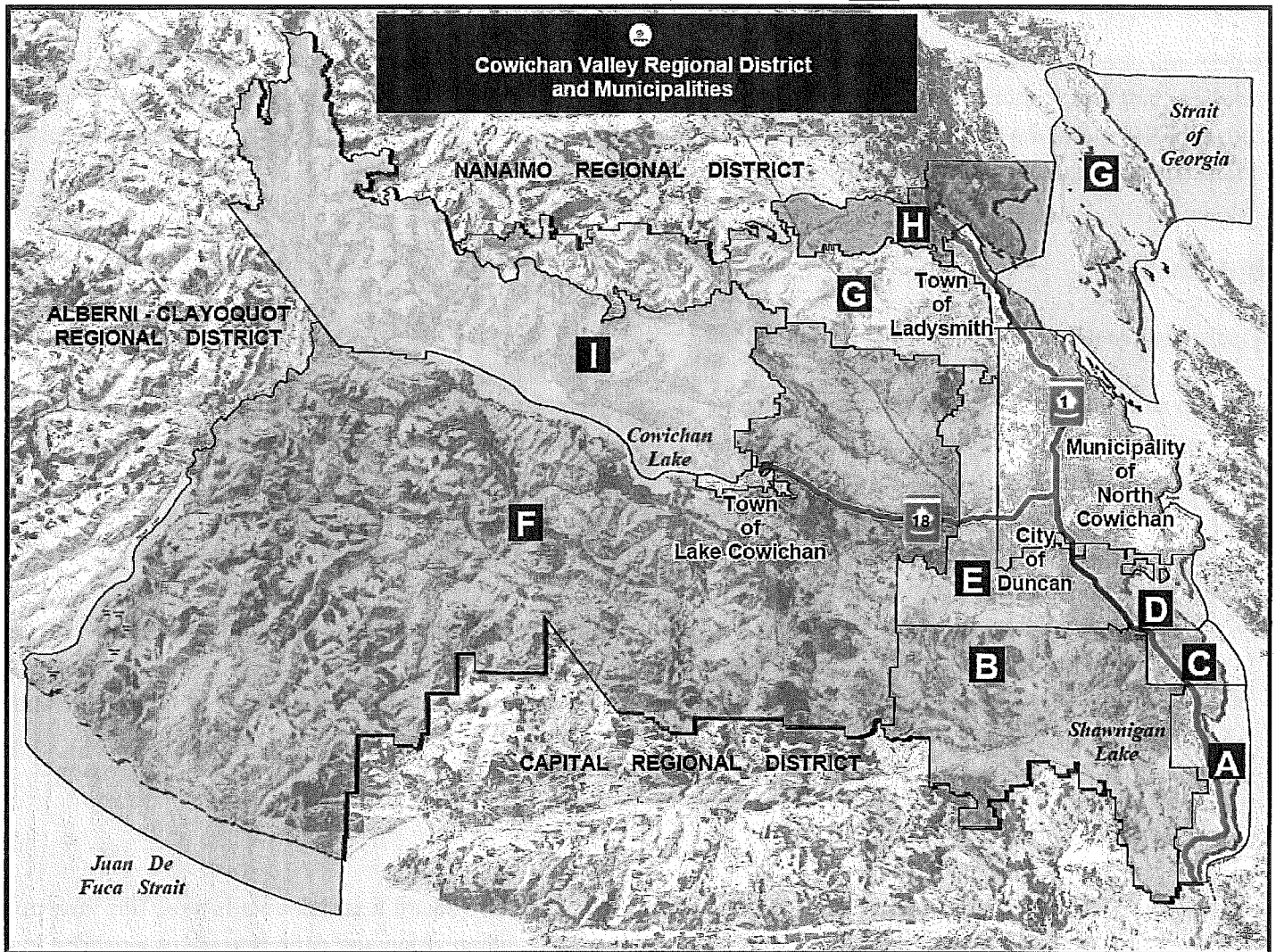
Terms of Reference

March 2012

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.



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-faceted 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

CVRD Integrated Regional Sustainability Plan

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 entrained 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 \$275,000 exclusive of HST.

DRAFT

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)

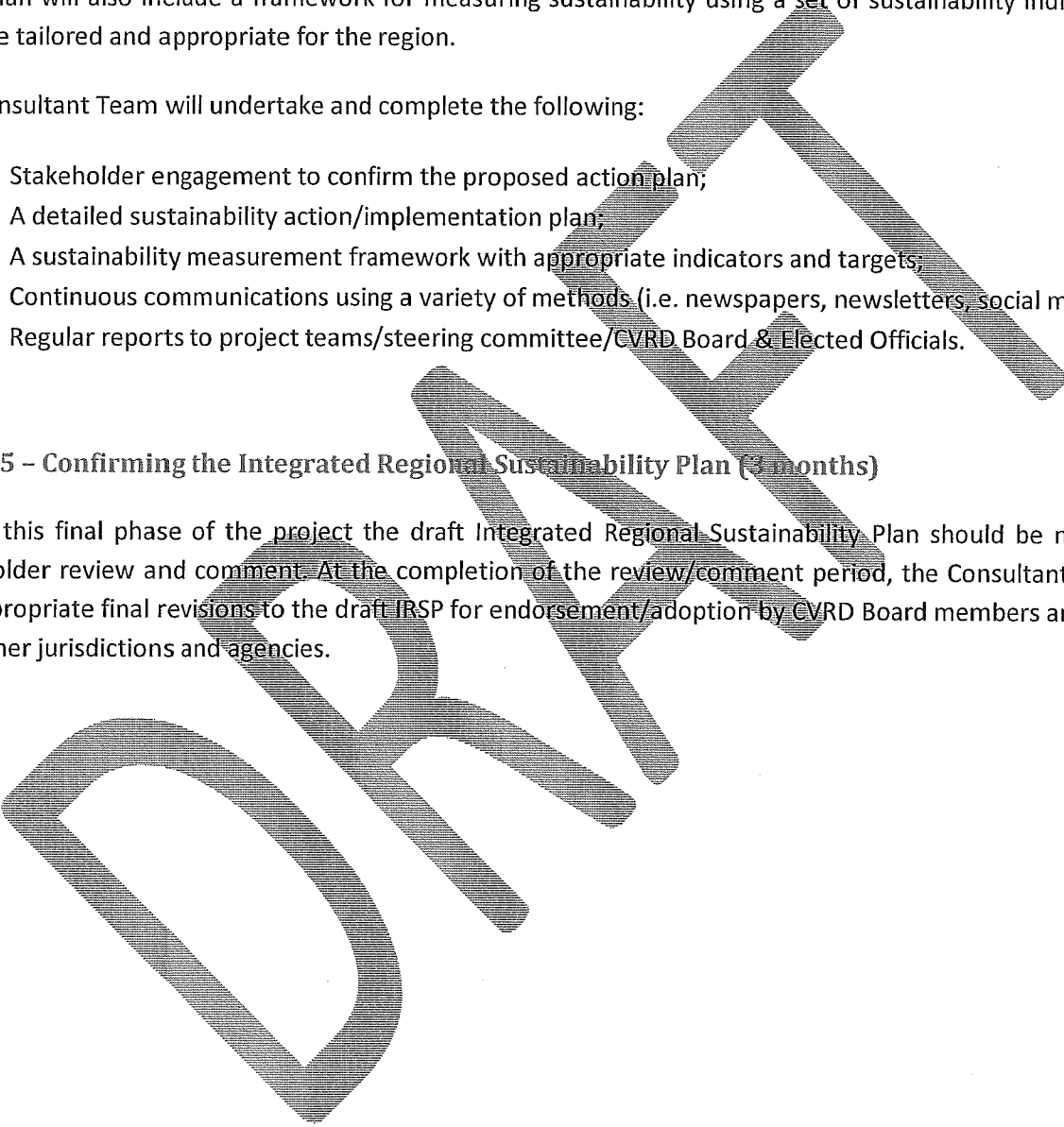
This phase will involve synthesizing the background information collected during Phase 2 and community and stakeholder input during Phase 3 to create a defined action plan to achieve sustainability. Specific actions will be identified to address land use, servicing, environmental, cultural, social and 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. 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.

DRAFT

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.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.icleiusa.org/sustainability/sustainabilitytoolkit>; and
- BC Smart Planning for Communities Initiative 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%20202.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 2010¹)

¹ 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.

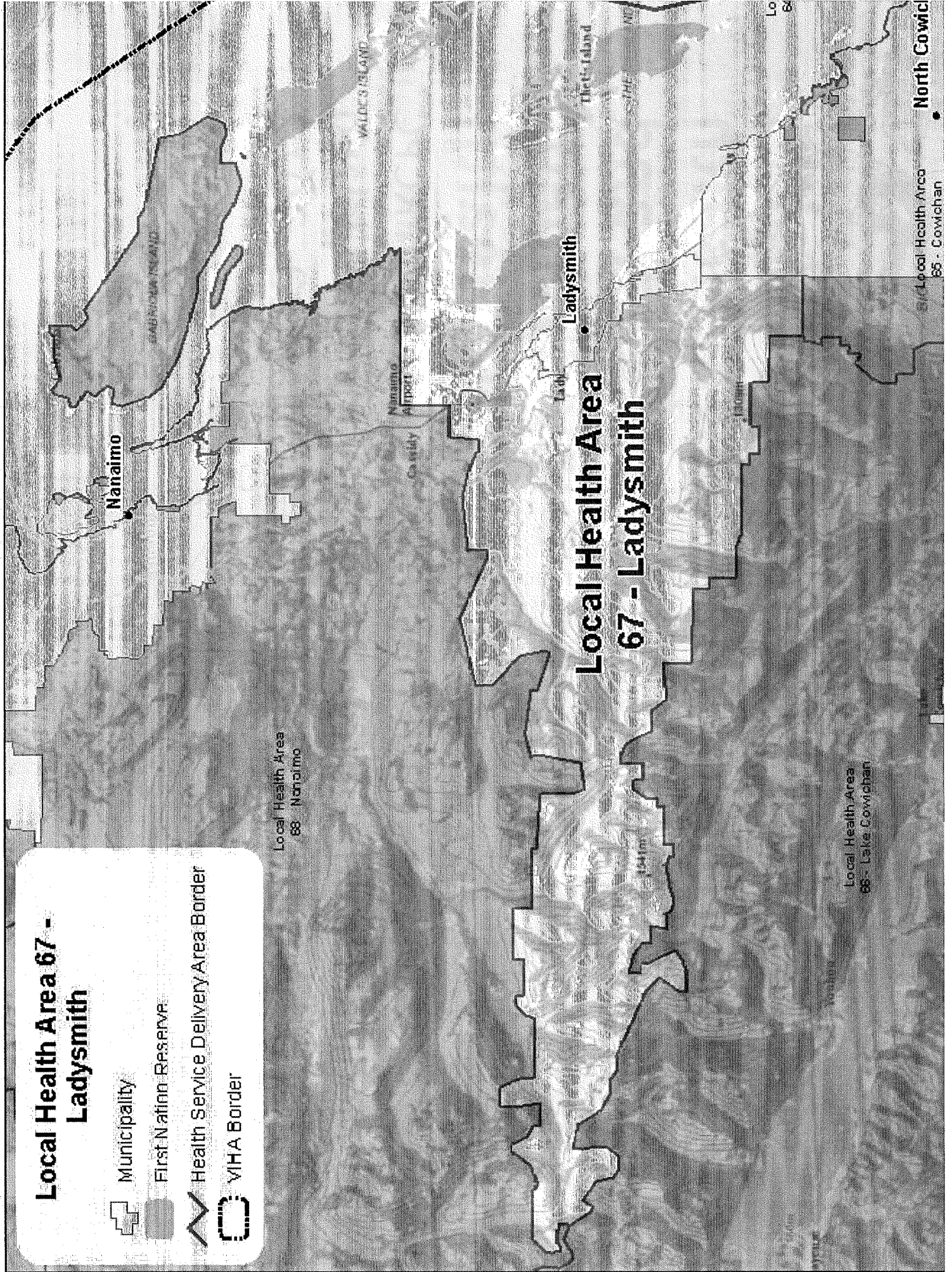
**Community Health,
The role of the Medical Health
Officer, and
Local Government's involvement
in Public Health**

**Paul Hasselback MD MSc FRCPC
Medical Health Officer - Central Vancouver Island
Ladysmith Council LHA 67 May 22, 2012**

Local Health Area 67 - Ladysmith

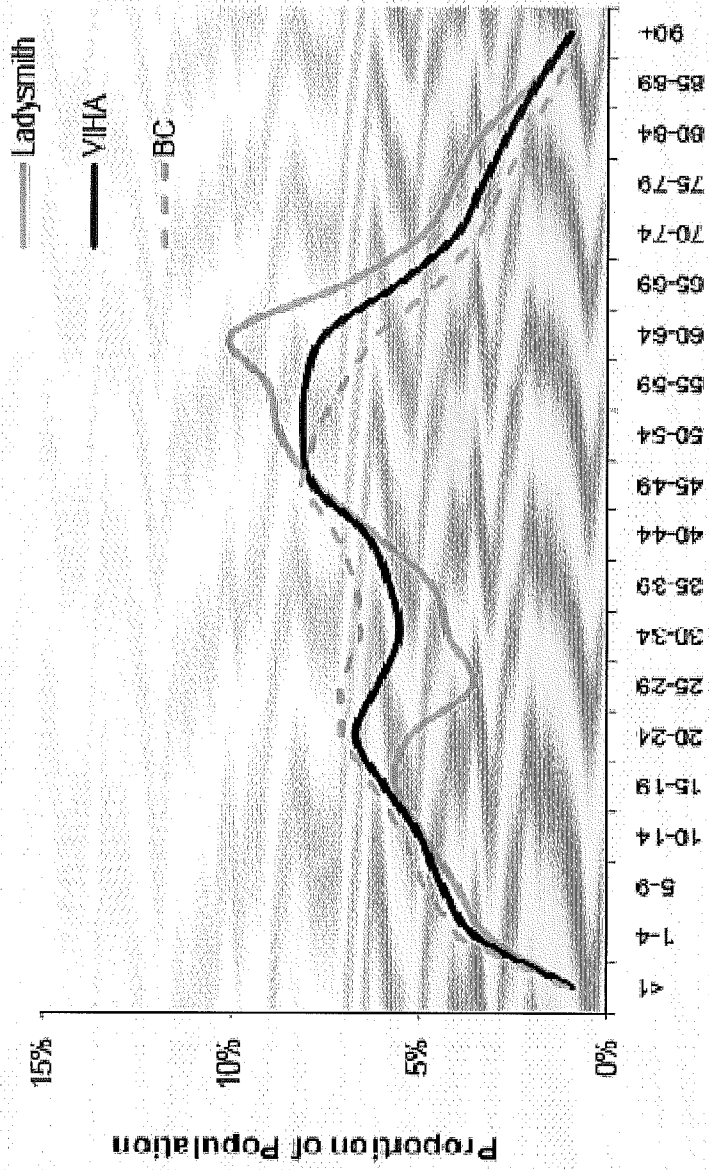
-  Municipality
-  First Nation Reserve
-  Health Service Delivery Area Border
-  VIHA Border

Local Health Area 67 - Ladysmith

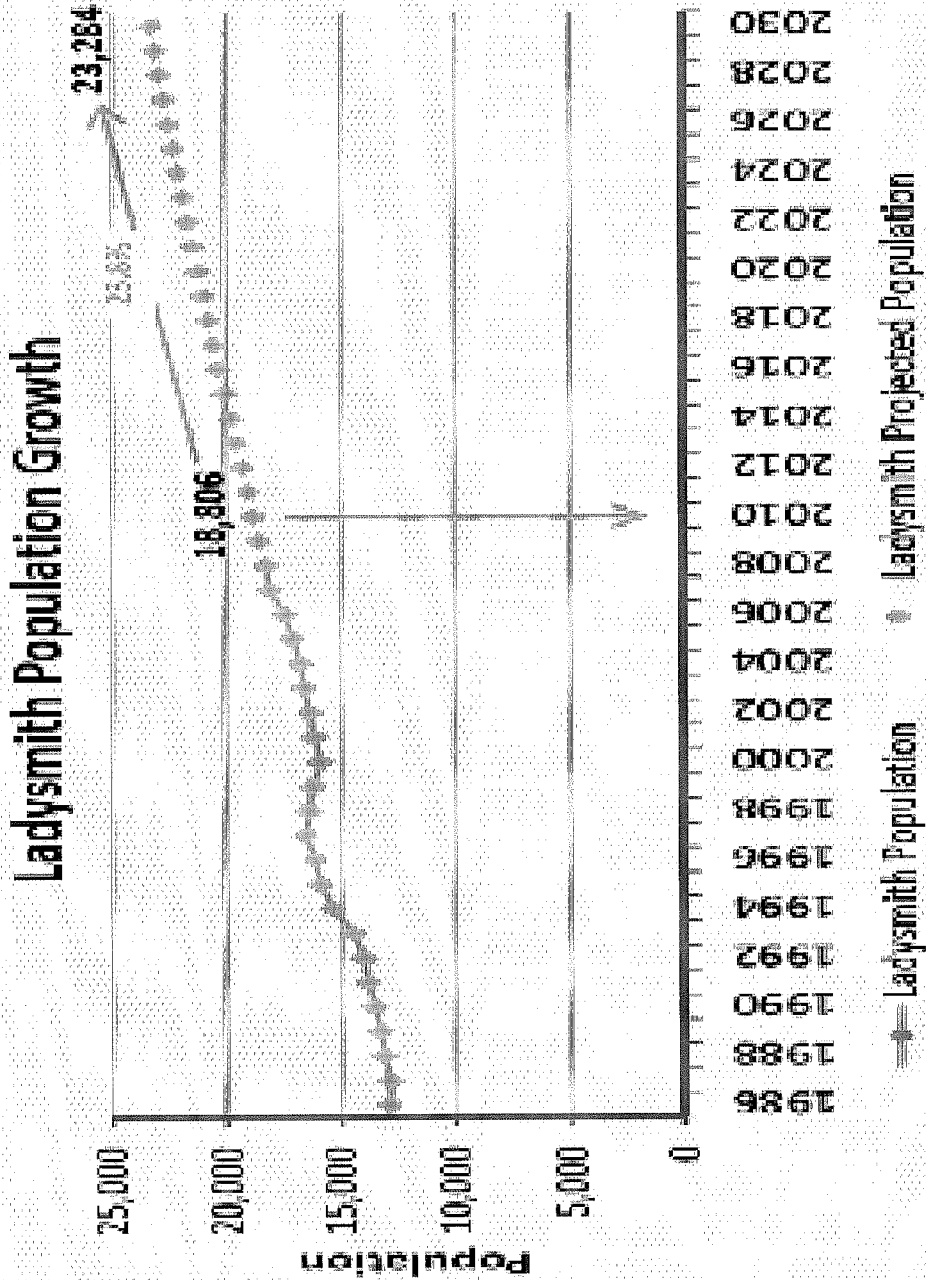


Demographics

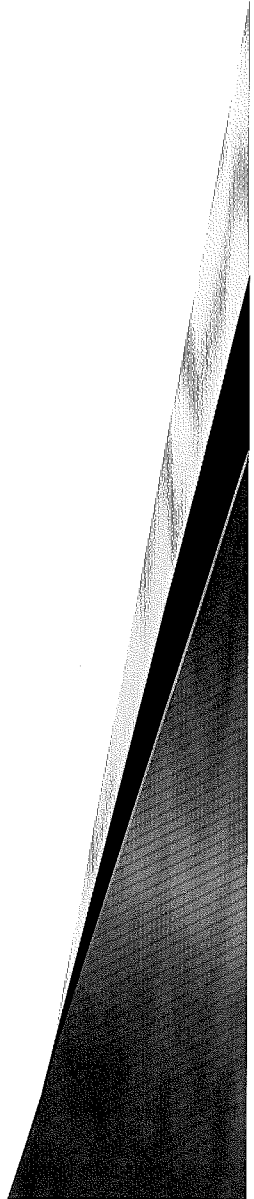
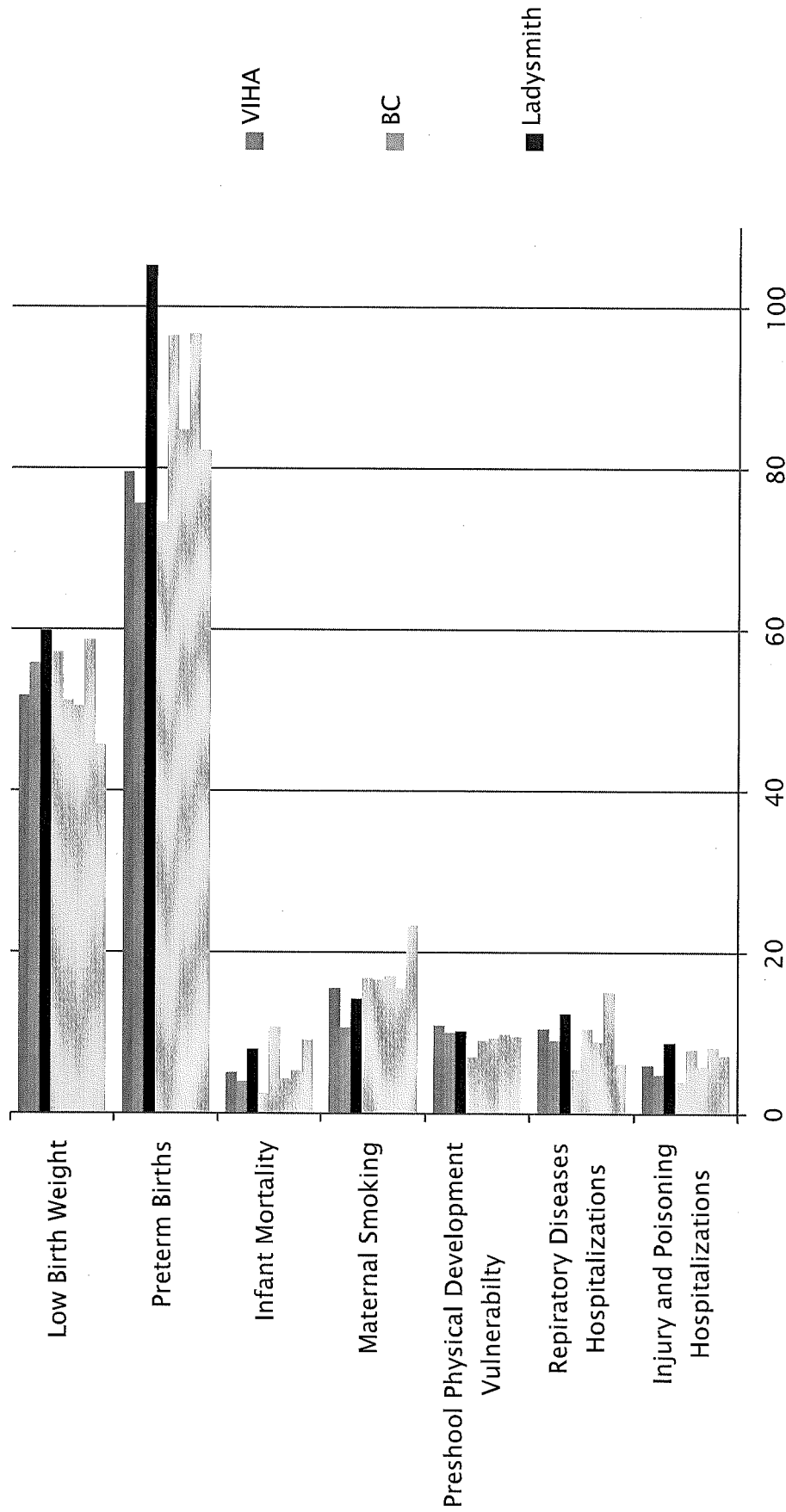
Proportion of 2010 Population by 5-Year Age Groups Compared to VIHA and BC



Demographics



Child Health

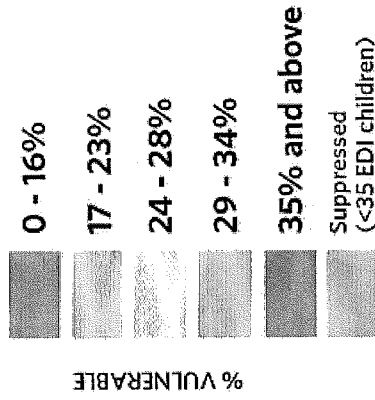


Nanaimo - Ladysmith

School District 68

Wave 4 EDI Vulnerable on One or More Scales

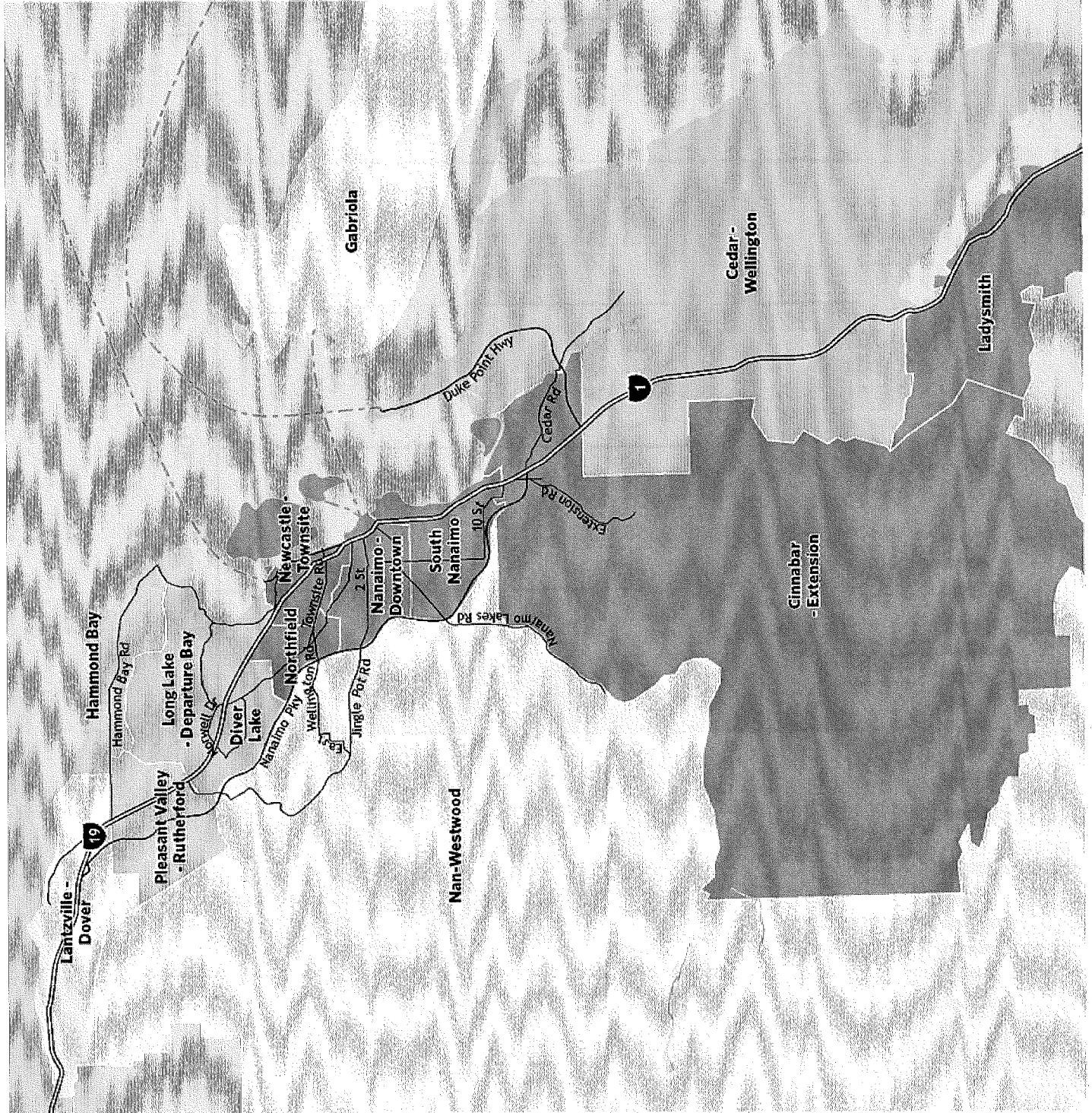
Percent of children vulnerable on one or more scales of the EDI



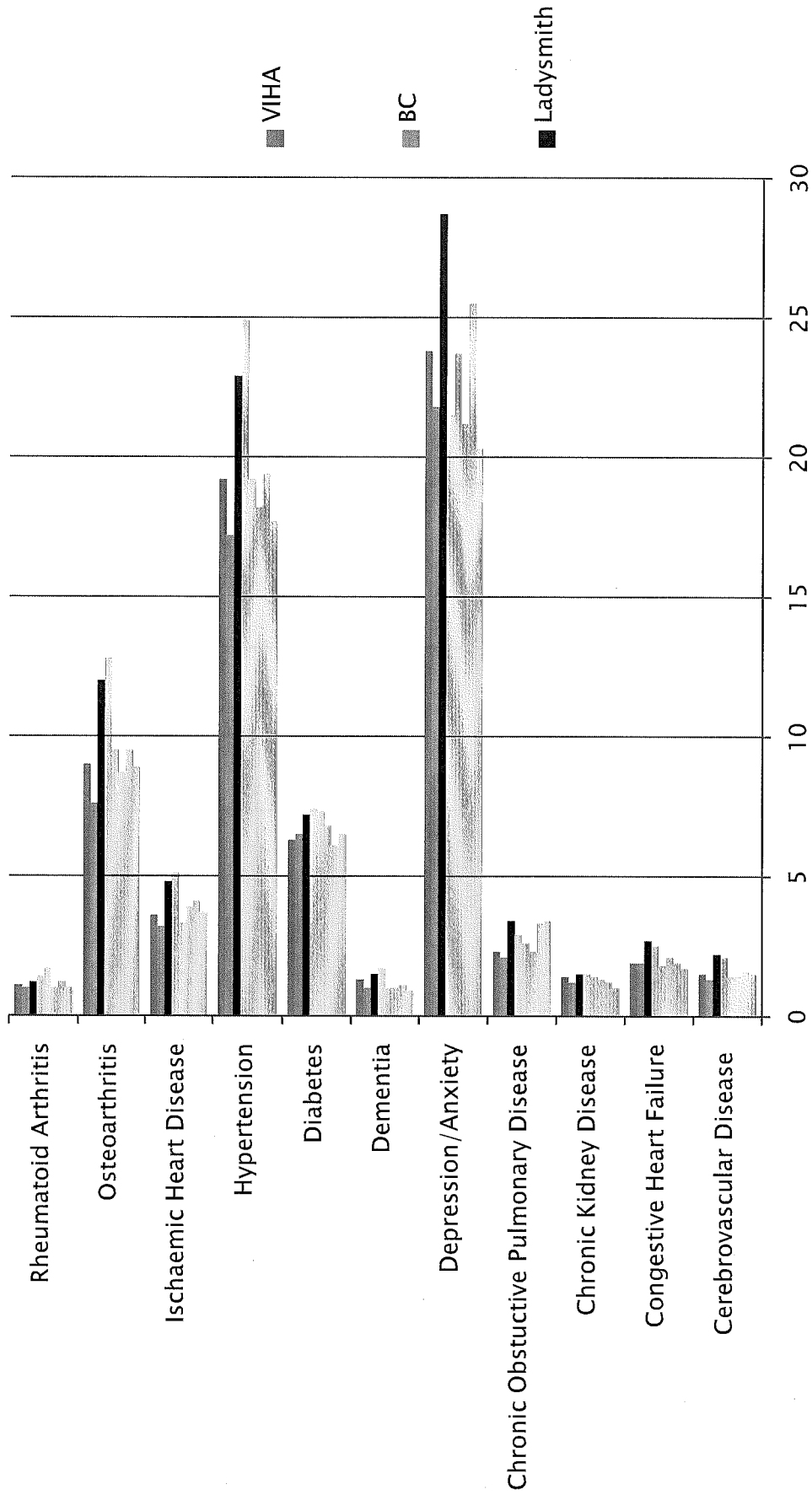
SCHOOL DISTRICT SUMMARY

SD #	Percent Vulnerable		
	SD Count	NH Avg.	NH Min. Max.
SD 68	1743	34	19 - 49

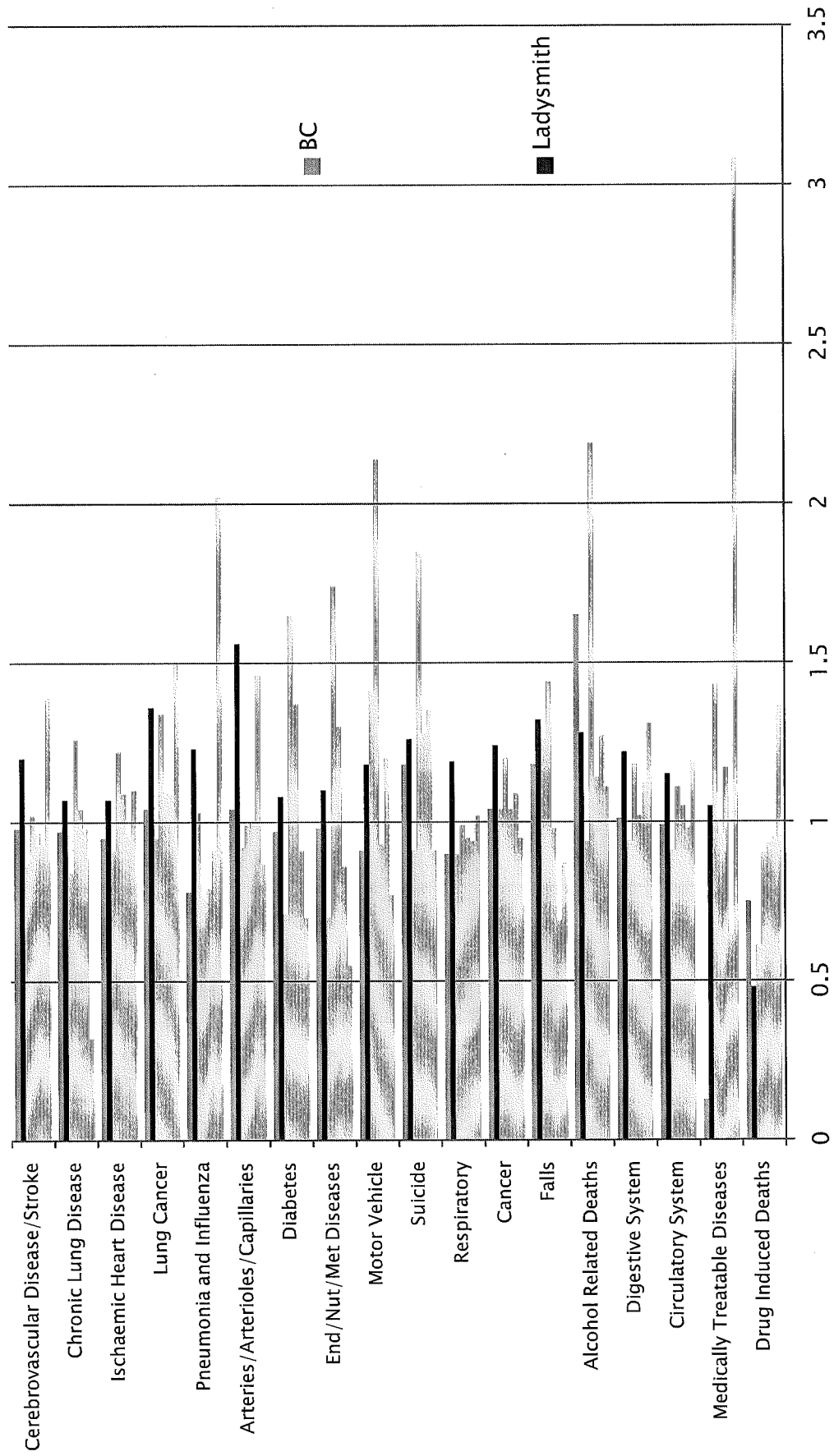
Notes: Colour classification is based on quintiles of the provincial data for Wave 1. Wave 4 data includes 2009/10 & 2010/11. Produced by the Human Early Learning Partnership in August 2011.



Prevalance of Chronic Conditions



Standardized Mortality Rates

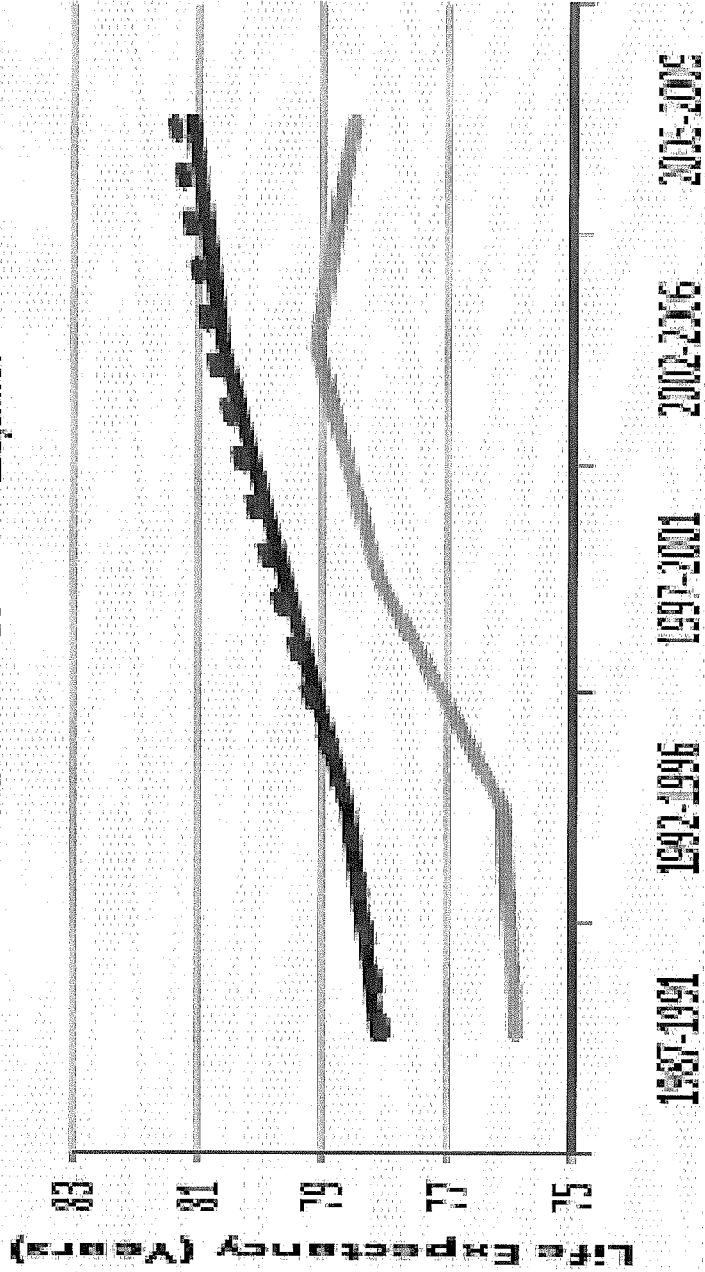


Life Expectancy

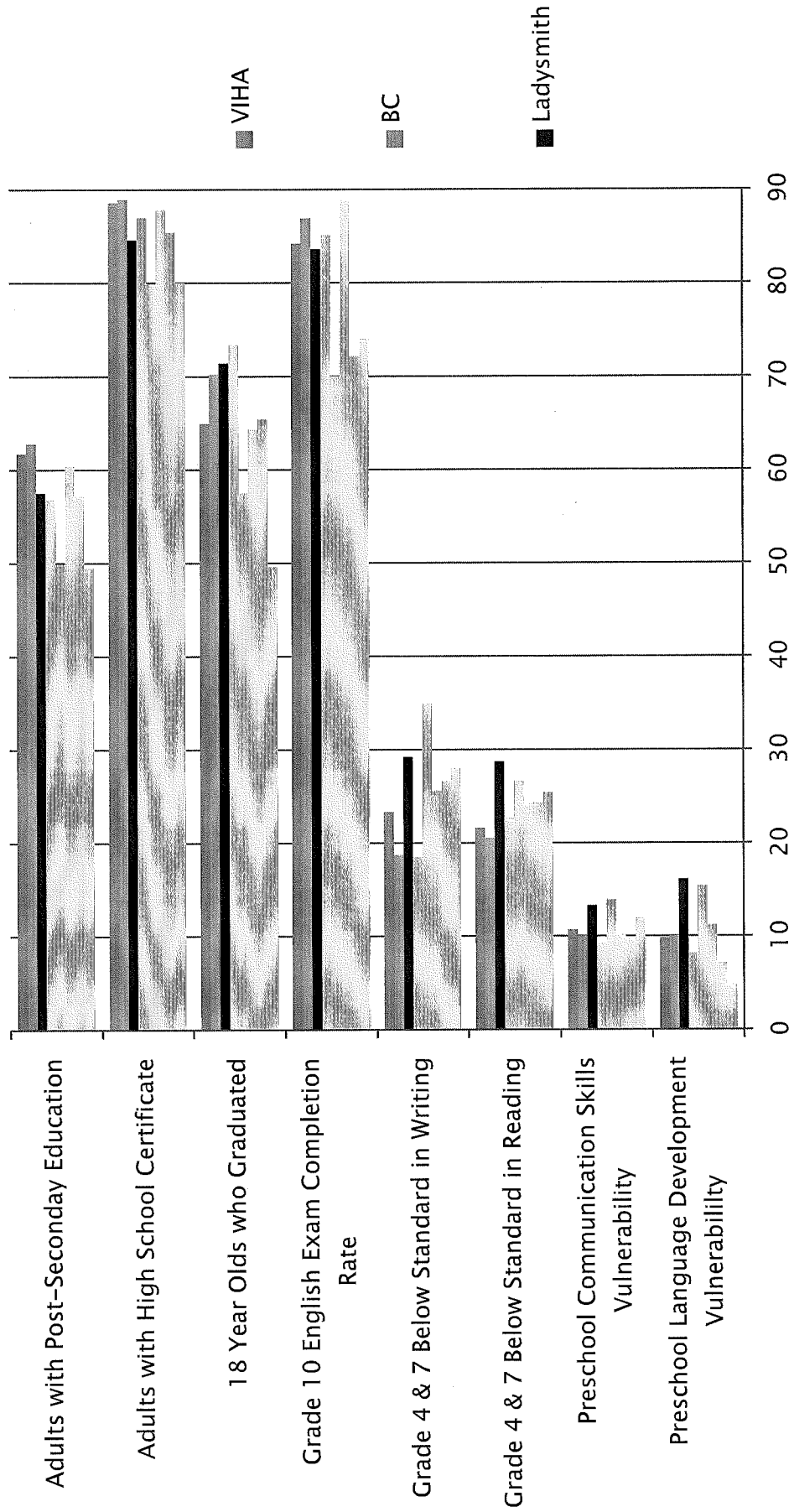
Life Expectancy of Ladysmith Residents Compared to VHA and BC

1987-1991 to 2005-2009

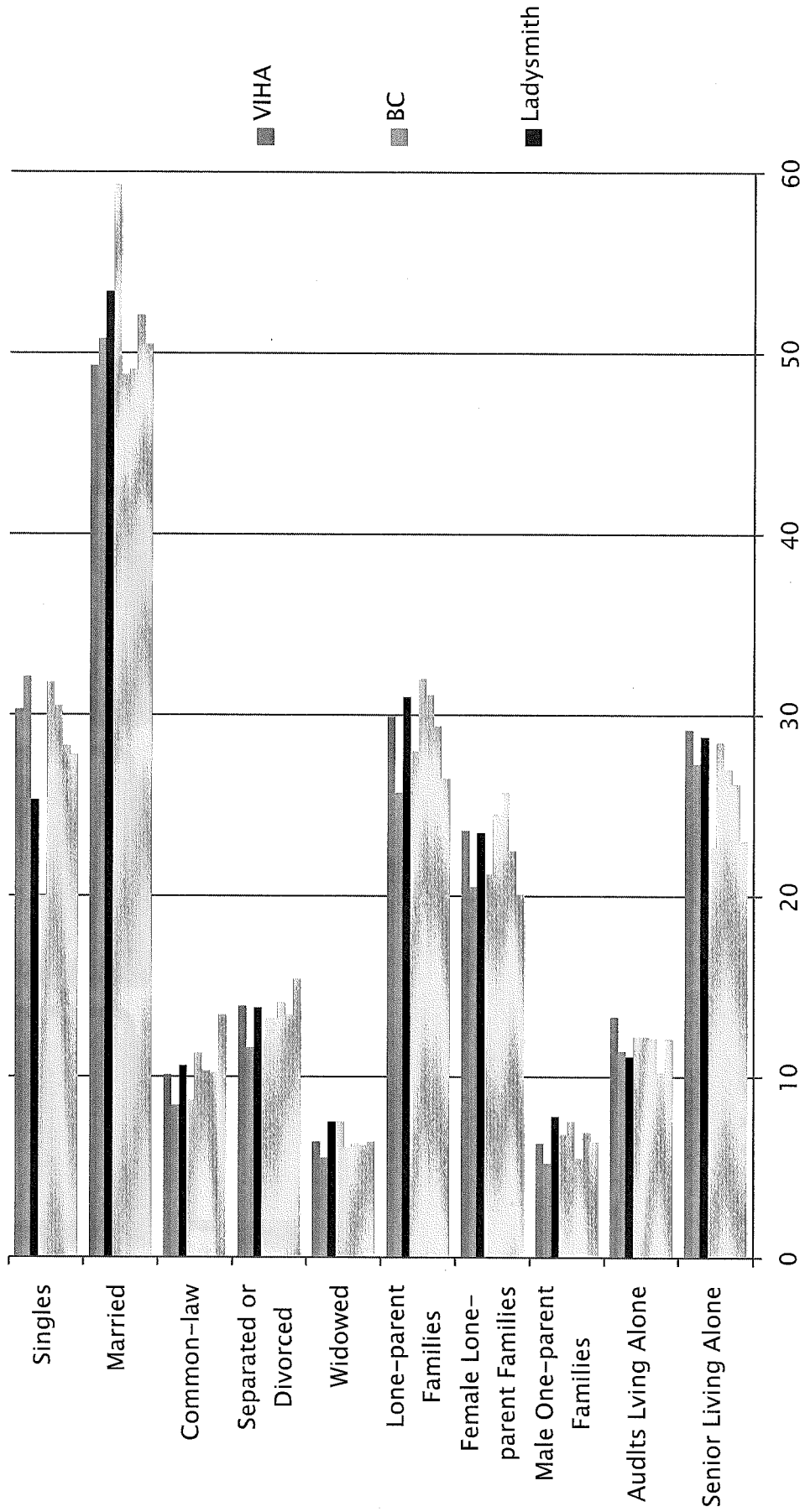
— VHA — BC — Ladysmith



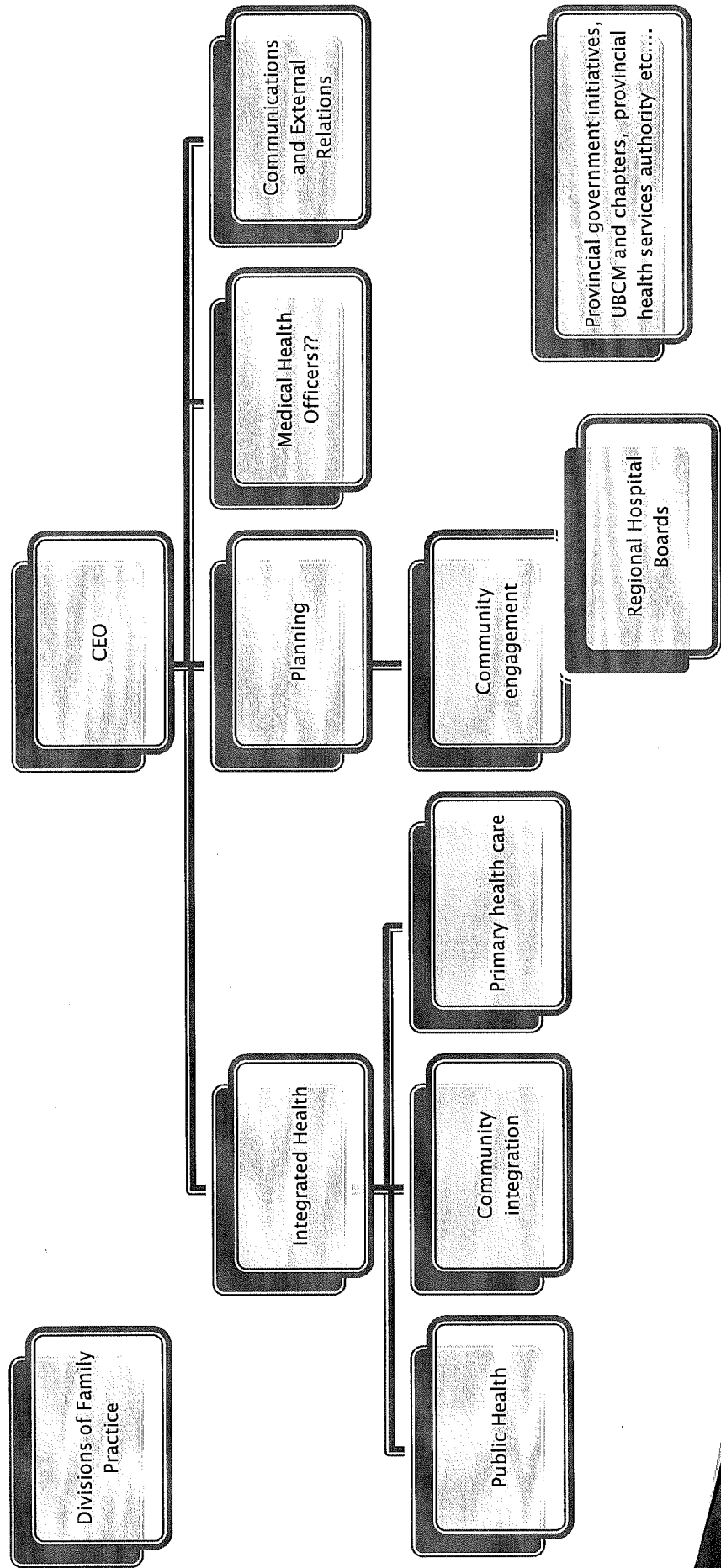
Education



Family Structure



VIHA: Working with Local Government

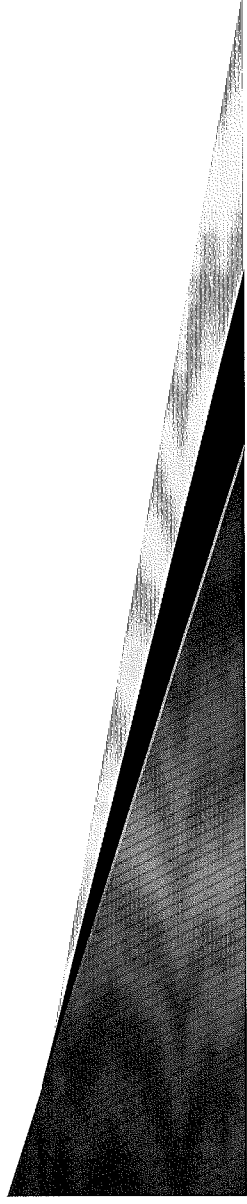


Role of the Medical Health Officer and Local Governments

- ▶ **Public Health Act**
- ▶ 73 (2) A medical health officer must monitor the health of the population in the designated area and,
- ▶ (3) A medical health officer must advise, in an independent manner, authorities and local governments within the designated area
 - (a) on public health issues, including health promotion and health protection,
 - (b) on bylaws, policies and practices respecting those issues, and
 - (c) on any matter arising from the exercise of the medical health officer's powers or performance of his or her duties under this or any other enactment.
- ▶ **2 different approaches**
 - **Promotion of health**
 - Positive approaches, collaborative
 - Protection from health hazards and impediments
 - Enforcement, regulatory, confrontational at times,

Role of Local Government (83)

- ▶ Addressing health hazards and impediments
- ▶ Provide needed information to health officers
- ▶ Consider advice or information provided
- ▶ Must designate a liaison and advise HA board
(while in force, this section not yet agreed to on how to implement)
- ▶ May request an MHO to act in respect of a health hazard

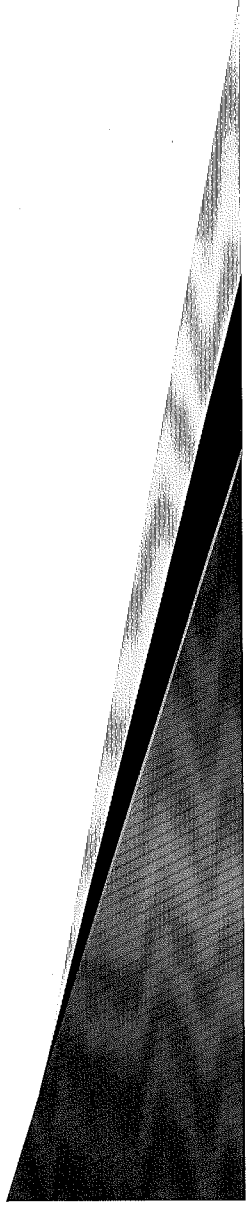


Non-Regulatory Roles of MHOs

- ▶ “Medical consultant” on public health issues (backyard chickens, smoking reduction bylaws, tanning beds, pet control)
- ▶ Support or linking to supports for addressing issues that impact the determinants of health such as homelessness/housing, poverty, early childhood development
- ▶ Supporting healthy built environment planning, growth strategy, OCP, neighbourhood planning
- ▶ Resource on linking to health sector
- ▶ Emergency planning and response

What an MHO isn't much help at

- ▶ Physician recruitment
- ▶ Interacting with VIHA governance

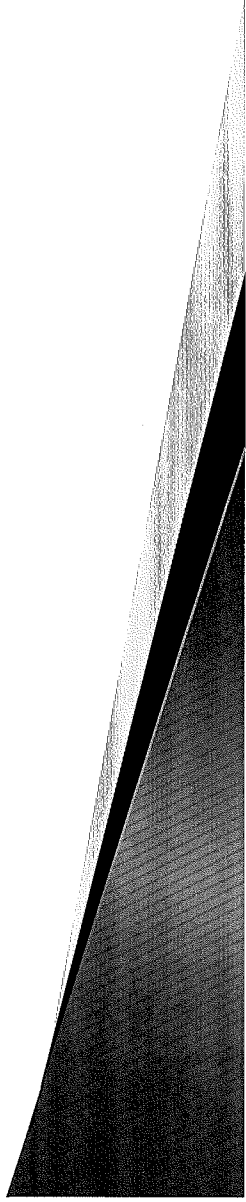


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Local Health Area Profile Ladysmith (67)

Prepared by Planning and Community Engagement
Vancouver Island Health Authority
July 2011

An accompanying Interpretation Guide has been created to assist with the interpretation of indicators.

The Interpretation Guide should be read with the profiles.

These profiles are not intended to be used for detailed planning or analysis. As they are updated on an annual basis, there may be more current data available. If you are intending to use these profiles for health planning purposes, or if you have questions or notice a discrepancy, please contact

[Julia McFarlane](mailto:Julia.McFarlane@viha.ca) (Julia.McFarlane@viha.ca).

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1 Key Highlights

Demographics

- Ladysmith has an older population than VIHA.
- As of 2010, Ladysmith represents approximately 2.5% of the VIHA population of 759,200¹.
- As of 2006, 10.8% of Ladysmith residents identify as Aboriginal² compared to 5.8% for VIHA and 4.8% for BC (Statistics Canada, Census 2006).
- The total Ladysmith population is expected to grow approximately 24% by 2030 to almost 23,300, while the population 75+ is expected to grow 87% by 2030 to over 3,571.

Economic Wellbeing

- Ladysmith had a much lower percentage of low income seniors in 2005 (5.1%) than either BC (14.7%) or VIHA (8.6%).
- Compared with BC and VIHA, Ladysmith had a lower percentage of low income families at 7.1 % versus 13.3% in BC, and 9.3% in VIHA.

Education

- Ladysmith had a higher percentage of kindergarten children rated as vulnerable for language and cognitive development (16.1%) than BC (10%) or VIHA (9.8%).
- Ladysmith had a much higher percentage (29.2%) of Grade 4 and 7 students scoring below standard on standardized writing tests compared with BC (18.7%) and VIHA (23.3%).
- Ladysmith had a much higher percentage (28.7%) of Grade 4 and 7 students scoring below standard on standardized reading tests compared with BC (20.5%) and VIHA (21.6%).

Housing

- Ladysmith had a higher percentage of households needing major repairs (9.8%) than BC (7.4%).
- Compared to BC and VIHA, Ladysmith had a higher percentage of dwellings built prior to 1946 at 13.7% versus 7.9% for BC and 10.2% for VIHA.
- The average gross rent in Ladysmith was less than that of BC and VIHA; however, the percentage of renters in Ladysmith spending more than 30% of their income on rent was roughly the same.

Social Support

- Ladysmith had a higher percentage of male lone-parent families (7.8%) than BC (5.2%) or VIHA (6.3%).
- There were fewer singles in Ladysmith (25.3%) than BC (32.1%) or VIHA (30.3%).
- Ladysmith had a higher percent of widowed individuals (7.5%) than BC (5.5%) or VIHA (6.4)

Healthy Development

- Ladysmith had a much higher rate of child abuse (27.2 per 1,000) than BC (7.0 per 1,000) or VIHA (10.9 per 1,000).
- Ladysmith had no non-cannabis juvenile drug offences compared to 52.4 per 100,000 in BC and 27.1 per 100,000 in VIHA.
- Ladysmith had a higher rate of children with social development vulnerability (17.2%) than BC (10%) or VIHA (11.9%).

¹ BC Statistics, PEOPLE 35

² Refers to those persons who self identified with at least one Aboriginal group (North American Indian, Métis or Inuit, and/or those who reported being a Treaty Indian or a Registered Indian, as defined by the Indian Act of Canada, and/or those who reported they were members of an Indian band or First Nation).

Child Health

- Overall, Ladysmith scores poorly on almost all of the child health indicators.
- Ladysmith had a much higher rate of child hospitalizations due to injuries, poisonings, and respiratory diseases than BC or VIHA.
- Ladysmith had a higher infant mortality rate (7.9 per 1,000 live births) than BC (3.9 per 1,000 live births) or VIHA (5.0 per 1,000 live births) from 2004-2008.
- Ladysmith had a higher rate of preterm births (111.1 per 1,000 live births) compared to BC (76 per 1,000 live births) and VIHA (81.3 per 1,000 live births).
- Ladysmith had a higher rate of low birth weight (61.6 per 1,000) than BC (55.9 per 1,000) or VIHA (52.4 per 1,000).

Crime

- Ladysmith had no illicit drug deaths, compared to 6.2 per 100,000 in BC and 6.8 per 100,000 in VIHA.
- Ladysmith had a much lower percentage of non-cannabis drug offences (76.4 per 100,000) compared to BC (253.8 per 100,000) and VIHA (127.3 per 100,000).
- Ladysmith's crime activity to police ratio (10.7 per 1,000) was slightly higher than BC (9.4 per 1,000) and VIHA (8.9 per 100,000)
- Ladysmith had a lower rate of serious juvenile crime (1.8 per 1,000) than BC (4.2 per 1,000) or VIHA (2.9 per 1,000).

Birth Statistics

- Ladysmith had a high preterm birth rate, it was the highest rate of all LHAs in VIHA and 37% greater than VIHA as a whole;
- Ladysmith had a high low birth weight rate, it was the 3rd highest rate of all LHAs in VIHA and 17% greater than VIHA as a whole;
- Ladysmith had a high teen mother rate at 70.95 per 1,000 live births compared to VIHA (48.8 per 1,000 live births and BC (34.19 per 1,000 live births); and
- Ladysmith had a very high rate of infant death, it was 62% higher than VIHA and 99% higher than BC.

Mortality Statistics

- Overall, Ladysmith's death rate was higher than VIHA as a whole;
- Ladysmith had the 2nd highest rate within VIHA for deaths due to respiratory disease, circulatory disease, and cerebrovascular disease; and
- Ladysmith had high PYLLI rates for deaths due to end/nut/met diseases, alcohol related deaths, digestive system deaths, and deaths due to pneumonia and influenza.

Chronic Disease Prevalence

- Ladysmith had a higher percentage of residents with at least one of the chronic conditions listed below compared to VIHA and BC;
- Ladysmith had the highest rate of cerebrovascular disease, congestive heart failure, and depression/anxiety in VIHA; and
- Ladysmith had the second highest rate of Chronic Obstructive Pulmonary Disease (COPD) as well as Ischaemic heart disease of all LHAs in VIHA.

Hospital Admissions

- Of the 3,627 cases for Ladysmith residents in 2009/10:
 - 45% were day cases, while 55% were inpatient cases;
 - 45% were surgical cases, while 55% were medical cases;
 - Normal Newborn, Singleton Vaginal Delivery was responsible for the most inpatient cases (99);
 - Lens extraction/insertion, typically for cataracts, was responsible for the most day cases (246).
- Of the 13,952 inpatient days for Ladysmith residents in 2009/10:

- 15.4% of patient days were for an alternate level of care (ALC);
 - Mental diseases and disorders were responsible for the most patient days (1,705 or 12%); and
- The ambulatory care sensitive conditions (ACSC) rate for Ladysmith residents has been over 4% of cases for six out of eight reporting periods. It has also been above VIHA as a whole for those six periods; and
- The percentage of alternate level of care days (ALC) was above VIHA as a whole for the previous three years; however, it was lower in 2009/10.

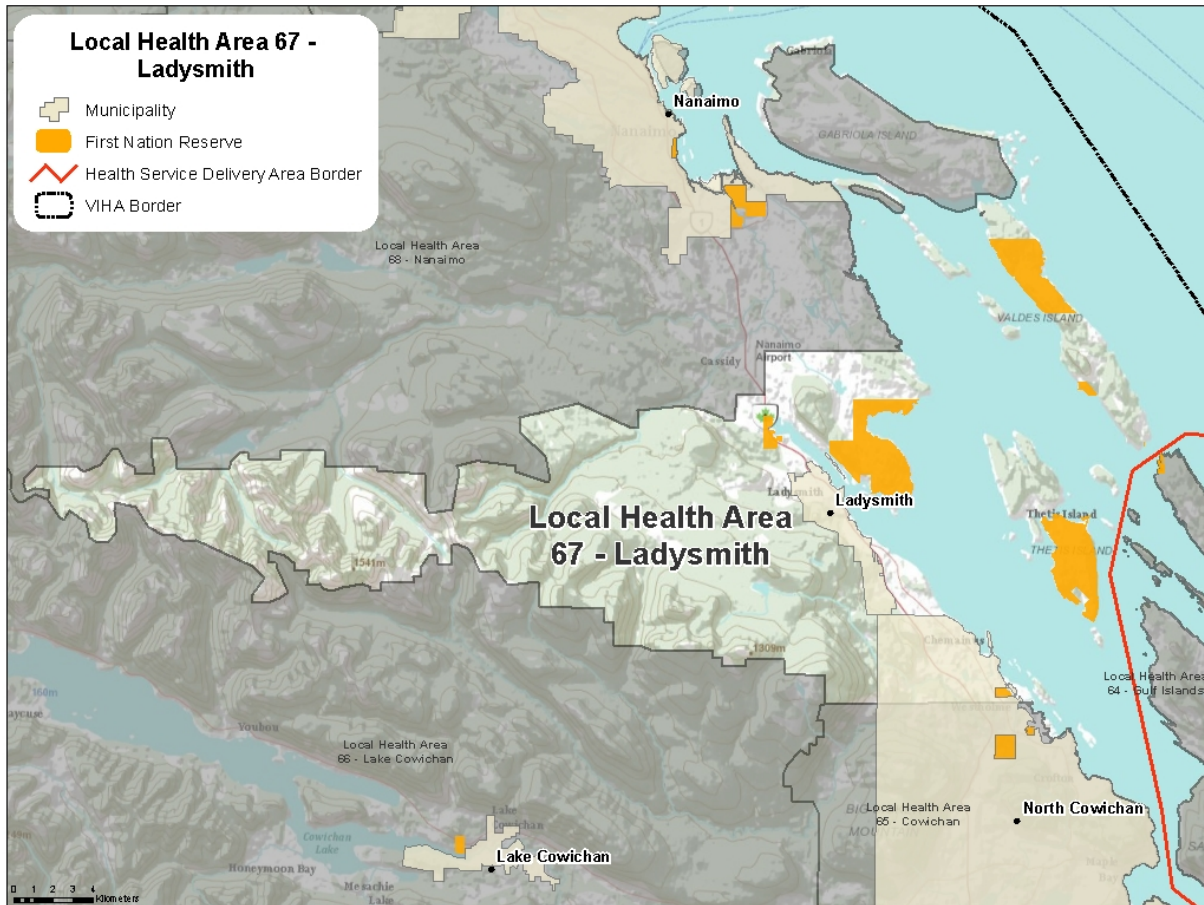
Emergency Visits

- Of the 11,250 visits to emergency services by Ladysmith residents in 2009/10:
 - 49% were at Ladysmith Community Health Centre and 19% at Chemainus Health Care Centre;
 - 31% were people aged 60 years and older.
- More visits occurred on Sundays and Mondays than on other days for Ladysmith residents, and they had a higher proportion of visits on Sundays and fewer on Wednesdays compared to VIHA as a whole.
- The proportion of Ladysmith residents less than 50 years old receiving emergency services was similar to VIHA as a whole.
- Compared to VIHA as a whole, Ladysmith residents made significantly more visits to emergency services per population.

2 Geography

2.1 Location Description

- Ladysmith Local Health Area is located in VIHA’s Central Health Service Delivery Area (HSDA).
- Situated in the southeastern region of the Central HSDA, Ladysmith covers approximately 442.2 square kilometers and includes the following communities: Ladysmith, North Cowichan, and Chemainus.
- Ladysmith borders 3 other LHAs: Cowichan, Lake Cowichan, and Nanaimo.



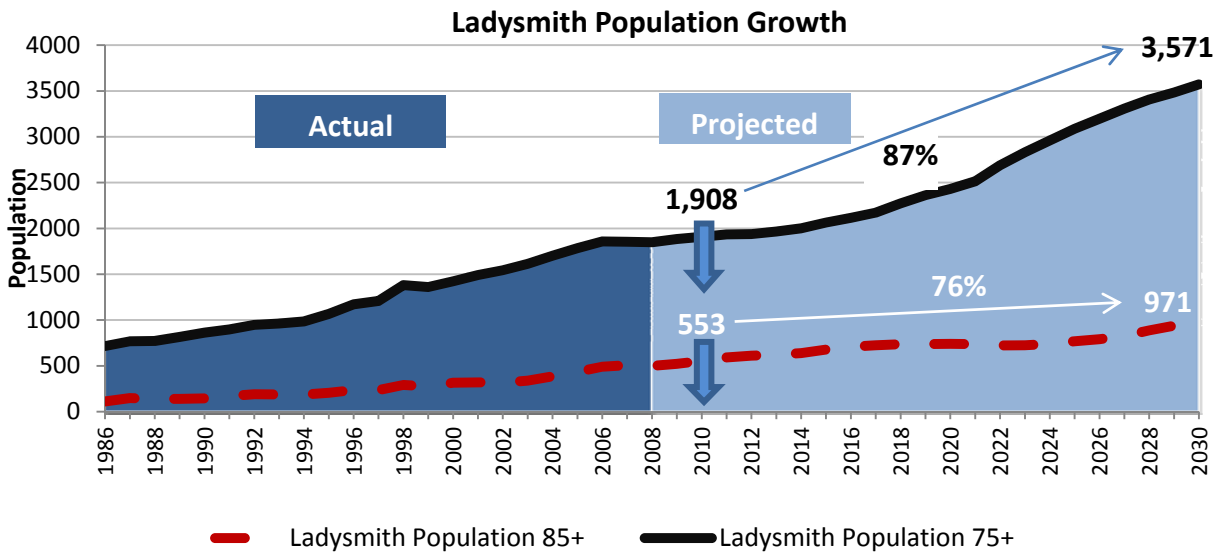
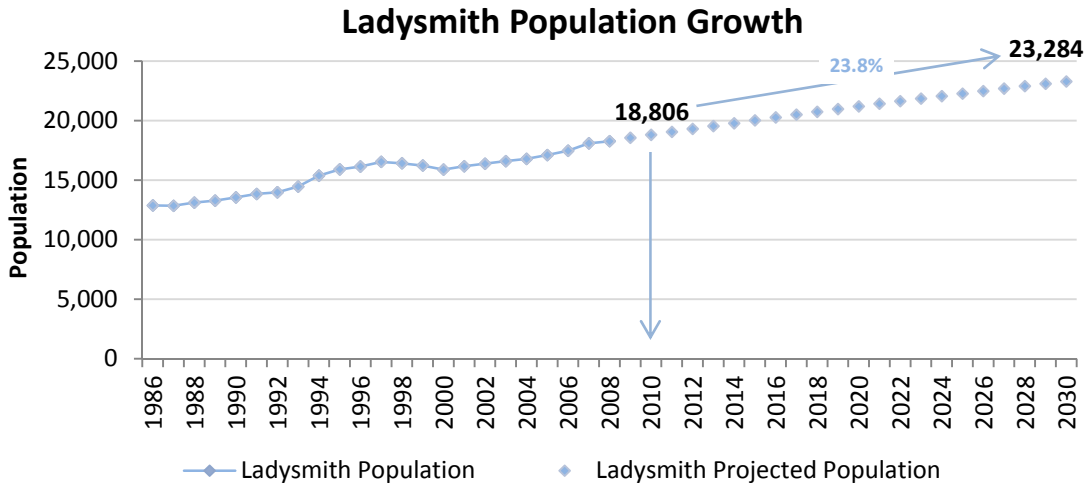
2.2 Transportation

- Ladysmith is located on the Trans-Canada Highway, and is approximately one hour from Nanaimo and two hours from Victoria.
- There is no BC Transit service in Ladysmith, however handyDART service extends as far as Chemainus. The Ladysmith Trolley service runs six routes in the city of Ladysmith. Greyhound Bus lines run a service between Victoria and Nanaimo which stops in Ladysmith 6 times a day. There is a daily Via Rail train which runs between Victoria and Courtney and stops in Ladysmith upon request. There is a ferry service between Chemainus, Thetis Island and Penelakut Island.

3 Demographics³

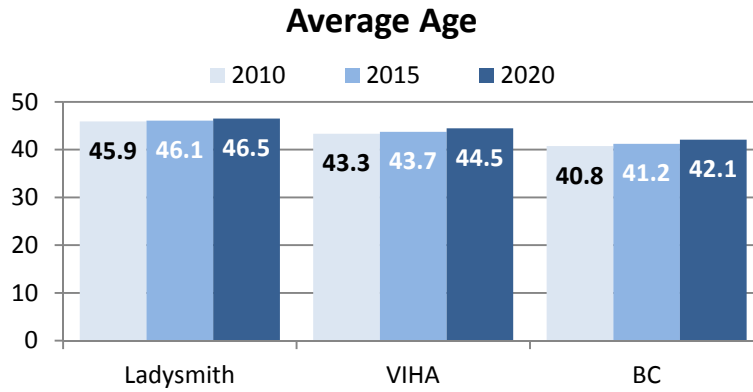
Highlights:

- Ladysmith has an older population than VIHA.
- As of 2010, Ladysmith represents approximately 2.5% of the VIHA population of 759,200.
- As of 2006, 10.8% of Ladysmith residents identify as Aboriginal⁴ compared to 5.8% for VIHA and 4.8% for BC (Statistics Canada, Census 2006).
- The total Ladysmith population is expected to grow approximately 24% by 2030 to almost 23,300, while the population 75+ is expected to grow 87% by 2030 to over 3,571.



³ Source: BC Statistics, PEOPLE 35, unless otherwise specified.

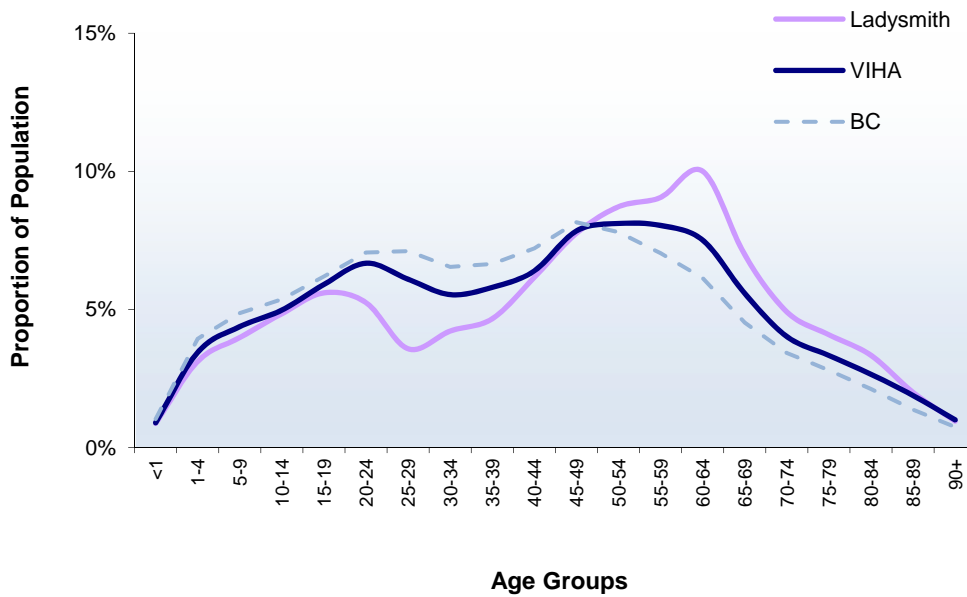
⁴ Refers to those persons who self identified with at least one Aboriginal group (North American Indian, Métis or Inuit, and/or those who reported being a Treaty Indian or a Registered Indian, as defined by the Indian Act of Canada, and/or those who reported they were members of an Indian band or First Nation).



Ladysmith’s 2010 population profile is relatively similar to VIHA as a whole; it has:

- A similar percentage of people under 20 years of age;
- A lower percentage of people aged 20-44;
- A higher percentage of people aged 55-69; and
- A similar percentage of people aged 75+.

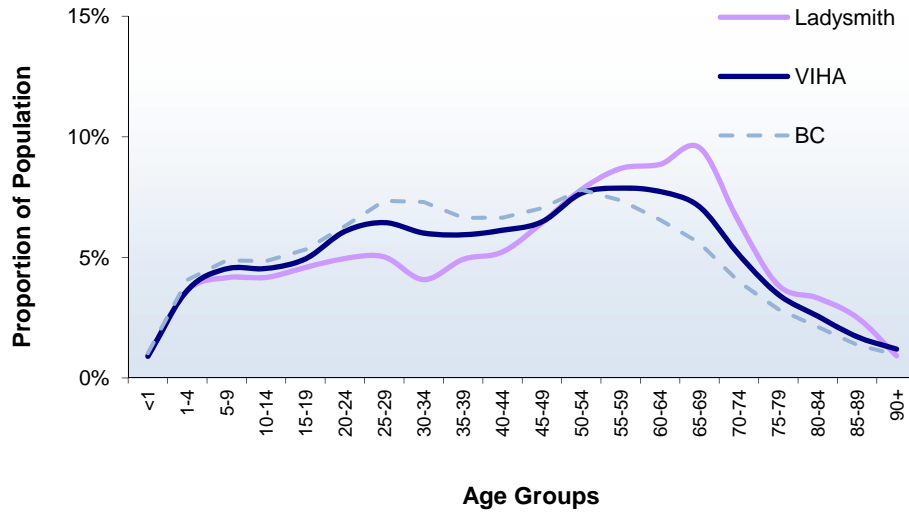
Proportion of 2010 Population by 5-Year Age Groups Compared to VIHA and BC



Ladysmith’s 2015 population profile is still relatively similar to VIHA as a whole; it has:

- A similar percentage of people under 20 years of age;
- A lower percentage of people aged 20-44;
- A higher percentage of people aged 55-69; and
- A higher percentage of people aged 75+.

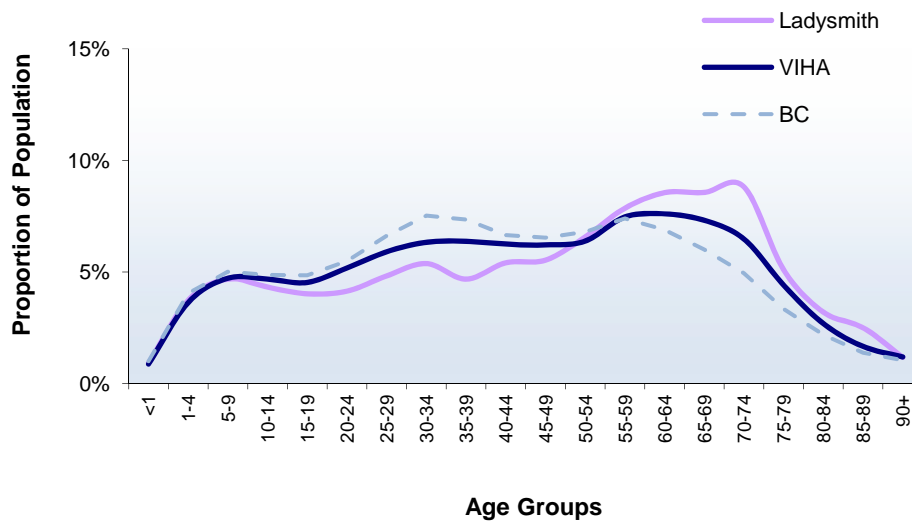
Proportion of 2015 Population by 5-Year Age Groups Compared to VIHA and BC



Ladysmith’s 2020 population profile is more similar to VIHA than in 2010 or 2015; it has:

- A similar percentage of people under 19 years of age;
- A lower percentage of people aged 25-54;
- A higher percentage of people aged 75+.

Proportion of 2020 Population by 5-Year Age Groups Compared to VIHA and BC

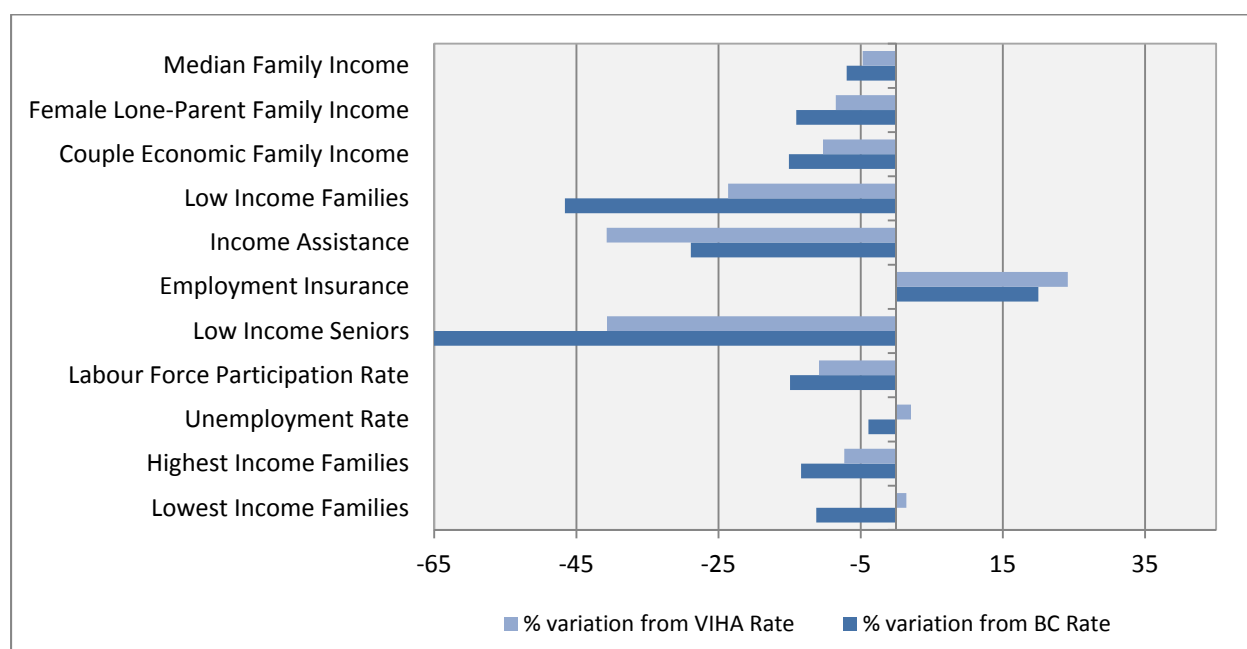


4 Social Determinants of Health and Wellbeing

4.1 Economic Wellbeing

Highlights:

- Ladysmith had a much lower percentage of low income seniors in 2005 (5.1%) than either BC (14.7%) or VIHA (8.6%).
- Compared with BC and VIHA, Ladysmith had a lower percentage of low income families at 7.1 % versus 13.3% in BC, and 9.3% in VIHA.



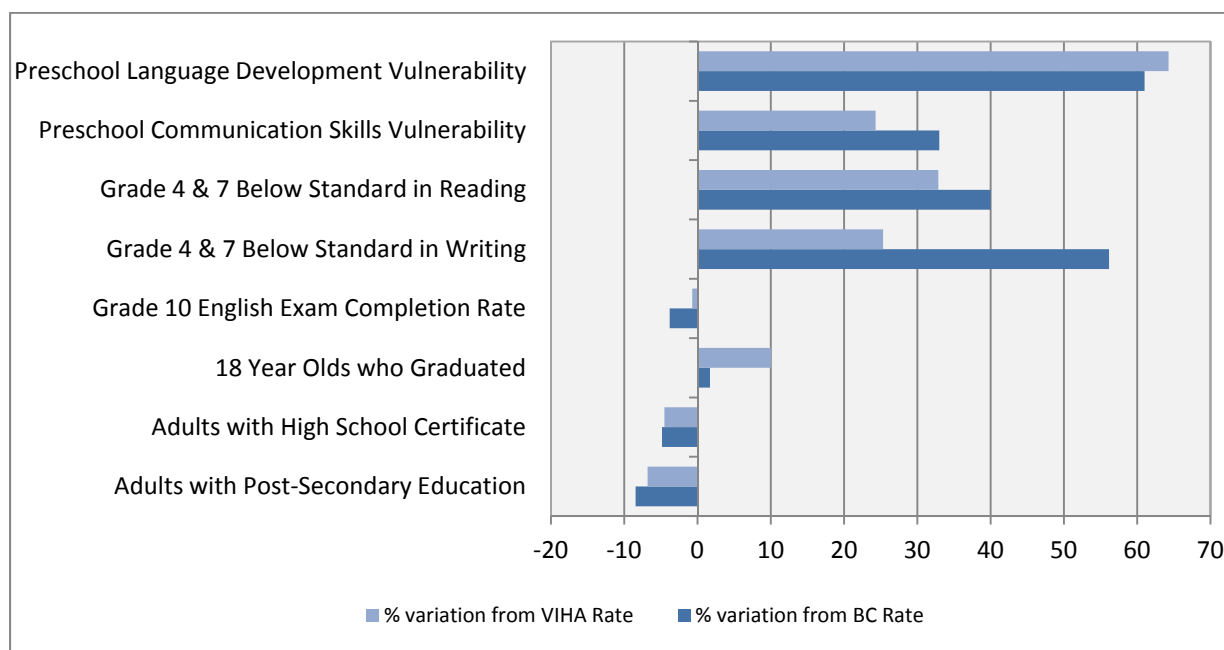
Indicator	Definition	Ladysmith	BC	VIHA
Median Family Income	Median family income from all sources in 2005	\$61,191	\$65,787	\$64,231
Female Lone-Parent Family Income	Average family income of female lone-parent economic families in 2005	\$37,371	\$43,491	\$40,843
Couple Economic Family Income	Average family income of couple economic families in 2005	\$73,498	\$86,574	\$81,946
Low Income Families	Percent of families below the Statistics Canada Low Income Cut-off Point before tax in 2005	7.1	13.3	9.3
Income Assistance	Percent of population aged 0 to 64 receiving income assistance from provincial program	3.2	4.5	5.4
Employment Insurance	Percent of population 19 to 64 on Employment Insurance	3.6	3.0	2.9
Low Income Seniors	Percent of persons 65 years of age and over that were below the Statistics Canada Low Income Cut-off Point before tax	5.1	14.7	8.6
Labour Force Participation Rate	Percent of population aged 25 and over that are participating in the labour force	55.8	65.6	62.6
Unemployment Rate	Percent of population aged 25 and over that are unemployed	4.9	5.1	4.8
Highest Income Families	Percent of economic families who earned >\$80,000	33.0	38.1	35.6
Lowest Income Families	Percent of economic families who earned <\$20,000	7.1	8.0	7.0

Source: BC Statistics Agency (2006 Census)

4.2 Education

Highlights:

- Ladysmith had a higher percentage of kindergarten children rated as vulnerable for language and cognitive development (16.1%) than BC (10%) or VIHA (9.8%).
- Ladysmith had a much higher percentage (29.2%) of Grade 4 and 7 students scoring below standard on standardized writing tests compared with BC (18.7%) and VIHA (23.3%).
- Ladysmith had a much higher percentage (28.7%) of Grade 4 and 7 students scoring below standard on standardized reading tests compared with BC (20.5%) and VIHA (21.6%).



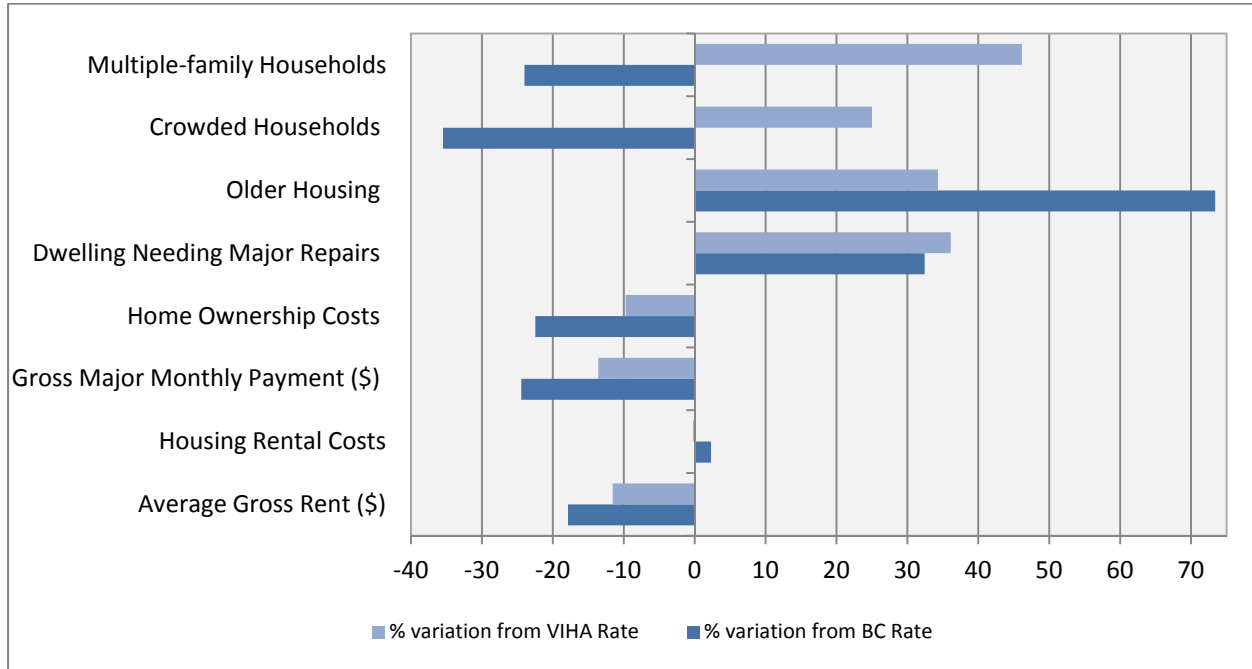
Indicator	Definition	Ladysmith	BC	VIHA
Preschool Language Development Vulnerability ²	Percent of kindergarten children rated as vulnerable for language and cognitive development (problems in reading, writing and numeracy)	16.1	10.0	9.8
Preschool Communication Skills Vulnerability ²	Percent of kindergarten children rated as vulnerable in communication and general knowledge skills	13.3	10.0	10.7
Grade 4 & 7 Below Standard in Reading ¹	Percent of students scoring below standards on standardized test	28.7	20.5	21.6
Grade 4 & 7 Below Standard in Writing ¹	Percent of students scoring below standards on standardized test	29.2	18.7	23.3
Grade 10 English Exam Completion Rate ¹	Percent of students who did write or pass Grade 10 provincial English exam	83.6	86.9	84.2
18 Year Olds who Graduated ¹	Percent of 18 year olds who did graduate high school	71.4	70.2	64.9
Adults with High School Certificate ¹	Percent of population aged 25 to 54 with high school certificate or equivalent	84.6	88.9	88.6
Adults with Post-Secondary Education ¹	Percent of population aged 25 to 54 with post-secondary education (apprenticeship or trades certificate or diploma, college, CEGEP or other non-university certificate or diploma, or university certificate, diploma or degree)	57.5	62.8	61.7

¹BC Statistics Agency (2006 Census), ²Human Early Learning Partnership (2008-2009)

4.3 Housing

Highlights:

- Ladysmith had a higher percentage of households needing major repairs (9.8%) than BC (7.4%).
- Compared to BC and VIHA, Ladysmith had a higher percentage of dwellings built prior to 1946 at 13.7% versus 7.9% for BC and 10.2% for VIHA.
- The average gross rent in Ladysmith was less than that of BC and VIHA; however, the percentage of renters in Ladysmith spending more than 30% of their income on rent was roughly the same.



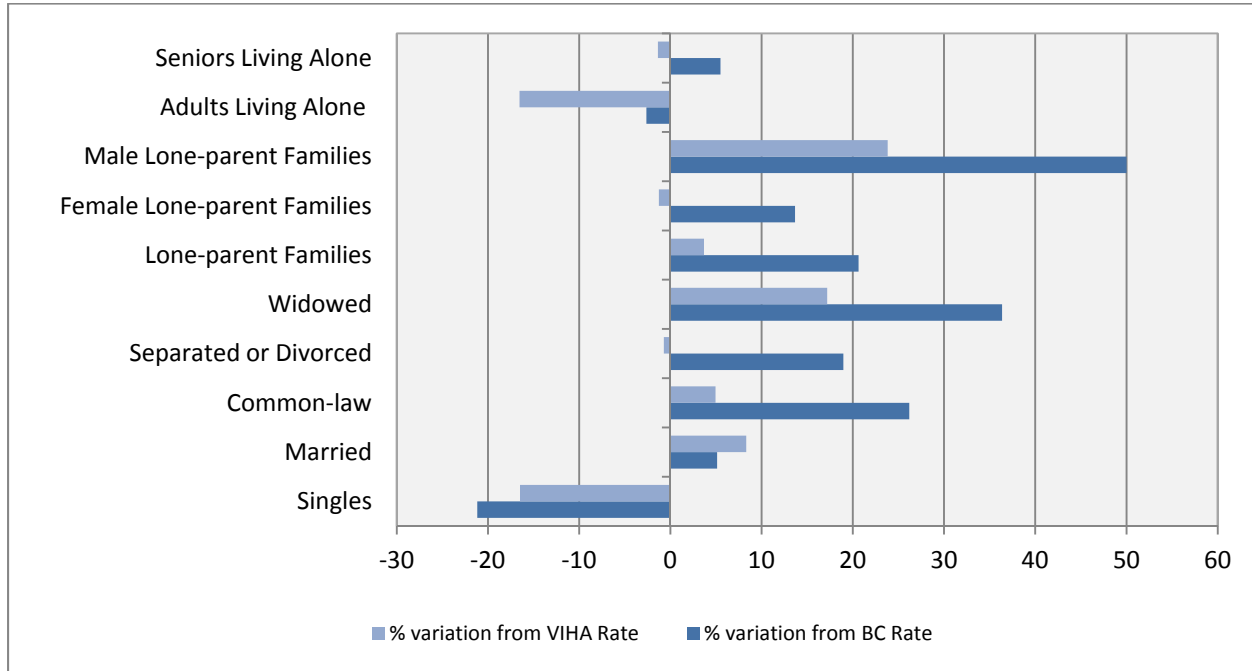
Indicator	Definition	Ladysmith	BC	VIHA
Multiple-family Households	Percent of private households with multiple families	1.9	2.5	1.3
Crowded Households	Percent of private households with 6 or more persons	2.0	3.1	1.6
Older Housing	Percent of dwellings built prior to 1946	13.7	7.9	10.2
Dwelling Needing Major Repairs	Percent of dwellings rated as needing major repairs by renter or owner	9.8	7.4	7.2
Home Ownership Costs	Percent of home owners spending more than 30% of income on housing	17.6	22.7	19.5
Gross Major Monthly Payment (\$)	Average gross major monthly payment of owner-occupied private non-farm, non-reserve dwellings	\$800.0	\$1,059	\$927
Housing Rental Costs	Percent of renters spending more than 30% of income on rent	44.4	43.4	44.6
Average Gross Rent (\$)	Average gross rent of tenant-occupied private non-farm, non-reserve dwellings	\$680.0	\$828	\$769

Source: BC Statistics Agency (2006 Census)

4.4 Social Support

Highlights:

- Ladysmith had a higher percentage of male lone-parent families (7.8%) than BC (5.2%) or VIHA (6.3%).
- There were fewer singles in Ladysmith (25.3%) than BC (32.1%) or VIHA (30.3%).
- Ladysmith had a higher percent of widowed individuals (7.5%) than BC (5.5%) or VIHA (6.4)



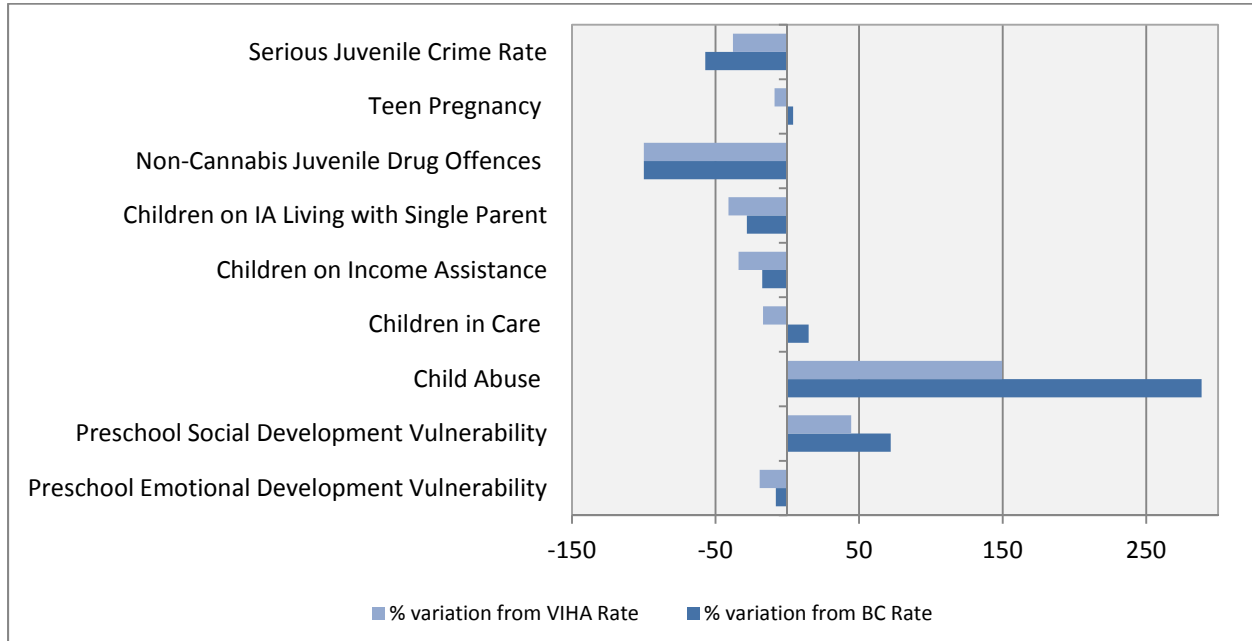
Indicator	Definition	Ladysmith	BC	VIHA
Seniors Living Alone	Percent of persons aged 65 and over that are not in census families and are living alone	28.8	27.3	29.2
Adults Living Alone	Percent of persons in private households that are not in census families and are living alone	11.1	11.4	13.3
Male Lone-parent Families	Percent of census families in private households that are male lone-parent families	7.8	5.2	6.3
Female Lone-parent Families	Percent of census families in private households that are female lone-parent families	23.3	20.5	23.6
Lone-parent Families	Percent of census families in private households that are lone-parent families	31.0	25.7	29.9
Widowed	Percent of population aged 15 and over that are widowed	7.5	5.5	6.4
Separated or Divorced	Percent of population aged 15 and over that are legally married but are separated, or are divorced	13.8	11.6	13.9
Common-law	Percent of population aged 15 and over that are in a common-law relationship	10.6	8.4	10.1
Married	Percent of population aged 15 and over that are legally married (not separated)	53.4	50.8	49.3
Singles	Percent of population aged 15 and over that have never legally married	25.3	32.1	30.3

Source: BC Statistics Agency (2006 Census)

4.5 Healthy Development (Child and Youth)

Highlights:

- Ladysmith had a much higher rate of child abuse per 1,000 (27.2) than BC (7.0) or VIHA (10.9).
- Ladysmith had no non-cannabis juvenile drug offences compared to 52.4 per 100,000 in BC and 27.1 per 100,000 in VIHA.
- Ladysmith had a higher rate of children with social development vulnerability (17.2%) than BC (10%) or VIHA (11.9%).



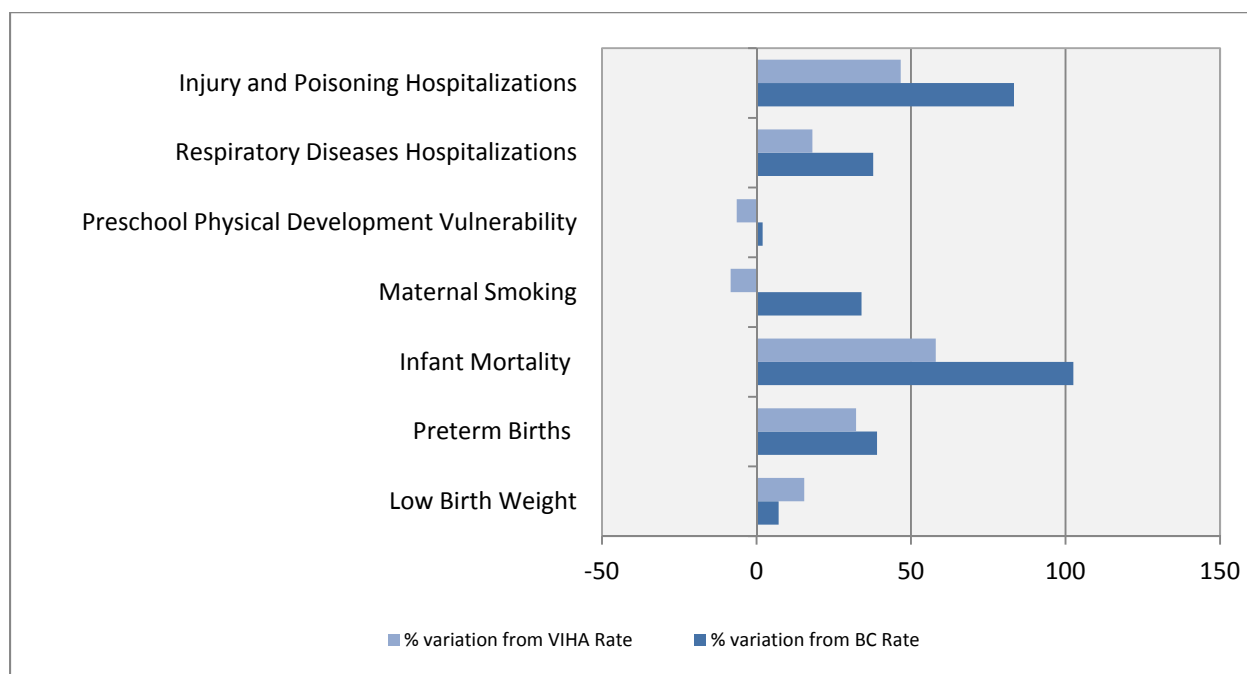
Indicator	Definition	Ladysmith	BC	VIHA
Serious Juvenile Crime Rate ¹	Juvenile crime rate per 1,000 population aged 12 to 17 (B&E, crimes with weapons and assaults with serious injury)	1.8	4.2	2.9
Teen pregnancy ²	Teen pregnancies per 1,000 women aged 15 to 19 years	28.7	27.6	31.5
Non-Cannabis Juvenile Drug Offences ¹	Charges per 100,000 population aged 12 to 17 years	0.0	52.4	27.1
Children on IA Living with Single Parent ³	Percent of children less than 19 years of age receiving income assistance and living with a single parent	2.3	3.2	3.9
Children on Income Assistance ³	Percent of children less than 19 years of age receiving income assistance	3.3	4.0	5.0
Children in Care ⁴	Children in care per 1,000 children aged 0 to 18 years	10.8	9.4	13.0
Child Abuse ⁴	Reported child abuse cases per 1,000 children aged 0 to 18 years	27.2	7.0	10.9
Preschool Social Development Vulnerability ⁵	Percent of kindergarten children rated as having problems forming friendships, accepting rules and showing respect for adults	17.2	10.0	11.9
Preschool Emotional Development Vulnerability ⁵	Percent of kindergarten children rated as having problems with aggressive behaviour, impulsivity, disobedience and inattentiveness	9.2	10.0	11.4

¹BC Statistics Agency (2006 Census); Statistics Canada, Canadian Centre for Justice Statistics ²BC Vital Statistics Agency, Ministry of Health, BC Statistics Agency ³Ministry of Social Development, BC Statistics Agency (2006 Census), ⁴Ministry of Children and Family Development, BC Statistics Agency ⁵Human Early Learning Partnership (2008-2009)

4.6 Child Health

Highlights:

- Overall, Ladysmith scores poorly on almost all of the child health indicators.
- Ladysmith had a much higher rate of child hospitalizations due to injuries, poisonings, and respiratory diseases than BC or VIHA.
- Ladysmith had a higher infant mortality rate (7.9 per 1,000 live births) than BC (3.9 per 1,000 live births) or VIHA (5.0 per 1,000 live births) from 2004-2008.
- Ladysmith had a higher rate of preterm births (105.1 per 1,000 live births) compared to BC (75.6 per 1,000 live births) and VIHA (79.5 per 1,000 live births).



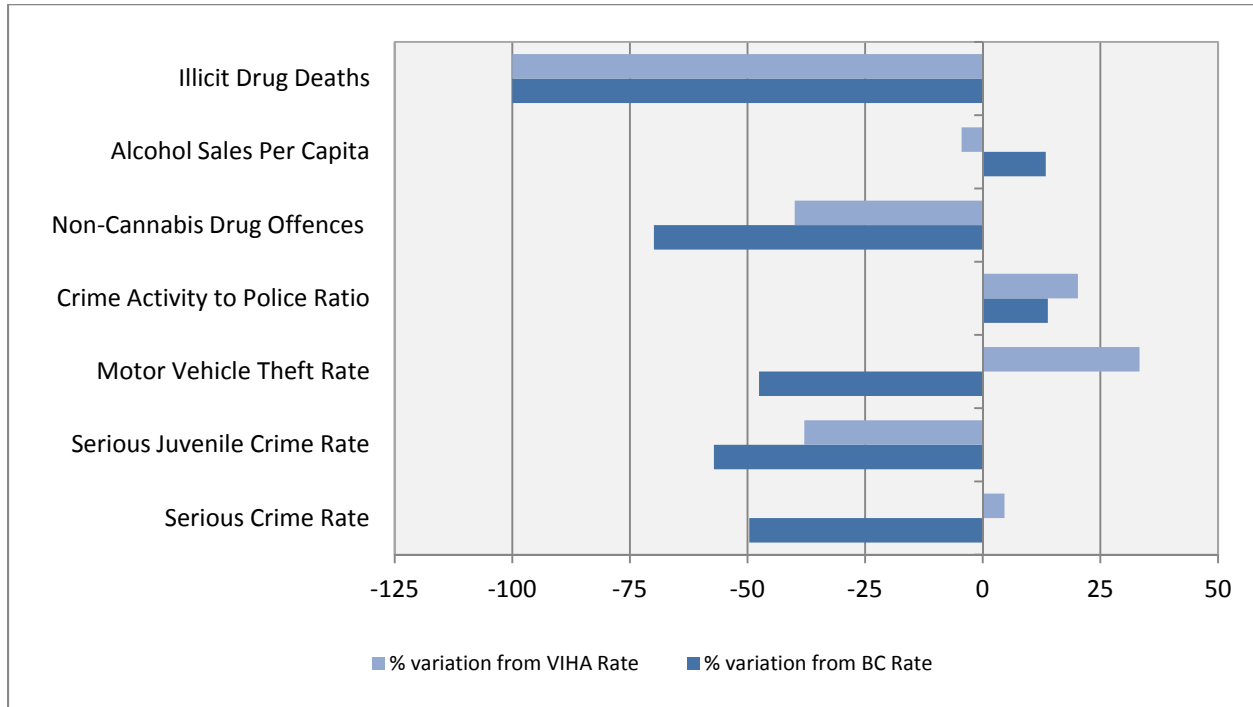
Indicator	Definition	Ladysmith	BC	VIHA
Injury and Poisoning Hospitalizations ¹	Hospitalization rate per 1,000 children aged 0 to 14	8.8	4.8	6.0
Respiratory Diseases Hospitalizations ¹	Hospitalization rate per 1,000 children aged 0 to 14	12.4	9.0	10.5
Preschool Physical Development Vulnerability ²	Percent of kindergarten children rated as having problems with fine and gross motor skills, daily preparedness for school, washroom skills, and handedness	10.2	10.0	10.9
Maternal Smoking ⁴	Percent of pregnant women who reported smoking at any time during their current pregnancy	14.2	10.6	15.5
Infant Mortality ³	Deaths of children under 1 year of age per 1,000 live births	7.9	3.9	5.0
Preterm Births ³	Newborns with a gestational age < 37 weeks per 1,000 live births	105.1	75.6	79.5
Low Birth Weight ³	Births weighing less than 2,500 grams per 1,000 live births	59.8	55.8	51.8

¹BC Statistics Agency (2006 Census), ²Human Early Learning Partnership (2008-2009), ³BC Vital Statistics (2005-2009), ⁴BC Perinatal Health Program (2003/2004-2007/2008)

4.7 Crime

Highlights:

- Ladysmith had no illicit drug deaths, compared to 6.2 per 100,000 in BC and 6.8 per 100,000 in VIHA.
- Ladysmith had a much lower percentage of non-cannabis drug offences (76.4 per 100,000) compared to BC (253.8 per 100,000) and VIHA (127.3 per 100,000).
- Ladysmith’s crime activity to police ratio (10.7 per 1,000) was slightly higher than BC (9.4 per 1,000) and VIHA (8.9 per 100,000)
- Ladysmith had a lower rate of serious juvenile crime (1.8 per 1,000) than BC (4.2 per 1,000) or VIHA (2.9 per 1,000).



Indicator	Definition	Ladysmith	BC	VIHA
Illicit Drug Deaths ¹	Deaths per 100,000 population aged 19 to 64	0.0	6.2	6.8
Alcohol Sales Per Capita ²	Litres of alcohol sold per resident population aged 19 and older	127.0	112.0	133.0
Non-Cannabis Drug Offences ³	Non-cannabis drug offences per 100,000 population	76.4	253.8	127.3
Crime Activity to Police Ratio ³	Number of serious crimes per police officer	10.7	9.4	8.9
Motor Vehicle Theft Rate ³	Motor vehicle theft rate per 1,000 population	3.2	6.1	2.4
Serious Juvenile Crime Rate ³	Juvenile crime rate per 1,000 population aged 12 to 17 (B&E, crimes with weapons and assaults with serious injury)	1.8	4.2	2.9
Serious Crime Rate ³	Total violent and property crime rate per 1,000 population	6.8	13.5	6.5

Source: ¹BC Statistics Agency (Avg 2005-2007), ²BC Statistics Agency (2008), ³BC Statistics Agency (Avg 2004-2006)

5 Health Status

5.1 Birth Statistics

Highlights:

- Ladysmith had a high preterm birth rate, it was the highest rate of all LHAs in VIHA and 32% greater than VIHA as a whole;
- Ladysmith had a high low birth weight rate, it was the highest rate of all LHAs in VIHA and 15% greater than VIHA as a whole;

Birth Rates	Ladysmith LHA	VIHA	% Difference	Rank in VIHA	BC	% Difference
Elderly Gravida	144.95	196.49	-26%	9	223.14	-35%
Low Birth Weight	59.84	51.84	15%	1	55.77	7%
Infant Death	7.98	4.87	64%	4	3.96	102%
Teen Mother	67.82	46.74	45%	6	33.29	104%
Cesarean	253.99	306.78	-17%	9	305.64	-17%
Preterm	105.05	79.49	32%	1	75.61	39%
Stillbirth	7.92	7.91	0%	5	7.89	0%
Live Birth	8.44	8.48	-1%	8	9.95	-15%

Source: BC Vital Statistics Annual Report, 2009 (Avg. 2005-2009)

5.2 Mortality Statistics

Highlights:

- Overall, Ladysmith's death rate was higher than VIHA as a whole;
- Ladysmith had the 2nd highest rate within VIHA for deaths due to respiratory disease.
- Ladysmith had high PYLLI rates for deaths due to end/nut/met diseases, alcohol related deaths, cancer deaths, arterial deaths, digestive system deaths, and deaths due to pneumonia and influenza.

Indicator	Ladysmith SMR Value	VIHA SMR Value	% Difference	Rank in VIHA	Ladysmith PYLLI
Drug Induced Deaths	0.48	0.75	-35%	13	0.56
Medically Treatable Diseases	1.05	1.26	-16%	5	1.07
Circulatory System	1.15	0.99	16%	4	1.03
Digestive System	1.22	1.01	21%	3	1.60
Alcohol Related Deaths	1.28	1.65	-22%	6	1.59
Falls	1.32	1.18	12%	4	1.26
Cancer	1.24	1.04	19%	3	1.28
Respiratory	1.19	0.90	33%	2	1.12
Suicide	1.26	1.18	6%	7	1.79
Motor Vehicle	1.18	0.91	30%	7	1.30
End/Nut/Met Diseases	1.10	0.98	12%	6	1.68
Diabetes	1.08	0.97	12%	6	1.37
Arteries/Arterioles/Capillaries	1.56	1.04	49%	3	1.26
Pneumonia and Influenza	1.23	0.78	57%	3	0.71
Lung Cancer	1.36	1.04	31%	5	1.31
Ischaemic Heart Disease	1.07	0.95	13%	5	0.82
Chronic Lung Disease	1.07	0.97	10%	5	0.81

Cerebrovascular Disease/Stroke	1.20	0.98	22%	4	1.01
Total Deaths	1.21	1.01	21%	3	1.33

Source: BC Vital Statistics Annual Report, 2009 (Avg. 2005-2009)

5.3 Chronic Disease Prevalence⁵

Highlights:

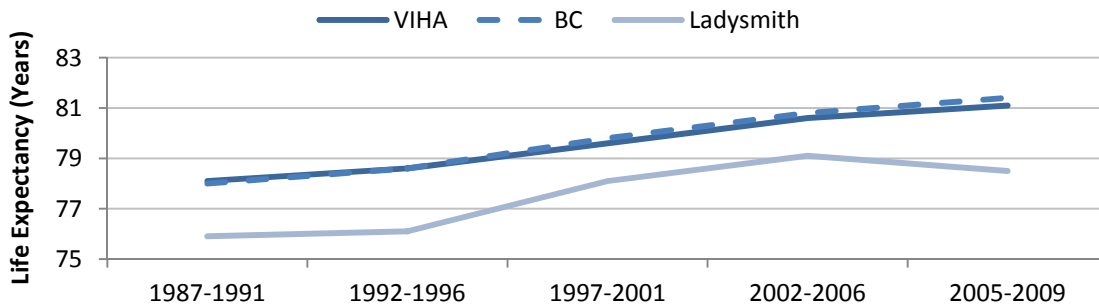
- Ladysmith had a higher percentage of residents with at least one of the chronic conditions listed below compared to VIHA and BC;
- Ladysmith had the highest rate of cerebrovascular disease, congestive heart failure, and depression/anxiety in VIHA; and
- Ladysmith had the second highest rate of Chronic Obstructive Pulmonary Disease (COPD) as well as Ischaemic heart disease of all LHAs in VIHA.

Chronic Conditions, 2007/08	Ladysmith			VIHA		BC	
	# of Patients	% of Pop	VIHA Rank	# of Patients	% of Pop	# of Patients	% of Pop
Cerebrovascular disease	401	2.2%	1	11,018	1.5%	56,899	1.3%
Congestive Heart Failure	506	2.7%	1	14,531	1.9%	81,554	1.9%
Chronic Kidney Disease	272	1.5%	5	10,701	1.4%	52,177	1.2%
Chronic Obstructive Pulmonary Disease	625	3.4%	2	17,379	2.3%	92,198	2.1%
Depression/Anxiety	5,331	28.7%	1	178,220	23.8%	955,407	21.8%
Dementia	276	1.5%	5	10,034	1.3%	44,420	1.0%
Diabetes	1,343	7.2%	3	47,136	6.3%	283,086	6.5%
Hypertension	4,247	22.9%	3	144,225	19.2%	754,332	17.2%
Ischaemic Heart Disease	884	4.8%	2	26,640	3.6%	141,334	3.2%
Osteoarthritis	2,223	12.0%	2	67,350	9.0%	334,350	7.6%
Rheumatoid Arthritis	220	1.2%	10	8,485	1.1%	43,239	1.0%

Source: BC Ministry of Health Services Primary Health Care Chronic Disease Registries, 2007/08

5.4 Life Expectancy at Birth

**Life Expectancy of Ladysmith Residents Compared to VIHA and BC
1987-1991 to 2005-2009**



Source: BC Stats

⁵ This reflects the lifetime prevalence of these diseases in 2007/08, not the 2007/08 prevalence. If a Ladysmith resident has had one of these diseases in their life it will appear in this data.

6 Health Service Utilization

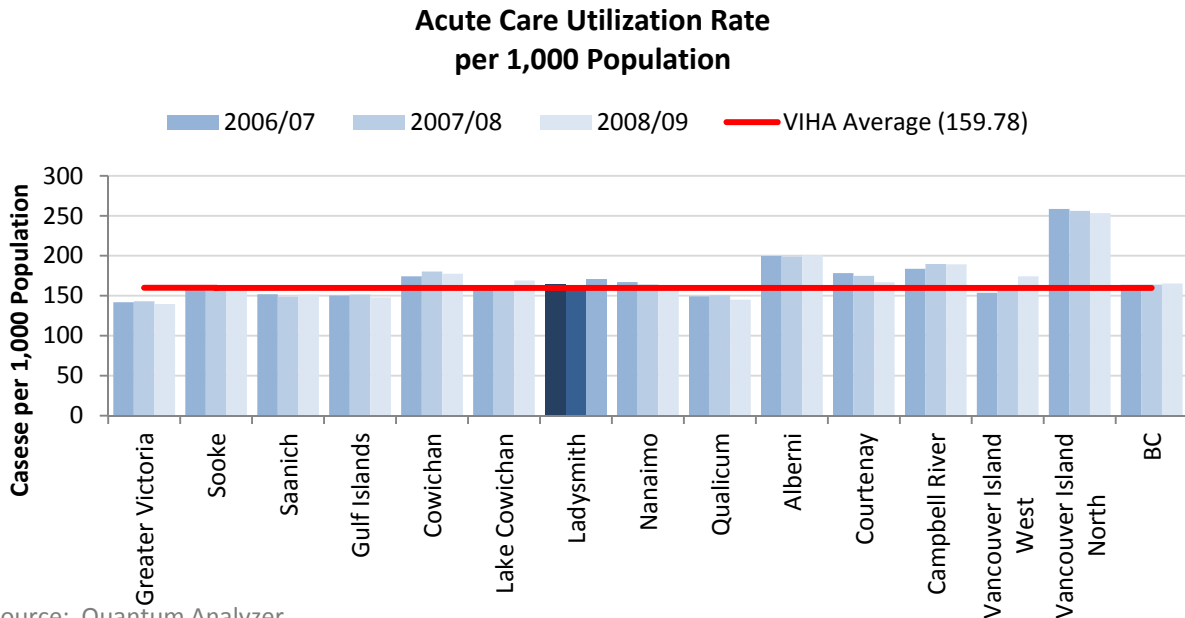
6.1 Hospital Admissions⁶

Highlights:

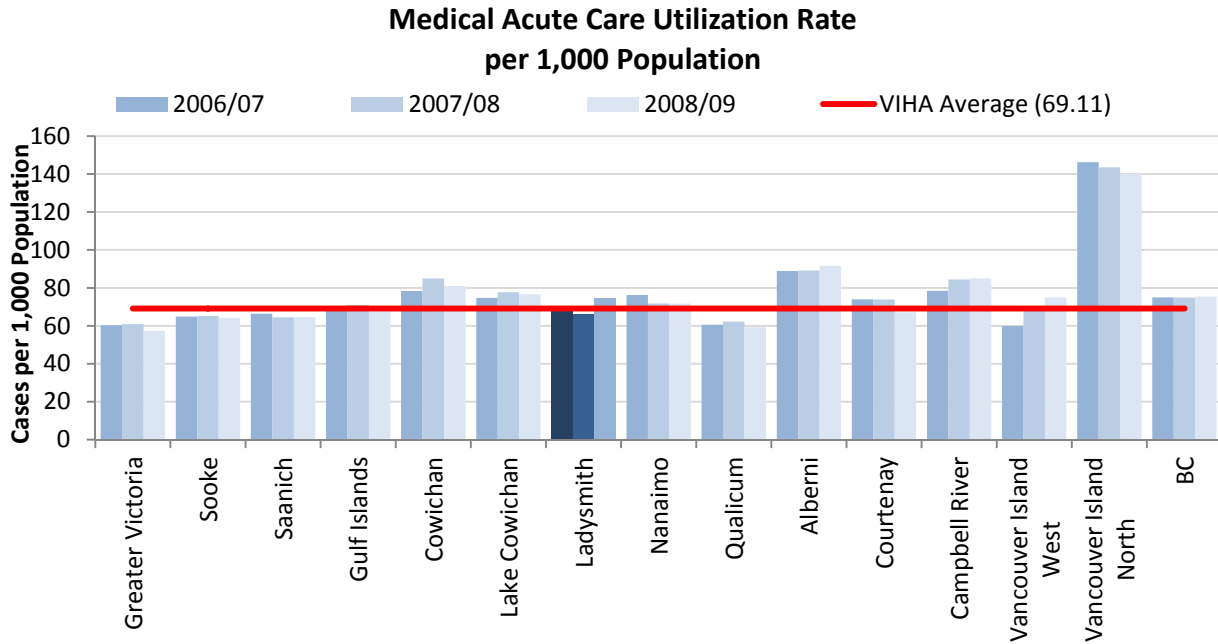
- Of the 3,627 cases for Ladysmith residents in 2009/10:
 - 45% were day cases, while 55% were inpatient cases;
 - 45% were surgical cases, while 55% were medical cases;
 - Normal Newborn, Singleton Vaginal Delivery was responsible for the most inpatient cases (99);
 - Lens extraction/insertion, typically for cataracts, was responsible for the most day cases (246).
- Of the 13,952 inpatient days for Ladysmith residents in 2009/10:
 - 15.4% of patient days were for an alternate level of care (ALC);
 - Mental diseases and disorders were responsible for the most patient days (1,705 or 12%); and
- The ambulatory care sensitive conditions (ACSC) rate for Ladysmith residents has been over 4% of cases for six out of eight reporting periods. It has also been above VIHA as a whole for those six periods; and
- The percentage of alternate level of care days (ALC) was above VIHA as a whole for the previous three years; however, it was lower in 2009/10.

Total Hospital Cases and Days for Ladysmith Residents

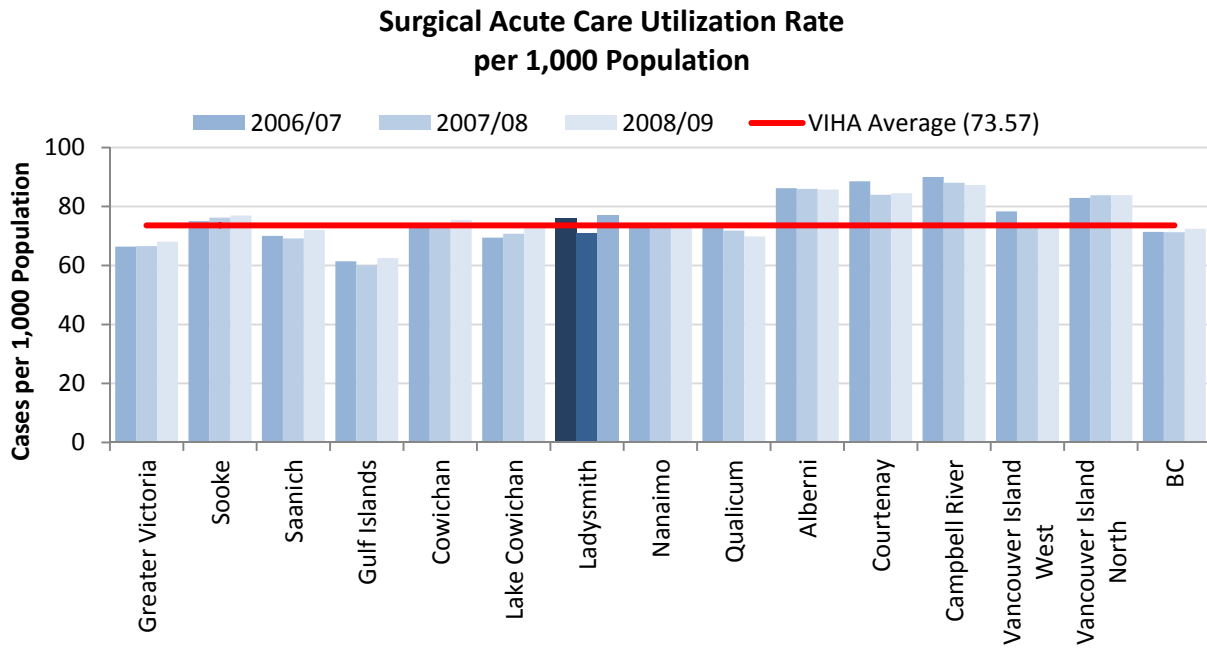
2008/09	Day Cases	Inpatient Cases	Inpatient Days	% Days ALC	Inpatient RIW	Total Cases
Medical	687	1293	9372	15.4%	1,496	1,980
Surgical	973	674	4580	15.4%	1,400	1,647
Total	1660	1967	13952	15.4%	2,896	3,627



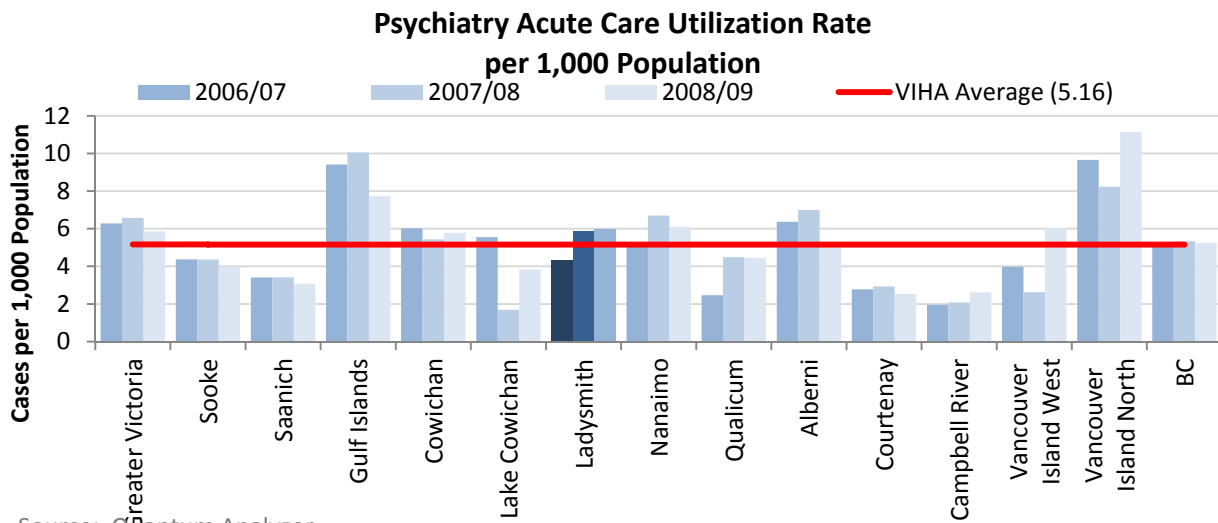
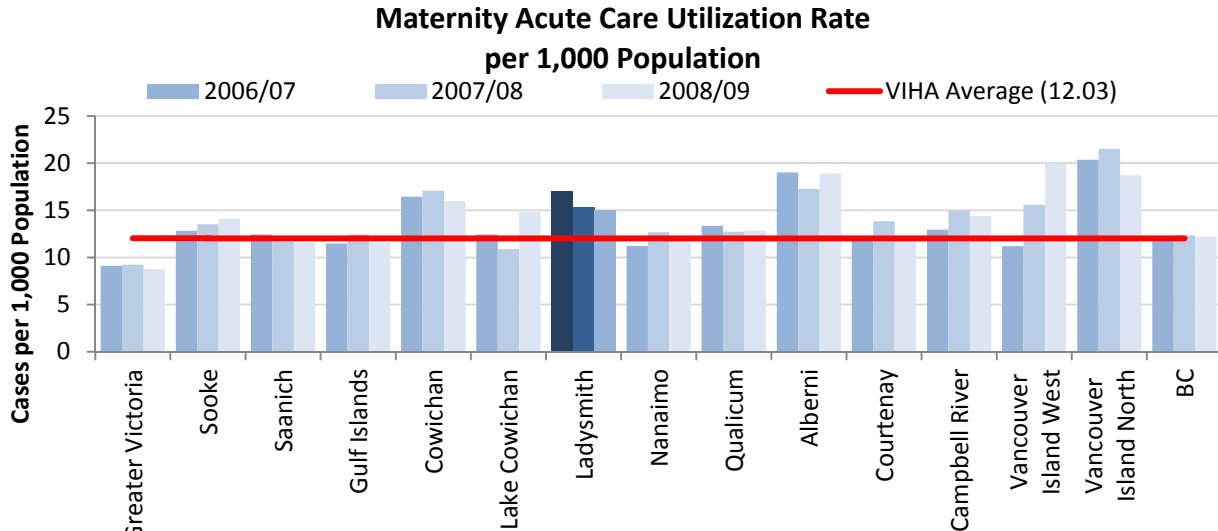
⁶ Source: 2009/10 Discharge Abstract Database, unless otherwise specified.



Source: Quantum Analyzer



Source: Quantum Analyzer



Top 10 Inpatient Cases for Ladysmith Residents by Case Mix Group

Top 10 Inpatient Case Mix Groups	Cases	Days	ALC Days	RIW
Normal Newborn, Singleton Vaginal Delivery	99	173	0	14
Vaginal Delivery, No Other Intervention	91	204	0	46
Unstable Angina/Atherosclerotic Heart Disease without Cardiac Cath	41	129	0	26
Chronic Obstructive Pulmonary Disease	40	467	146	77
Unilateral Hip Replacement	39	171	17	72
Unilateral Knee Replacement	39	143	0	64
Myocardial Infarction/Shock/Arrest without Cardiac Catheter	36	126	7	29
Arrhythmia without Cardiac Catheter	34	245	116	37
Symptom/Sign of Digestive System	34	115	0	17
Hysterectomy with Non Malignant Diagnosis	32	79	0	28

Top 10 Day Cases by Ladysmith Residents by Case Mix Groups

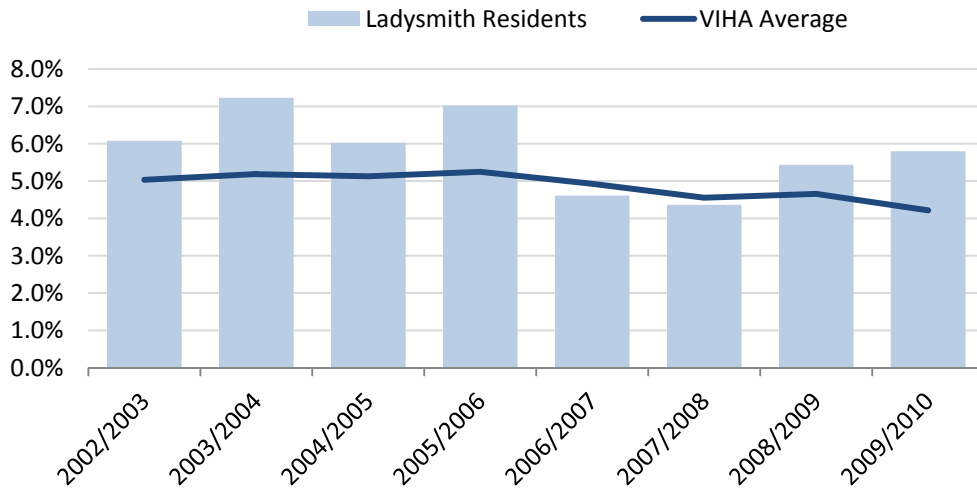
Top 10 Day Case Mix Groups	Cases
Lens Extraction/Insertion	246
Minor Lower Gastrointestinal Intervention	98
Diagnosis Not Generally Hospitalized	74
Esophagitis/Gastritis/Miscellaneous Digestive Disease	69
Symptom/Sign of Digestive System	69
Closed Knee Intervention except Fixation without Infection	56
Disease of Oral Cavity/Salivary Gland/Jaw	56
Follow-Up Treatment/Examination	53
Non-severe Enteritis	45
Gastrointestinal Hemorrhage	43

Total Cases and Days by Major Clinical Category

Major Clinical Categories	Cases	Days	ALC Days
Diseases and Disorders of the Digestive System	701	1339	65
Diseases and Disorders of the Circulatory System	374	1483	228
Diseases and Disorders of the Musculoskeletal System & Connective Tissue	309	741	51
Diseases and Disorders of the Eye	277	14	0
Significant Trauma, Injury, Poisoning & Toxic Effects of Drugs	203	1427	477
Pregnancy & Childbirth	184	468	0
Diseases and Disorders of the Kidney, Urinary Tract & Male Reproductive System	174	799	222
Diseases and Disorders of the Ear, Nose Mouth & Throat	171	83	0
Diseases and Disorders of the Respiratory System	171	1225	280
Newborns & Neonates with conditions originating in the perinatal period	155	496	0
Other reasons for hospitalization	155	1372	242
Diseases and Disorders of the Female Reproductive	141	199	0
Mental Diseases and Disorders	125	1705	210
Diseases and Disorders of the Hepatobiliary System & Pancreas	91	411	3
Diseases and Disorders of the Skin, Subcutaneous Tissue & Breast	91	384	35
Diseases and Disorders of the Nervous System	89	833	245
Diseases and Disorders of the Blood & Lymphatic System	62	297	0
Diseases and Disorders of the Endocrine System, Nutrition, Metabolism	52	512	92
Multisystemic of Unspecified Site Infections	24	158	0
Diseases and Disorders of the Nervous System	2	5	0
Total	3551	13951	2150

Ambulatory Care Sensitive Conditions (ACSC) Case Rate

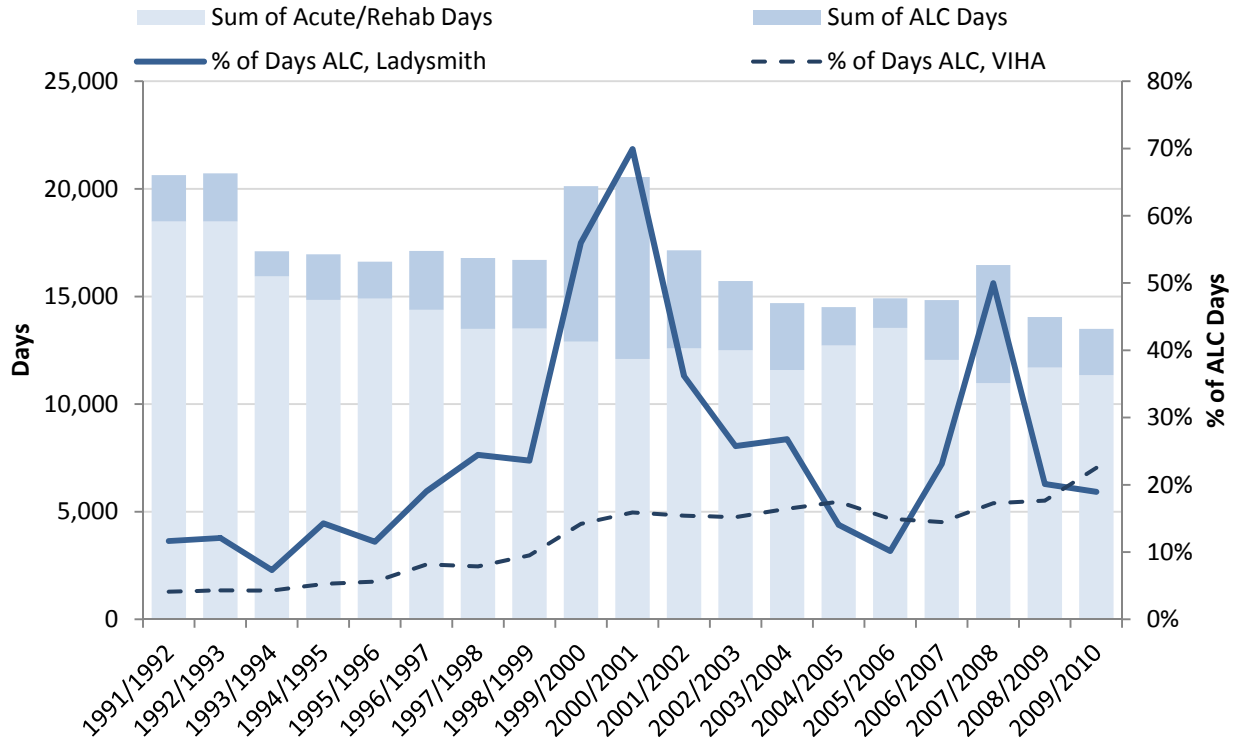
ACSC Case Rate



Source: IDEAS, VIHA. Only includes VIHA facilities.

Alternate Level of Care (ALC) for Ladysmith Residents

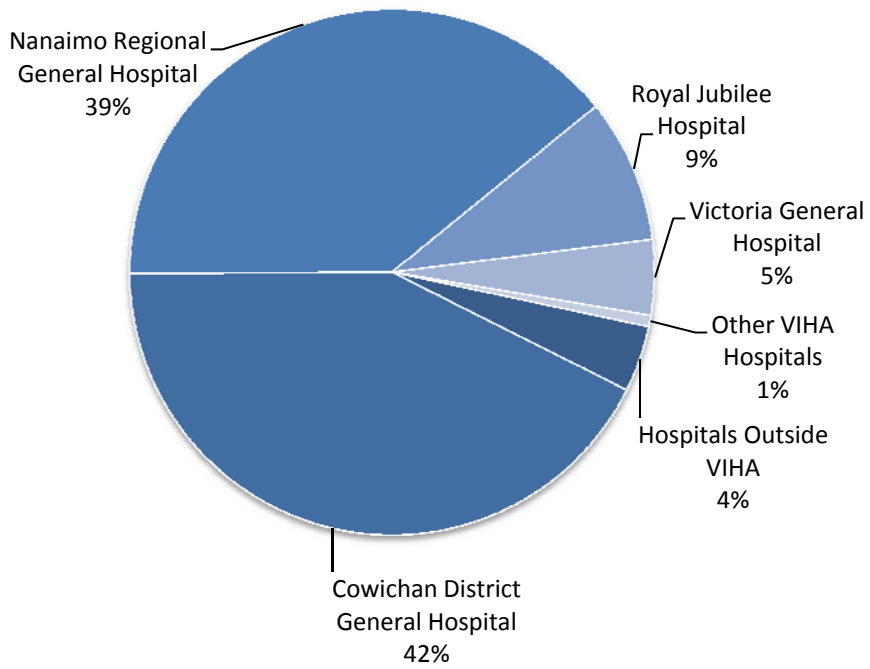
Alternate Level of Care Days



Source: Quantum Analyzer, Discharge Abstract Database

Where Ladysmith Residents Receive Hospital Care

Ladysmith Resident Hospital Cases at Hospital



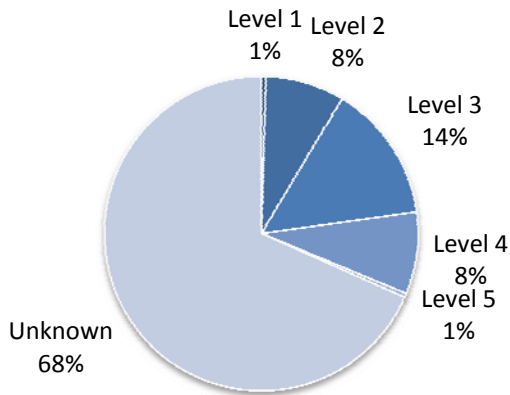
6.2 Emergency Visits by Ladysmith Residents, 2010

Highlights:

- Of the 11,250 visits to emergency services by Ladysmith residents in 2009/10:
 - 49% were at Ladysmith Community Health Centre and 19% at Chemainus Health Care Centre;
 - 31% were people aged 60 years and older.
- More visits occurred on Sundays and Mondays than on other days for Ladysmith residents, and they had a higher proportion of visits on Sundays and fewer on Wednesdays compared to VIHA as a whole.
- The proportion of Ladysmith residents less than 50 years old receiving emergency services was similar to VIHA as a whole.
- Compared to VIHA as a whole, Ladysmith residents made significantly more visits to emergency services per population.

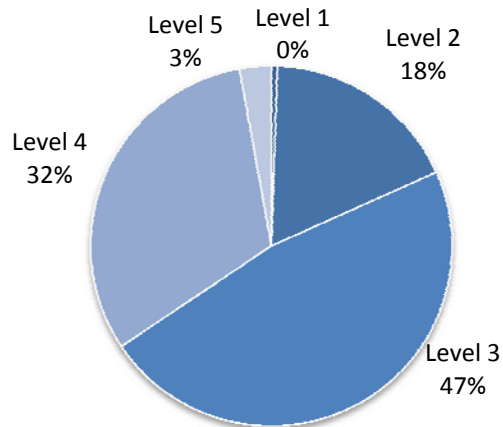
Emergency Visits by Ladysmith and VIHA Residents by CTAS Level

Ladysmith Residents' Emergency Visits by CTAS



Source: FirstNET, only includes VIHA facilities that record CTAS (RJH, VGH, NRGH, CDH, CRDGH, and SPH)

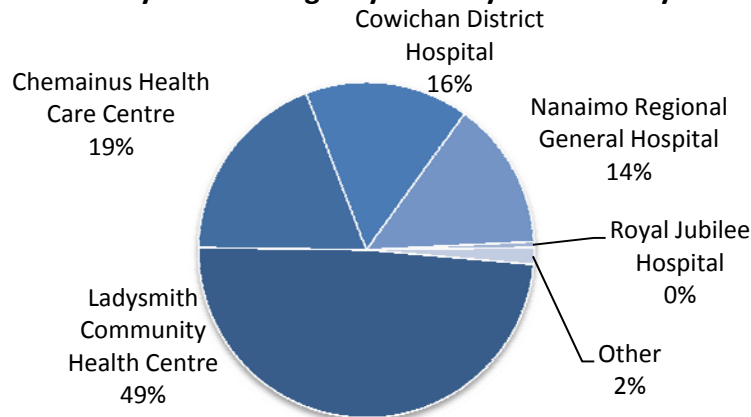
VIHA Residents' Emergency Visits by CTAS



Source: FirstNET, only includes VIHA facilities that record CTAS (RJH, VGH, NRGH, CDH, CRDGH, and SPH)

Where Ladysmith Residents go for Emergency Visits

Ladysmith Emergency Visits by VIHA Facility

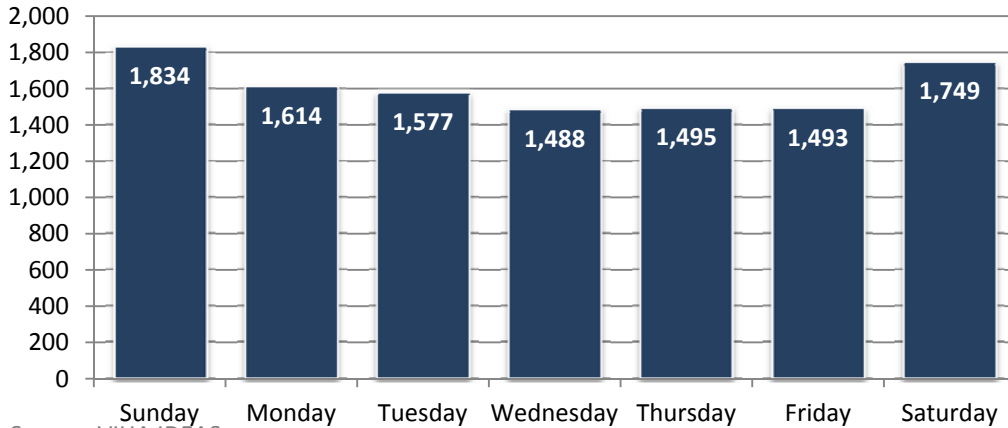


Source: VIHA IDEAS

⁷ Unknown has been removed to more clearly show CTAS score distribution within VIHA

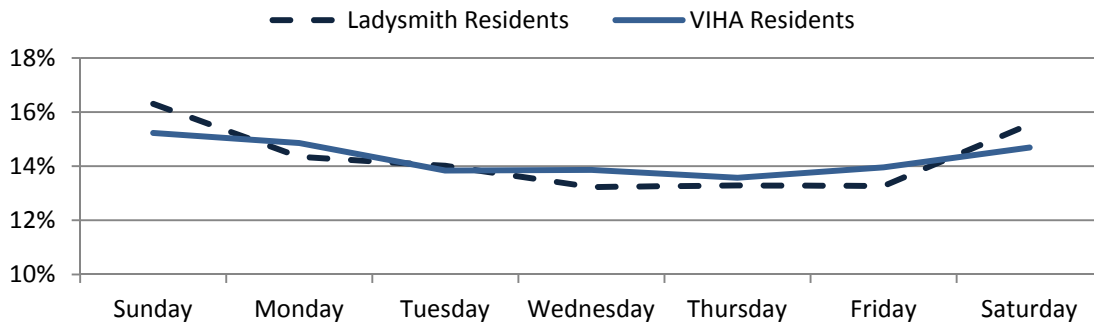
Emergency Visits by Ladysmith Residents by Day of the Week

Ladysmith Emergency Department Visits by Day of the Week



Source: VIHA IDEAS

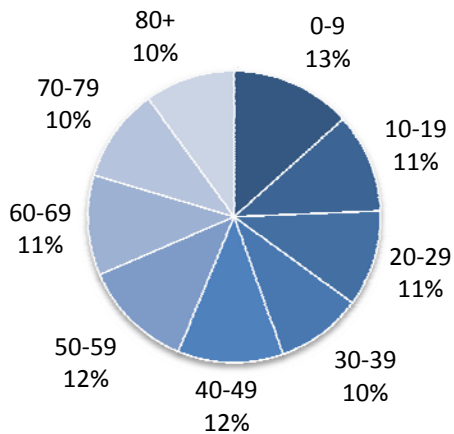
Emergency Department Visits by Day of the Week



Source: VIHA IDEAS

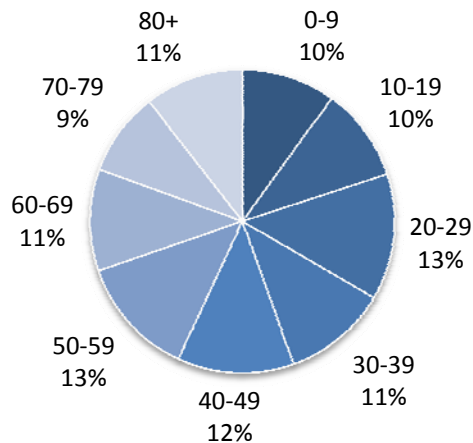
Emergency Visits by Ladysmith and VIHA Residents by Age Group of Patient

Ladysmith Emergency Department Visits by Age Group



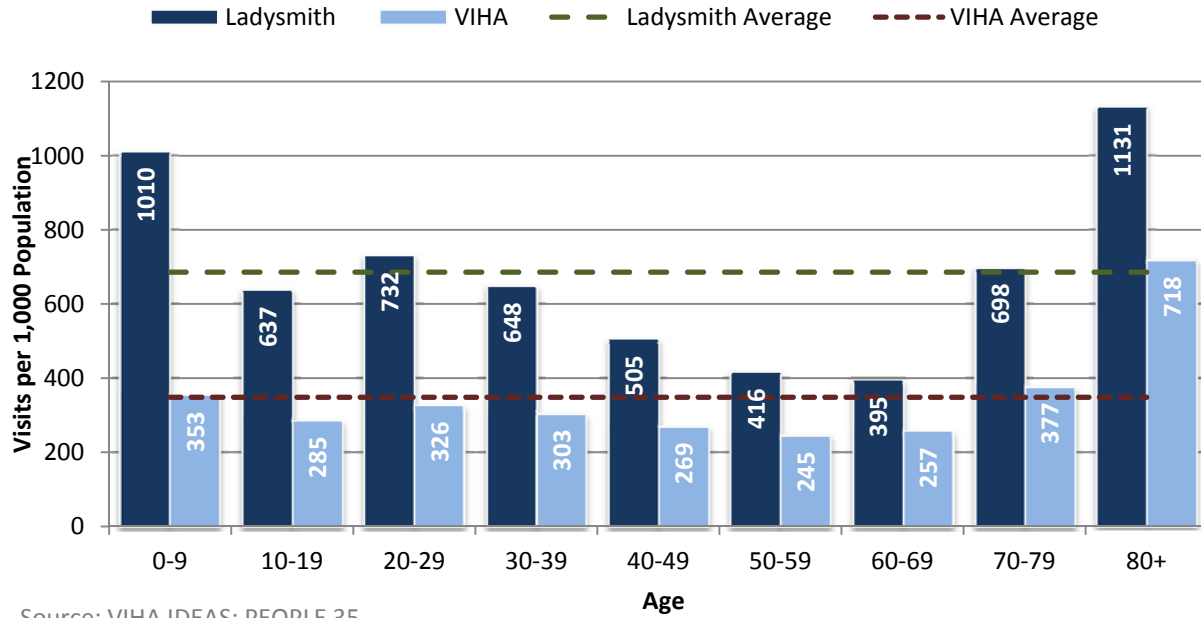
Source: VIHA IDEAS

VIHA Emergency Department Visits by Age Group



Source: VIHA IDEAS

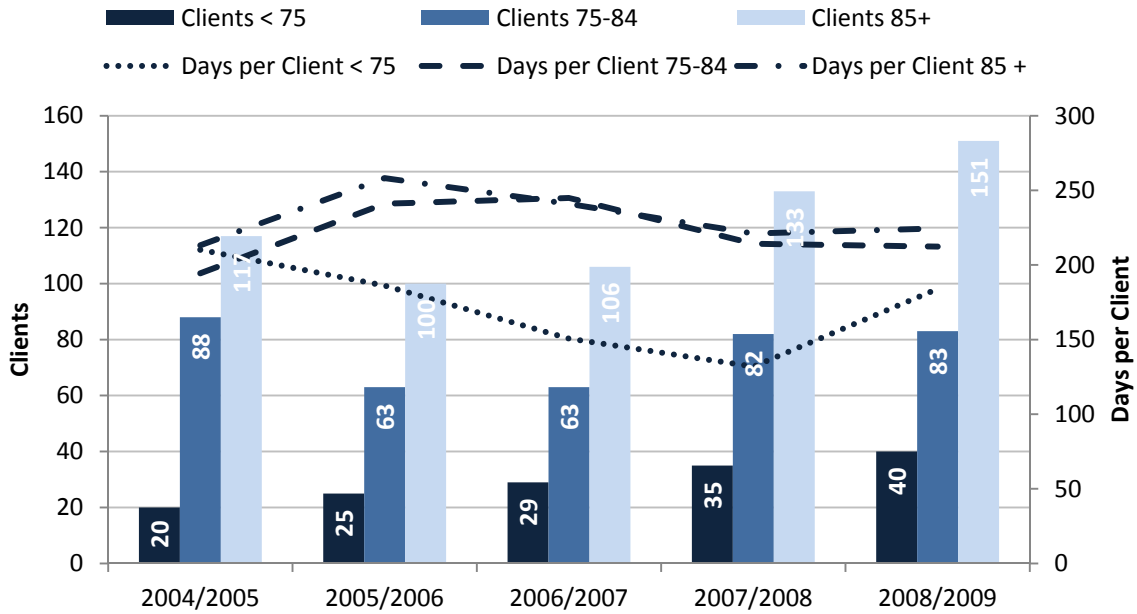
Emergency Department Visits by Age Group per 1,000 population



6.1 Home and Community Care⁸

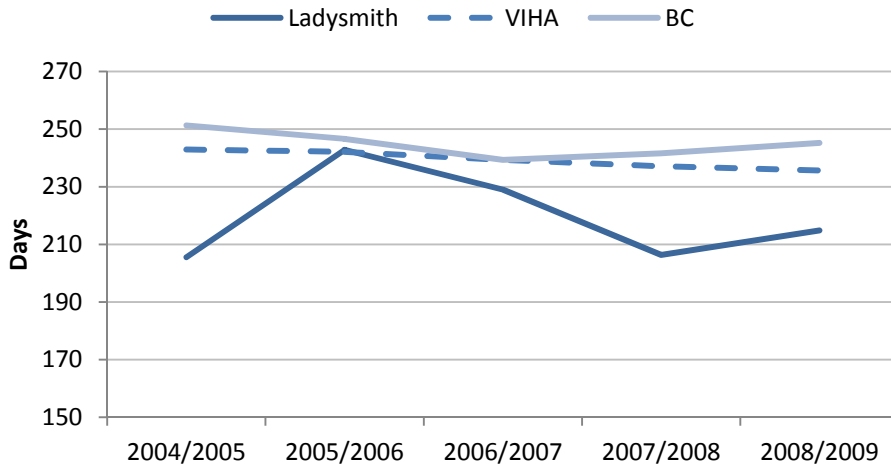
Residential Care

Residential Care Clients and Days per Client



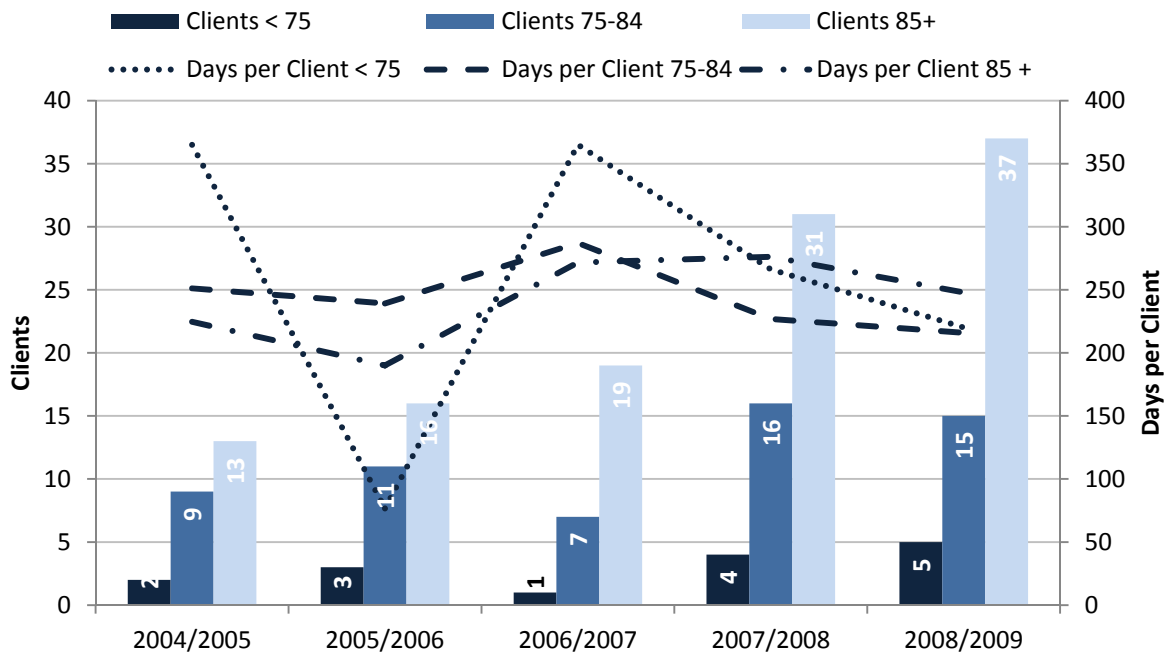
⁸ Source: All data from Quantum Analyser. Includes only public facilities and services.

Residential Care Days per Client by Region

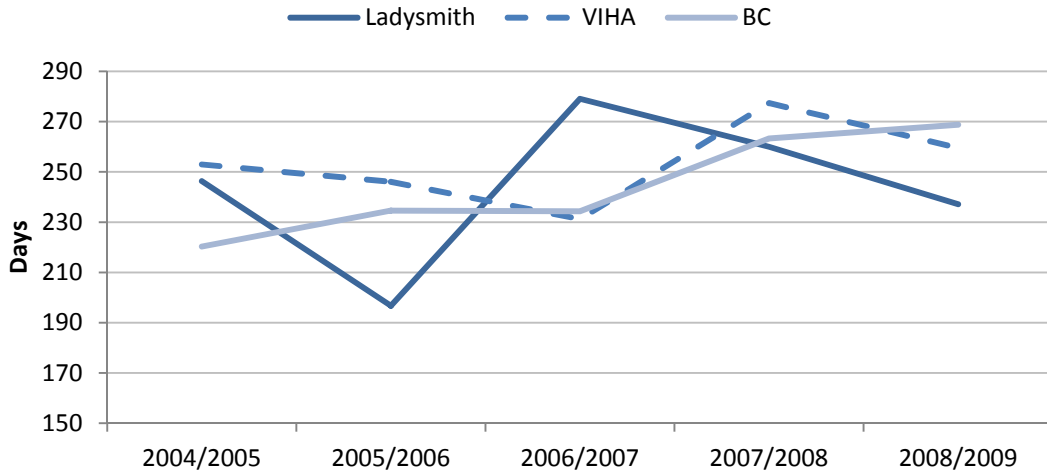


Assisted Living

Assisted Living Clients and Days per Client

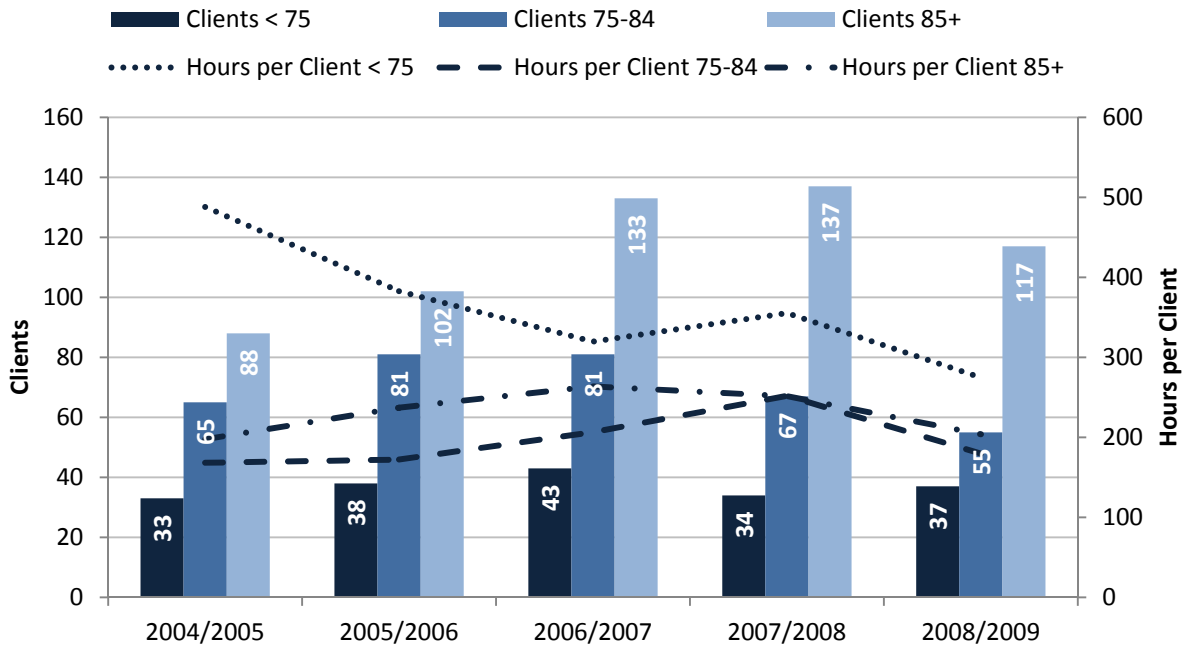


Days per Client by Region

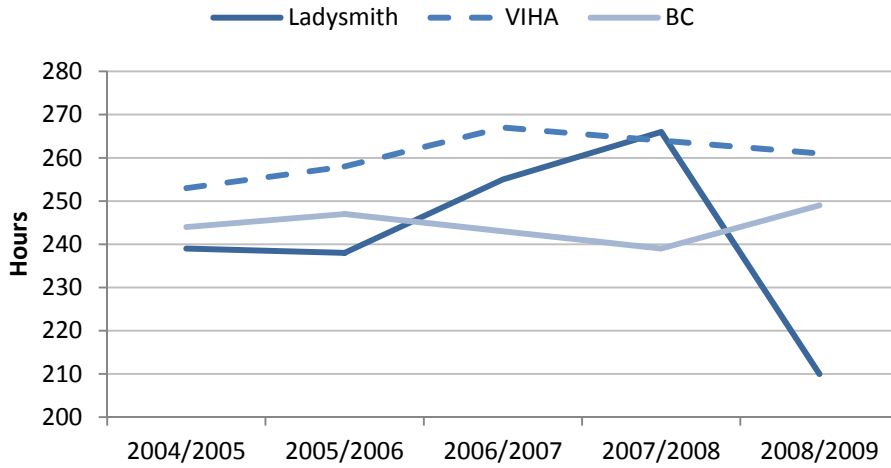


Home Support

Home Support Clients and Hours per Client

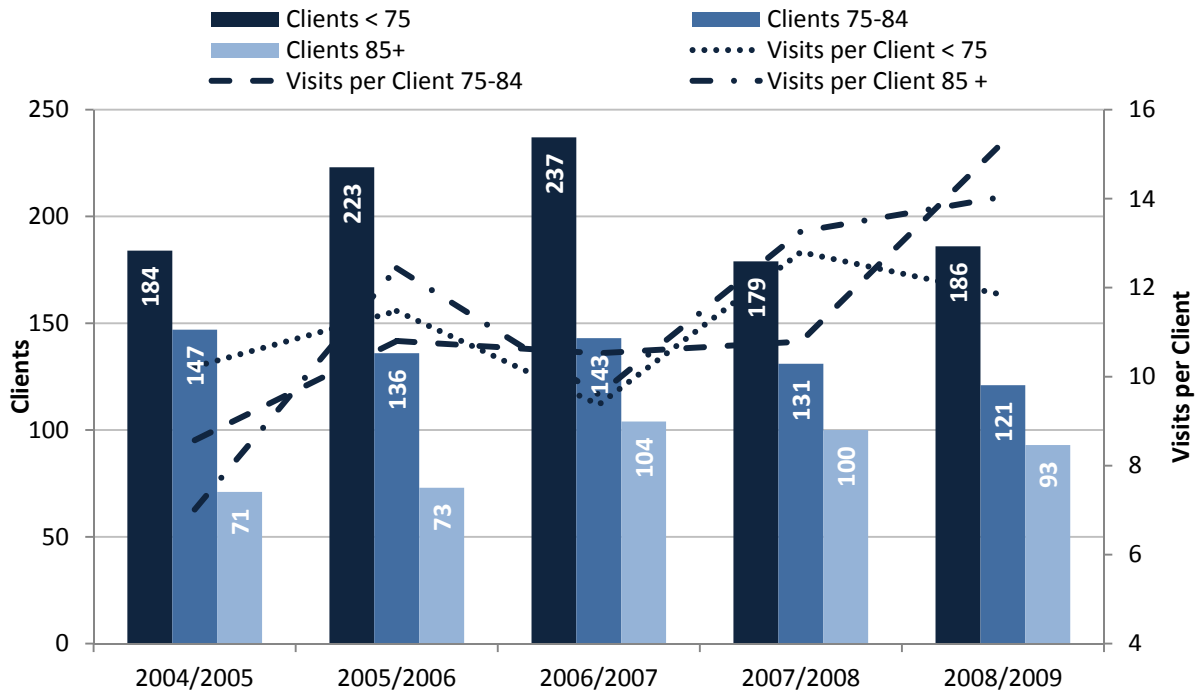


Home Support Hours per Client by Region

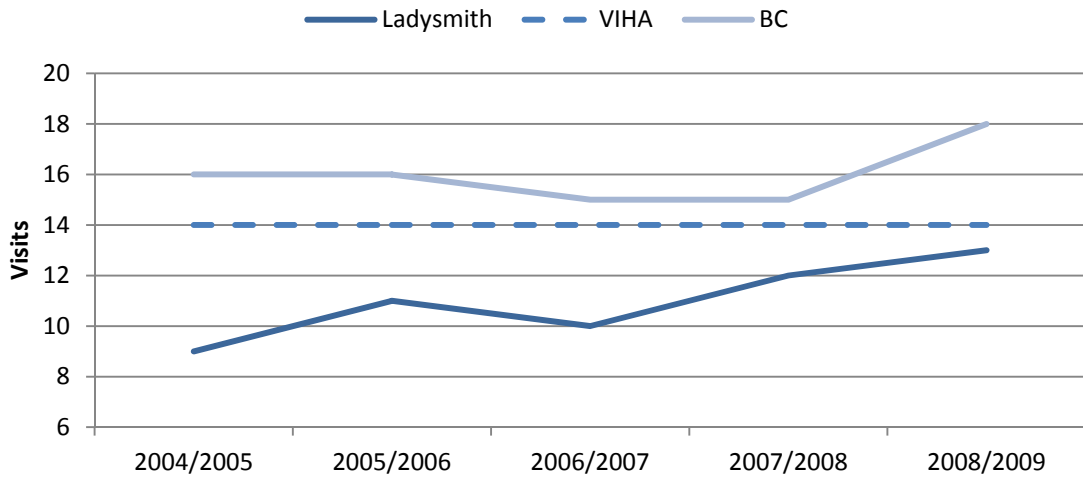


Professional Service Visits (Includes nursing, physiotherapy, occupational therapy, nutrition, quick response team)

Professional Service Clients and Visits per Client



Professional Service Visits per Client by Region





Town of Ladysmith

STAFF REPORT

To: Ruth Malli, City Manager
From: Erin Anderson, Director of Financial Services
Date: May 11, 2012
File No:

Re: Financial Update – as of April 30, 2012

RECOMMENDATION(S):

That Council receive this report.

PURPOSE:

To inform the Government Service Committee on the finances for the first 4 months of 2012.

INTRODUCTION/BACKGROUND:

Each month, the Finance Department reports to Council the Town's finances. The Town has just completed the 2011 Financial Statements and continues to work on Provincially mandated statements, such as the LGDE Reporting and Statement of Financial Information (SOFI).

SCOPE OF WORK:

Notes & Trends

Revenues:

- As of April 30th, the Financial Plan and the 2012 Property Tax Rate bylaws have received first 3 readings. The aim of the Finance Department is to have the Property Tax Notices in the mail by May 25th. The tax due date is July 3, 2012.
- Staff have begun working with the various financial institutions to set-up online banking option for Property Taxation payments. This is a long process working with each of the individual financial institutions to complete the requirements. The financial institutions then must analyse the demand from their customers to confirm if this is a viable option. At this time, Staff can confirm that the Ladysmith & District Credit Union is able to allow property tax payments to be made online. With these online payments, property tax owners must still claim the Home Owner Grant, either with the paper copy or the online option available on the Town's website.
- The first quarter utility billings (water, sewer & garbage) are on-track with the budget.
- PR&C Revenue is up slightly (5%) over 2011 at this time.
- Permits & Fees are \$15,000 over this time last year. It is anticipated that this will slightly exceed budget projections.

Operating Expenses:

- General Government Services expenses are slightly lower than this time in 2011. This can be attributed to timing differences for invoices.
- Police Fees are slightly higher than at this point in 2011 as staff levels at the RCMP have are closer to the expected levels at the detachment. Firefighter calls are lower than this time last year which results in lower expenses than in 2011. This number can easily change depending on the demand of the Fire Department.

- Public Works is slightly higher than last year at this time. It is expected that this difference will be absorbed by the end of the year.
- Development Services expenses are slightly higher than last year, though this is offset with the additional grant revenue associated with a project.
- Recreation & Culture expenses is consistent with previous years expenses.
- The Parks expenses are approximately \$10,000 over last year at this time which can be partially attributed to the increase costs to Parks Vandalism.
- Water & Sewer expenses have increased over last year as a new position has been filled. It is expected that these costs will still come in on budget.

Capital:

As of April 30th, the Financial Plan was not adopted, hence few capital projects commenced. There were, however, a few projects that were approved by Council earlier in the year.

- Vehicle Replacement – from 2011. A ¾ ton truck was purchased, funded from the Vehicle Reserve
- Bayview Connector. Approximately 50% of the project funds have been spent. This project was paid for with grant funding (Gas Tax and Bike BC).
- School Field Upgrades. Council approved the expense up to \$5,000 towards the cost of upgrades to the school fields in anticipate of the Mini-World Cup of Soccer tournament. As of April 30th, 84% of the budgeted costs have been expensed.
- The Land Agent costs of \$7,381 of the budgeted \$11,200. The contract ends on July 31, 2012. There has been no sale as of yet.
- The carry-forward work from 2011 at FJCC is complete.
- Work has restarted on the Waterworks project. The borrowing funds have been received from MFA via the CVRD.
- Phase 2 of the Waste Water Treatment Plant continues. It is anticipated that the project will complete in the summer. As of April 30th, 43% of the project costs have been spent. This is being funded partially via a grant and sewer operation and reserves.
- No work has been started on the Phase 3 of the Waste Water Treatment Plant. The Town is still waiting for approval of the Liquid Waste Management Plan and an announcement from the Federation of Canadian Municipalities regarding another grant and borrowing application. A borrowing bylaw will be presented to Council on May 22nd. This bylaw is to start the process of borrowing the funds to start the construction of the \$16.9m facility.

ALTERNATIVES:

Not applicable.

FINANCIAL IMPLICATIONS:

Keeping Council informed of the financial state of the organization.

LEGAL IMPLICATIONS:

This is a snap-shot of the Town finances for a point in time. No accruals have been made. Payments and deposits continue to be received which will change the financial figures. These statements are not audited.

CITIZEN/PUBLIC RELATIONS IMPLICATIONS:

The public is encouraged to review the report and provide comment.

INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS:

Coordination among the various departments to ensure all information is coded properly and received by the Finance Department.

RESOURCE IMPLICATIONS:

The majority of this work is done by the Finance Department.

ALIGNMENT WITH SUSTAINABILITY VISIONING REPORT:

n/a

ALIGNMENT WITH STRATEGIC PRIORITIES:

This is within the Town strategy of "Wise Financial Management".

SUMMARY:

This report on the Town's finances for the first four months of 2012 is provided for information.

I concur with the recommendation.



Ruth Malli, City Manager

ATTACHMENTS:

Consolidated Statement of Operations – April 2012

Town of Ladysmith
Consolidated Statement of Operations
For the period ending April 30, 2012

	<u>April '12</u>	<u>Budget</u>
Revenues		
Taxes (May 15, 2012)	-	- 8,116,230
Fees & Charges	- 911,656	- 2,988,581
Return on Investment	- 25,957	- 60,000
Penalty & Interest	- 1,801	- 120,000
Grants	- 296,602	- 2,253,968
Donations & Contributions	- 12,447	- 21,000
Development Fees	- 14,828	- 363,680
Local Improvement	-	- 8,920
Total Revenue	- 1,263,291	- 13,932,379
Expenses		
General Government	643,086	2,118,064
Library	143,118	286,234
Protective Services	394,227	1,478,705
Transportation Services	321,504	1,146,300
Environmental Health	70,857	446,230
Public Health	12,853	38,580
Development Services	163,567	714,401
Recreation & Culture	617,419	2,038,445
Parks	147,260	617,630
Sewer	137,138	625,300
Water	134,048	482,970
Interest	64,666	451,065
Total Expenses	2,849,743	10,443,924
Surplus (-)/ Deficit	1,586,452	- 3,488,455
Capital		
Capital	463,490	9,840,676
Proceeds from New Debt	0	- 5,454,309
Principal Payments	72,483	338,509
Internal Funding	- 46,620	- 1,236,421
BALANCE	\$ 2,075,806	-

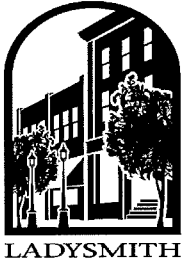
Please note: this is a deficit balance as Property Taxes have not been levied at this time.

Town of Ladysmith
Consolidated Statement of Financial Position
As at April 30, 2012

	April '12
Cash & Short Term Deposits	\$ 8,933,135
Accounts Receivable	1,622,753
Accounts Payable	- 413,134
Post Employment Benefits	- 225,834
Deferred Revenue	- 642,447
Restricted Revenue	- 2,329,342
Refundable Deposits	- 492,894
Long Term Debt	- 2,934,145
Tangible Capital Assets	77,042,303
Prepays	6,795
Inventory	93,957
	\$ 80,661,148

Reserve Balances:

	April '12	Budgeted Commitment & Funding		Balance
Non Restricted Reserves				
Tax Sale	24,657			24,657
Saftey	12,270			12,270
Real Property	- 277,553	- 3,819	-	281,372
Amenity	79,155	- 10,000		69,155
Total Non Restricted	- 161,470	- 13,819	-	175,289
Restricted				
Parking	73,515			73,515
Gas Tax	458,001	126,723		584,724
Greent St	1,382			1,382
Amphitheatre	12,492			12,492
Agency Capital	371,519	3,376		374,895
Total Restricted	916,910	130,099		1,047,009
DCC's				
Sewer	88,482			88,482
Water	175,288			175,288
Roads	614,667	- 108,075		506,592
Parks	209,345			209,345
Storm	321,878	- 167,500		154,378
Total DCC's	1,409,660	- 275,575	-	1,134,085



Town of Ladysmith

STAFF REPORT

To: Ruth Malli, City Manager
From: Sandy Bowden, Director of Corporate Services
Date: May 15, 2012
File No:

Re: **PUBLIC PARTICIPATION AT REGULAR COUNCIL MEETINGS**

RECOMMENDATION(S):

That:

- a) the current Regular Council Meeting "Question Period Guidelines" be amended by deleting "Questions must relate strictly to matters which appear on the Council agenda at which the individual is speaking"; and,
- b) the "Public Dialogue with Council" sessions held prior to the commencement of the first Regular Council meetings of each month be discontinued.

PURPOSE:

The purpose of this staff report is to provide Council with recommendations on current Council meeting guidelines, specifically with reference to the current Public Dialogue session which occurs prior to the commencement of the first Regular Council Meeting of each month.

INTRODUCTION/BACKGROUND:

Council will recall that in July of 2011 the first Public Dialogue session was held prior to the first regular Council meeting. The session was intended to allow the public an opportunity to address issues with Council that did not appear on the Council agenda. Procedurally, the Public Dialogue session is challenging to manage as it cannot be seen to be furthering the business of Council given that it is not part of a duly-constituted Council meeting. In order to avoid any appearance of procedural impropriety, staff recommends that Council consider eliminating the Public Dialogue session from Council meetings and instead amend the Question Period Guidelines to include an opportunity for members of the public to address issues concerning Town business which do not appear on the Council agenda (see Attachment).

SCOPE OF WORK:

Staff will implement amendments to the meeting procedures/guidelines as directed by Council.

ALTERNATIVES:

Council could ratify the staff recommendation to eliminate the Public Dialogue session and not restrict comments from the public at Council meetings to issues pertaining to items on the agenda. Council could direct Staff to not proceed with the proposed changes.

FINANCIAL IMPLICATIONS:

n/a

LEGAL IMPLICATIONS:

The proposed amendments to Council meeting procedures will ensure that the business of Council is being conducted in accordance with standard parliamentary procedures and other legislative requirements.

CITIZEN/PUBLIC RELATIONS IMPLICATIONS:

Staff anticipates that the proposed amendments to Council meeting guidelines will be positively received by members of the public as the proposal supports the public's ability to address issues directly with Council.

INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS:

n/a

RESOURCE IMPLICATIONS:

No additional resources are required.

ALIGNMENT WITH SUSTAINABILITY VISIONING REPORT:

n/a

ALIGNMENT WITH STRATEGIC PRIORITIES:

Enhancing opportunities for public engagement aligns with several of the Town's strategic priorities.

SUMMARY:

In 2011 Council commenced conducting Public Dialogue sessions prior to convening the first regular Council meeting of each month. Staff recognizes that such a session may be viewed as an opportunity to further Council business outside of a duly-constituted Council meeting. In order to maintain the procedural integrity of Council meetings, staff recommends eliminating the Public Dialogue session and amending the current Question Period Guidelines to include an opportunity for members of the public to address issues with Council that do not appear on the agenda.

I concur with the recommendation.



Ruth Malli, City Manager

ATTACHMENTS:

Question Period Guidelines

Attachment



TOWN OF LADYSMITH QUESTION PERIOD GUIDELINES

- Persons wishing to address Council during “Question Period” must be Town of Ladysmith residents or non-resident property owners, or business operators.
- Individuals must state their name and address for identification purposes.
- ~~Questions must relate strictly to matters which appear on the Council agenda at which the individual is speaking.~~
- Questions put forth must be on topics which are not normally dealt with by Town staff as a matter of routine.
- Questions must be brief and to the point.
- Questions shall be addressed through the Chair and answers given likewise. Debates with or by individual Council members or staff members are not allowed.
- No commitments shall be made by the Chair in replying to a question. Matters which may require action of the Council shall be referred to a future meeting of the Council.



TOWN OF LADYSMITH

Building Permit Summary - April, 2012

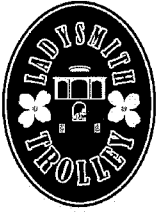
Year to Date	Commercial		Industrial		Institutional		Residential (NEW)		Residential Addrs, Renos, Other		Dwelling Units	Total Permits	Bldg & Pblg Permit Fees This Month	Permit Values This Month	Permit Values Year to Date 2012
	No. of Permits	Values	No. of Permits	Values	No. of Permits	Values	No. of Permits (new res)	Values	No. of Permits	Values					
APR	1	\$965,520	0	\$0	0	\$0	3	\$706,337	7	\$153,673	3	11	\$11,742	\$1,825,530	\$4,591,365

Year to Date	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL
	1	0	0	1									2
	\$488,275	\$0	\$0	\$965,520									\$1,453,795
	0	0	0	0									0
	\$0	\$0	\$0	\$0									\$0
	0	1	0	0									1
	\$0	\$5,000	\$0	\$0									\$5,000
	2	4	3	3									12
	\$357,315	\$1,184,697	\$530,461	\$706,337									\$2,778,810
	2	4	3	7									16
	\$48,140	\$125,975	\$25,972	\$153,673									\$353,760
	4	7	3	3									17
	5	9	6	11									31
	\$11,573	\$8,936	\$4,251	\$11,742									\$36,502
	\$893,730	\$1,315,672	\$556,433	\$1,825,530									\$4,591,365
	\$893,730	\$2,209,402	\$2,765,835	\$4,591,365									

Demos Mth	0	Demos YTD	0
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Comparison	#DU	Value	#BP	Value
YTD 2012	17	\$2,778,810	31	\$4,591,365
YTD 2011	12	\$1,628,986	45	\$2,366,510
YTD 2010	32	\$3,868,402	55	\$6,453,870

Tom Skarvig, Building Inspector



TOWN OF LADYSMITH
TROLLEY BUS ACTIVITY REPORT - Trolleys 103/105
April 2012

Day	Date	Passenger Count	Fuel Litres	KM Start	KM Finish	Weather	Wheel Chairs	Service Dogs	Bikes
Sun	1								
Mon	2	52	86	150732	150950	Cloud/Rain	0	0	0
Tue	3	32	69	150950	151162	Sun/Cloud/Rain	0	0	0
Wed	4	44	75	151162	151374	Sun/Cloud/Rain	0	0	1
Thur	5	54	52	151374	151591	Sun/Cloud/Rain	0	1	1
Fri	6	Stat							
Sat	7	50	90	151591	151807	Sun/Cloud	0	0	1
Sun	8								
Mon	9	Stat							
Tue	10	28	60	151807	152024	Cloud	1	0	0
Wed	11	40	75	152024	152239	Cloud	0	1	1
Thur	12	42	73	152239	152452	Sun/Cloud/Rain	1	0	0
Fri	13	52	69	152452	152668	Sun	0	0	1
Sat	14	45	70	152668	152885	Sun/Cloud	0	0	1
Sun	15								
Mon	16	47	94	152885	153152	Sun/Rain	0	0	1
Tue	17	36	72	153152	153361	Rain	0	0	0
Wed	18	44	65	153361	153578	Sun/Cloud/Rain	0	0	0
Thur	19	44	69	153578	153795	Sun/Cloud/Rain	0	0	0
Fri	20	65	69	153795	154012	Sun/Cloud	0	0	0
Sat	21	47	68	154012	154206	Sun/Cloud	0	0	0
Sun	22								
Mon	23	48	65	88460	88667	Cloud	0	0	0
Tue	24	36	70	154227	154440	Cloud/Rain	0	0	0
Wed	25	32	70	154440	154644	Cloud/Rain	0	0	0
Thur	26	35	69	154644	154850	Sun/Cloud/Rain	0	0	1
Fri	27	60	66	154850	155060	Sun/Cloud/Rain	0	0	0
Sat	28	44	68	155060	155270	Cloud/Rain	0	0	1
Sun	29								
Mon	30	53	70	155270	155528	Cloud/Rain	0	0	1
TOTAL		1030	1634				2	2	10

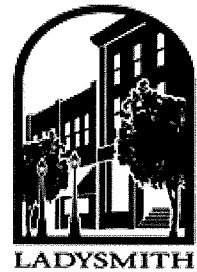
2011/2012 Comparison

2012 April	2011 April
SINGLE FARE - \$812.58	Donations - \$660.64
MONTHLY PASSES - \$193.09	N/A
Total \$1005.67	Total \$660.64
AVERAGE DAILY RIDER COUNT - 45	AVERAGE DAILY RIDER COUNT - 89



Ladysmith Fire /Rescue

P.O. Box 760 Ladysmith, B.C. V9G 1A5
 Phone: 250-245-6436 · Fax: 250-245-0917



FIRE CHIEF'S REPORT

MONTH: **April** , 2012

TYPE OF CALL OUT	J	F	M	A	M	J	J	A	S	O	N	D	YEAR'S TOTALS
Alarms Activated: Pulled Station			1										1
By mistake	1			1									2
Electrical problem		1	2										3
Due to cooking			1										1
Assistance		2											2
Burning Complaint		2	2										4
Fire: Structure		1											1
Chimney	4	3	1										8
Interface / Bush													
Vehicle	1	1	2										4
Other	1	3											4
Hazardous Materials			1										1
Hydro Lines: Down / Fire				1									1
Medical Aid				1									1
MVI	3	1	5	2									11
Rescue				1									1
Mutual Aid provided by Ladysmith to outside areas	1		1										2
MONTH TOTALS (not incl. Practises)	11	14	16	6									47
Practises (Totals for each Month)	5	4	4	4									17
Mutual Aid, requested by Ladysmith from outside areas	1	0	0	0									1

ALARMS ACTIVATED (location/owner):

1. 730-3rd Avenue – School Board Building

COMPARISONS:

Year to Date / 12 47 (excl. practises)

Year to Date / 11 61 (excl. practises)

Year to Date / 10 45 (excl. practises)

APPROVED:

Ray DeBout
 Fire Chief

RECEIVED

MAY 03 2012

COASTAL ANIMAL CONTROL SERVICES OF BC LTD

2202 Herd Rd. Duncan, BC. V9L 6A6

(250) 748-3395

TOWN OF LADYSMITH POUND REPORT

April 2012

Disposition of Impounded Dogs	Current Month	2012 Totals	
Stray dogs impounded	1	9	
Stray dogs claimed	1	8	
Stray dogs put up for adoption	0	0	
Stray dogs euthanized	0	0	
Stray livestock / cats	0	0	
Other	0	1	
Calls Received and Investigated	9	35	
Aggressive dogs	2	3	
Dogs at large	0	9	
Confined dog	1	9	
Noise (barking) complaints	3	6	
Other non specific dog related calls	2	7	
Wildlife / livestock / cats	1	1	
After hour call outs	0	0	
Monthly Pound and Board Fees Collected	\$120.00	\$980.00	
Impound fees	\$100.00	\$850.00	
Daily board fees	\$ 20.00	\$130.00	
Tickets issued	0	0	
Unlicenced dog	\$00.00	\$00.00	
Dog at large	\$00.00	\$00.00	
Dangerous dog not muzzled (12e)	\$0	\$00.00	
Habitually noisy	\$0	\$0	
Licencing Statistics	Tags	4	15
	Revenue	\$120.00	\$405.00

Judi Burnett

CAS Summary of Service Calls, Ladysmith

9 calls in total

01-Apr-12 to 30-Apr-12

Issue	Call #	Received	Type	Completed
Aggressive		2		
	964	26-Apr-12	Dog	30-Apr-12
	957	11-Apr-12	Dog	
Cats/Wildlife/Livestock		1		
	963	26-Apr-12	Cat	27-Apr-12
Confined		1		
	960	17-Apr-12	Dog	25-Apr-12
Noisy		3		
	962	23-Apr-12	Dog	24-Apr-12
	961	21-Apr-12	Dog	25-Apr-12
	958	11-Apr-12	Dog	27-Apr-12
Other		2		
	959	16-Apr-12	Dog	
	956	09-Apr-12	Dog	20-Apr-12

**FAIRBURN WATER BUFFALO
FAIRBURN FARM
3330 Jackson Road, Duncan,
British Columbia, V9L 6N7
250-746-4621
daarcher@telus.net**

April 13, 2012

APR 13 2012

Rob Hutchins, Mayor of Ladysmith,
PO Box 220
Ladysmith, British Columbia
V9G 1A2

Dear Rob,

Re: BC Farm Women's Network Seminar, October 19 – 21, 2012 – Cowichan Valley

I enclose a two page letter regarding the upcoming B C Farm Women's Network Seminar to be held in the Cowichan Valley in October 2012.

As Mayor of Ladysmith, an attractive local town we want to promote to visitors, is there an avenue for funding or in kind contribution. As I mention in the letter I hope that farm women from Vancouver Island will attend this seminar as it is close to home.

I have to be in the UK on family business from April 17 til May 9th but messages can be relayed to me or contact Margaret Cargill of the organizing committee.

Thank you for your kind attention.

Kindest regards,


Anthea Archer



c/o 3330 Jackson Road, Duncan, BC V9L 6N7

April 13, 2012

Rob Hutchins, Mayor of Ladysmith,
PO Box 220, 410 Esplanade,
Ladysmith, British Columbia,
V9G 1A2

APR 18 2012

The BC Farm Women's Network's Twenty-fifth annual Seminar & AGM will be held at the Oceanfront in Cowichan Bay on Vancouver Island, October 19th to 21st, 2012 with attendees from all over British Columbia. It is eighteen years since the seminar was last held in the Cowichan Valley as the majority of members are from the Cariboo, Peace River, Okanagan and other regions of the province. Many attendees will stay until Monday with the opportunity to experience more of our local sites encouraging them to return for a longer stay.

The BC Farm Women's Network is dedicated to farm families. We come together in friendship and purpose to advance agricultural education, to provide a forum for farm women to network, and to speak with an integrated voice. Our accomplishments include: a \$250 scholarship to BCFWN members' children, financial support for members attending various agricultural seminars, media exposure via articles in farm journals and press releases, an educational presence at agricultural fairs and conventions, and publication of our own quarterly newsletter. In addition regular conference call meetings throughout the year address issues of concern for our members and matters that affect the farming community.

The seminar provides a forum for education, information sharing and networking between women farmers, some accompanying spouses, including those interested in new ventures in small-scale production to augment income on larger acreages. We will promote the seminar on Vancouver Island to encourage farm women, especially younger farm women, to attend.

We have a budget of \$10,000 so expenses can be kept to a reasonable level in view of the costs of travel from distant areas of the province. Recognizing this is a time of austerity we encourage sponsorship through a donation of \$250 Bronze, \$500 Silver or \$1,000 for a Gold sponsor; details on the accompanying page. If you have any questions please feel free to contact me or another member of the organizing committee.

Sincerely,

Anthea Archer, 250-746-4621 daarcher@telus.net

Joint Organizing committee:

Margaret Cargill: 250-723-4255 m.cargill82@gmail.com

Maryann Hartmann: 250-746-4317 maryannhartmann@gmail.com



Benefits of Sponsorship

The Twenty-fifth annual seminar of the British Columbia Farm Women's Network October 19th – 21st, 2012, will bring farm women and some spouses from all areas of the Province. This is an opportunity for women who operate farms to join with other farmers to exchange information, network on a commodity level and research other opportunities for their own farms, commodity groups or for their areas.

During their stay they will visit diverse farms in the Cowichan Valley, attend workshops with local agricultural entrepreneurs some specific to this region, relax in our temperate climate and enjoy the company of farmers with some lighthearted banter and recreation.

We have a budget of \$10,000 so we can keep seminar expenses to a reasonable level and encourage more attendees from Fort St. John, Cariboo, Okanagan and the Kootenays as well as the Fraser Valley and Vancouver Island.

As a Sponsor your organization or business will be listed in media advertising, in the programme, posters in the conference room and post-conference material. The money will sponsor a meal or nutrition break, the tour and speakers. Your contribution will be identified accordingly at the time and acknowledged to you after the seminar.

Gold Sponsorship- \$1000.00

- Logo and recognition on all print and media materials across BC
- Logo on program cover
- Introduce keynote speaker
- Sponsor lunch and associated recognition

Silver Sponsorship- \$500.00

- Logo and recognition on all local media
- Logo within the program
- Introduce a speaker
- Sponsor coffee break and associated recognition

Bronze Sponsorship- \$250.00

- Logo and recognition in the program
- Logo and recognition on selected local media

Additional sponsorship opportunities:

Silent auction: Items to be auctioned to attendees that promote your business as a product or goodwill – this is very popular;

Welcome bags: these are given to registered attendees on arrival and will contain promotional material for the Cowichan Region and special souvenirs donated by businesses.

From: Bill Johns
Sent: April 28, 2012 4:33 PM
To: Town of Ladysmith
Subject: Proposed fenced dog park at Transfer Beach

To start, let me say that I am a dog owner (two dogs) and use the present off leash area at Transfer Beach at least twice daily. I have talked with a few of the dog owners using the park and none appear to have a great interest in a fenced area although a drinking area for the dogs would be appreciated. My understanding is that Council is reacting to a petition which has been circulating for quite some time in an effort to get a fenced off leash area. The concern being that dogs have a tendency to dash into the street and could be struck by a vehicle. This is a low speed, low traffic area and yes, there is the possibility that a dog may dash into the street. These are mainly the dogs of owners who bring them and forget about them until they are ready to go home. For the most part, the dog owners using this area are responsible and keep fairly good control over their dogs. The Park, as it is, is quite beautiful and the fencing off of an area would be an eyesore.

Before Council reacts to the petition in question, I would suggest that it would be in order to cross check the names on the petition to see if the signatories actually had dogs for which the petition would represent a valid concern. Possibly a survey of the current dog owners using the Park could be undertaken to see if the actual users feel the need for a fenced area. A proper dog park requires more than just a fence and I suspect that the cost and on-going maintenance will be rather high. Possibly we have better ways to spend our taxes.

Thank You!

Bill Johns
#23 245 Oyster Cove Road

D. Jill Molnar

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Rob Hutchins, Mayor, and Council
City Hall – Main Office
PO Box 220, 410 Esplanade
Ladysmith, BC V9G 1A2

30 April 2012

Dear Mayor Hutchins and Council:

My husband and I have lived in beautiful Ladysmith for the past two years and we love the community, however, we have been plagued with unwanted visits from neighbours' cats. We are bird lovers and we like to attract them year round with bountiful bird feeders. However, I fear that we are simply setting up a trap for them because we have had an inordinate number of birds killed by cats in our yard.

We are vigilant in deterring the cats by putting up fencing and netting around the entire back yard, but the point is we should not be responsible to monitor someone else's cat. Fences are not fool proof because I have seen them scale a five-foot fence in one easy movement. If they want into our yard they will find a way and unfortunately we can't afford to employ a monitoring system, and more to the point, the onus should not be on us to watch out for cats in our own yard. We are constantly on the look out and scare them off but that certainly takes away from the enjoyment of our own yard.

The lack of a bylaw to control the cat problem is at the crux of the problem. We have encountered numerous cats stalking our birds and it is very disheartening because obviously there is neither care for the pet nor any respect for their neighbours or wildlife. Cat owners should be made responsible for their cats for the following reasons:

- Use of our gardens as dumping grounds, literally, is a safety hazard. Cats are known harbingers of disease that are dangerous for humans and other animals

- Allowing cats to run wild leads to indiscriminate breeding and unnecessarily overflowing animal shelters, which come at a cost
- Cats decimate wild bird populations which have been on a steady decline

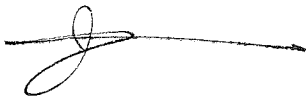
I believe it is incumbent upon Council to draft and approve a cat ownership bylaw as soon as possible. The following measures are but a few that are in effect in the City of Calgary under the Pet Ownership Bylaw (website: www.calgary.ca/animalservices):

1. All cats must be confined to their owner's property, either indoors or on a leash outdoors;
2. The owner of the cat must ensure that the cat is not on public property or other's private property;
3. Fines will be levied for cats found on public or private property;
4. Mandatory licensing - incorporate a zero tolerance policy on all unlicensed cats (reduced fees for a spayed or neutered animal);
5. Register a complaint with Animal Services, or reserve a trap from them, for a deposit, and bring the cat to Animal Services.

Your support to protect our rights and to reduce the negative impact that cats have on our environment will result in harmony and safety to all.

Thank you for your attention to this matter.

Yours truly,

A handwritten signature in black ink, consisting of a stylized 'J' followed by a horizontal line that ends in an arrowhead pointing to the right.

D. Jill Molnar