



# TOWN OF LADYSMITH

A PUBLIC HEARING AND REGULAR MEETING OF THE  
COUNCIL OF THE TOWN OF LADYSMITH  
WILL BE HELD AT THE LADYSMITH EAGLES HALL  
921 FIRST AVENUE, LADYSMITH  
MONDAY, JUNE 20, 2016  
7:00 p.m.

## AGENDA

### CALL TO ORDER (7:00 P.M.)

#### 1. AGENDA APPROVAL

#### 2. MINUTES

2.1. Minutes of the Regular Meeting of Council held June 6, 2016 ..... 1 - 6

#### 3. DELEGATIONS

3.1. Janet Docherty, Tourism Cowichan Society..... 7 - 17  
Society Overview and Marketing Plans for 2016/2017

#### 4. PROCLAMATIONS – None

#### 5. PUBLIC HEARING

##### 5.1. Official Community Plan Amendment and Zoning Bylaw Amendment Bylaws 1911 and 1912

In general terms, the purpose of Bylaw 1911 is to amend the Official Community Plan (OCP) by amending maps, updating and adding new Development Permit Areas and Guidelines, and adding a new and updated Holland Creek Local Area Plan (HCLAP). The Holland Creek Area Plan contains land use, servicing and transportation policies.

In general terms, the purpose of Bylaw 1912 is to rezone the subject property from Forestry (F-1) Zone to the following zones: Single Dwelling Residential – Holland Creek Area (R-1-HCA) Zone; Low Density Residential (R-3-A) Zone; and Nature Park (P-3) Zone in order to permit a residential development of approximately 610 dwelling units (single unit and multi-unit), community care facility and assisted living use with limited commercial, and park and open space.

##### 5.1.1. Outline of Public Hearing Process – Mayor Stone

##### 5.1.2. Introduction of Bylaw and Statutory Requirements – Director of Development Services

##### 5.1.3. Written Submissions

**5.1.4. Call for Submissions to Council (Three Times)**

**5.1.5. Declaration that the Public Hearing for Bylaws 1911 and 1912 is Closed**

**5.2. Zoning Bylaw Amendment**

**Bylaw 1904**

In general terms, the purpose of Bylaw 1904 is to amend Town of Ladysmith Zoning Bylaw 2014, No. 1860 with a series of housekeeping amendments. Amendments have been identified through use of the new Zoning Bylaw since its adoption in 2014. The Zoning Bylaw affects all properties in the Town. The housekeeping amendments include:

- Replacing and adding definitions.
- Amending General Regulations relating to heat pumps, accessory buildings, and fences.
- Amending Specific Use Regulations relating to composting, coach house dwelling, home-based business, and cottage industry.
- Adding clarifications related to Landscaping and Screening Regulations and Parking and Loading Regulations.
- Amending setbacks, finished floor area and parcel area calculation in Residential Zones.
- Amending setbacks, use and height in Commercial Zones.
- Amending food truck use in the ‘Light Industrial Zone’ (I-1).
- Amending Agriculture Zones to accommodate the BC Minister of Agriculture Bylaw Standards for medical marijuana growing and production on ALR lands.
- Amending setbacks in Comprehensive Development Zones.
- Placing the ‘Low Density Residential Zone’ (R-3-A) on a portion of the property at 100 Gifford Road (VIS 5668) to correct a Zoning Map error for an existing development.
- Adding site specific regulations to the ‘Single Dwelling Residential’ (R-1) zone to permit a two unit dwelling (existing duplex) on the following properties: 521/525 Walkem Road, 517/519 Short Close, and 521/523 Short Close.
- Adding a site specific regulation to permit two honey bee hives at 525 Second Avenue (community garden).

**5.2.1. Outline of Public Hearing Process – Mayor Stone**

**5.2.2. Introduction of Bylaw and Statutory Requirements – Director of Development Services**

**5.2.3. Written Submissions**

**5.2.4. Call for Submissions to Council (Three Times)**

**5.2.5. Declaration that the Public Hearing for Bylaw 1904 is Closed**

**6. DEVELOPMENT APPLICATIONS**

**6.1. Bylaw 1911 – Official Community Plan Amendments  
(Holland Creek Area Lands).....**

Staff Recommendation:

That, subject to any additional matters raised at the Public Hearing on Bylaw 1911 held earlier this evening, under the Bylaws section of tonight’s agenda, Council proceed with giving third reading and final adoption to Bylaw 1911 cited as “Official Community Plan Bylaw 2003, No. 1488, Amendment Bylaw (No. 47) 2016, No. 1911”.

- 6.2. Bylaw 1912: Zoning Bylaw Amendment (Glencar Consultants Inc.)**  
**Subject Property: Lot 1, Block 192, District Lot 103, Oyster District,**  
**Plan EPP44156..... 21 - 28**

Staff Recommendation:

That subject to any additional matters raised at the public hearing:

- 1) The application by GlenCar Consultants Inc. (Lot 1, Block 192, District Lot 103, Oyster District, Plan EPP44156 – File No. 3360-15-02) to amend the Town of Ladysmith Zoning Bylaw 2014, No.1860 to permit a residential development of approximately 610 units (single unit and multi-unit), with community care facility/assisted living use and limited commercial, and park and open space be approved in principle subject to the following conditions:
  - i. That prior to the adoption of amending Bylaw 1912 the following shall be completed to the satisfaction of the Director of Development Services:
    - a) Preparation of the required documents to allow for the dedication of the new collector road alignment and sanitary sewer statutory right of way, prior to the adoption of Bylaw 1912;
    - b) Transfer of land (riparian park areas and portion of Arbutus Hump) by the Owner to the Town, prior to the adoption of Bylaw 1912;
    - c) Registration of a section 219 covenant on the title of Lot 1, Block 192, District Lot 103, Oyster District, Plan EPP44156 to secure the following:
      - Wildfire protection guidelines;
      - Lewkowich Engineering Associates Ltd. geotechnical assessment;
      - Protection of two Streamside Protection and Enhancement Areas (SPEA) not being transferred to the Town;
      - A commitment to provide a continuous fence at the rear of the single family lots that are adjacent to a Streamside Protection and Enhancement Area with a concept design for clarity;
      - Securing a ten metre vegetation and tree management retention buffer on the Arbutus Hump multi-family site to buffer the adjacent park site; and
      - Placing a no-build covenant on the Arbutus Hump multi-family site to limit development above 130 geodetic elevation (in metres) until such time that adequate water for fire protection is available to the satisfaction of the Town.

- 6.3. Bylaw 1904 – Zoning Bylaw Housekeeping Amendments ..... 29 - 30**

Staff Recommendation:

That, subject to any additional matters raised at the Public Hearing on Bylaw 1904 held earlier this evening, under the Bylaws section of tonight’s agenda, Council proceed with giving third reading and final adoption to Bylaw 1904, cited as “Town of Ladysmith Zoning Bylaw 2014, No.1860, Amendment Bylaw (No.4) 2016, No. 1904”.

**6.4. OCP and Rezoning Application – 520 Jim Cram Drive (Town-initiated) ..... 31 - 33**  
**Subject Property: Lot 2, District Lot 108, Oyster District, Plan VIP88238**

Staff Recommendation:

That Council:

1. Give first and second readings to Bylaw 1913 and Bylaw 1914 under the Bylaws Section of tonight’s agenda and refer the Bylaws to a future public hearing.
2. Refer OCP amendment Bylaw 1913 to the Stz’uminus First Nation pursuant to the Local Government Act and the Memorandum of Understanding.
3. Provide direction regarding holding a neighborhood information meeting.

**6.5. Development Variance Permit Application – D. Galloway ..... 34 - 37**  
**Subject Property: Lot 2, District Lot 24, Oyster District, Plan 45800, except that part in Plan VIP73654 (930 Ludlow Road)**

Staff Recommendation:

That Council consider directing staff to proceed with statutory notice for Development Variance Permit application 3090-16-02 (930 Ludlow Road) to vary the “Town of Ladysmith Subdivision and Development Servicing Bylaw 2013, No. 1834” such that the timing of constructing a concrete curb, gutter, storm drainage and sidewalk along the frontage of proposed Lot 3 is deferred to the issuance of a building permit when the value of construction, as determined by the Building Bylaw, is greater than \$50,000.

**6.6. Temporary Use Permit Application – 631 First Avenue – BC Housing**  
**Subject Properties: Lot 9 and 10, Block 8, District Lot 56, Oyster District, Plan 703 ..... 38 - 40**

Staff Recommendation:

That Council

1. Receive the application for a Temporary Use Permit (3340-16-01) to permit an extreme weather shelter to be located at 631 First Avenue (Lot 9 and 10, Block 8, District Lot 56, Oyster District, Plan 703) and require the applicant to host a public information meeting and provide a report regarding the public input received at the meeting;
2. Following the public information meeting, direct staff to:
  - 1) proceed with statutory notice for a Temporary Use Permit application (3340-16-01), and
  - 2) report to Council with a permit containing conditions.

**7. BYLAWS (OFFICIAL COMMUNITY PLAN AND ZONING)**

**7.1. Town of Ladysmith Zoning Bylaw 2014, No. 1860 Amendment Bylaw (No. 4), 2016, No. 1904 ..... 41 - 49**

Bylaw 1904 is the subject of a Public Hearing earlier in the agenda.

Staff Recommendation:

That Council Bylaw 1904 be read a third time and adopted.

- 7.2. Town of Ladysmith Official Community Plan Bylaw 2003, No. 1488, Amendment Bylaw (No. 47) 2016, No. 1911..... 50 - 82**

Bylaw 1911 is the subject of a Public Hearing earlier in the agenda.

Staff Recommendation:

That Bylaw 1911 be read a third time and adopted.

- 7.3. Town of Ladysmith Official Community Plan Bylaw 2003, No. 1488, Amendment Bylaw (No. 48) 2016, No. 1913..... 83 - 84**

The purpose of Bylaw 1913 is to amend the Town’s Official Community Plan with respect to proposed development at 520 Jim Cram Drive. The development variance application is the subject of a staff report under agenda item 6.4.

Staff Recommendation:

That Council give first and second readings to Bylaw 1913, refer it to the Stz’uminus First Nation for comment, and direct staff to schedule a public hearing.

- 7.4. Town of Ladysmith Zoning Bylaw 2014, No. 1860, Amendment Bylaw (No. 6) 2016, No. 1914 ..... 85 - 86**

Bylaw 1914 is the subject of a staff report under agenda item 6.5. The purpose of the Bylaw is to amend the Subdivision and Servicing Bylaw such that the timing of constructing a concrete curb, gutter, storm drainage and sidewalk is deferred to the issuance of a building permit.

Staff Recommendation:

That Council give first and second readings to Bylaw 1914 and refer it to public hearing.

**8. STAFF REPORTS – None**

**9. CORRESPONDENCE – None**

**10. NEW BUSINESS**

- 10.1. Collaboration Agreement with School District 68..... 87 - 90**

Staff Recommendation:

That Council consider whether it wishes to sign the Collaboration Agreement with School District 68 in order to jointly commit to open communication, a collaborative approach to decision making and short and long term planning that best meets community and education needs.

**10.2. Town of Ladysmith 2015 Annual Report..... 91 - 192**

Staff Recommendation:

That Council publish the Town of Ladysmith 2015 Annual Report and direct staff to schedule an Annual Meeting for July 4, 2016.

**11. UNFINISHED BUSINESS**

**12. QUESTION PERIOD**

- A maximum of 15 minutes is allotted for questions.
- Persons wishing to address Council during “Question Period” must be Town of Ladysmith residents, non-resident property owners, or operators of a business.
- Individuals must state their name and address for identification purposes.
- 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.

**ADJOURNMENT**



**TOWN OF LADYSMITH**  
**MINUTES OF A REGULAR MEETING OF COUNCIL**  
**MONDAY, JUNE 6, 2016**  
**CALL TO ORDER 5:03 P.M. FOR CLOSED SESSION**  
**CALL TO ORDER OF REGULAR OPEN MEETING 7:00 P.M.**  
**COUNCIL CHAMBERS, CITY HALL**

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**COUNCIL MEMBERS PRESENT:**

Mayor Aaron Stone	Councillor Steve Arnett	Councillor Cal Fradin
Councillor Joe Friesenhan	Councillor Carol Henderson	Councillor Rob Hutchins
Councillor Duck Paterson		

**STAFF PRESENT:**

Ruth Malli	Sandy Bowden	Felicity Adams
Erin Anderson	John Manson	Clayton Postings
Joanna Winter		

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**CALL TO ORDER**

Mayor Stone called this Meeting of Council to order at 5:03 p.m. in order to retire immediately into Closed Session.

**CLOSED MEETING**

CS 2016-194

*Moved and seconded:*

That Council retire into Closed Session in order to consider the following items in accordance with section 90(1) of the *Community Charter*:

- The acquisition, disposition or expropriation of land (s. 90(1)(e))
- Provision of water service (s. 90(1)(k))
- Appointment of officer (s. 90(1)(a))
- Appointment of director to DL 2016 Holdings Corporation (s. 90(1)(a))
- Provision of a municipal service (s. 90(1)(j))

*Motion carried.*

**RISE AND REPORT**

Council rose from Closed Session at 6:51 p.m. with report on the following items:

- Resolution CE 2016-073, that Council:
  1. Direct staff to proceed with:
    - a. Drafting amending bylaws for a small lot zoning for 520 Jim Cram Drive for consideration by Council at a future meeting
    - b. Updating the property appraisal based on the proposed small lot zoning, and
    - c. Applying for a Preliminary Layout Approval based on the plan dated April 26, 2016 showing the proposed subdivision of 520 Jim Cram Drive;
  2. Report back to Council with respect to development alternatives for the site; and

3. Amend the 2016 to 2020 Financial Plan to fund this work from the Real Property Reserve.
- Resolution CE 2016-079, that Council:
    1. Direct staff to advertise vacancies on the Advisory Planning Commission, Advisory Design Panel and Heritage Revitalization Advisory Commission;
    2. Refer recruitment of members for the Parks, Recreation and Culture Commission, Environment Commission and Economic Development Commission to fall 2016;
    3. Request members of the Parks, Recreation and Culture Commission to continue serving beyond the expiry of their terms while Council considers options for restructuring Town advisory bodies.
  - Resolution CE 2016-092, that Council appoint City Manager Guillermo Ferrero to the Board of Directors of DL 2016 Holdings Corporation, effective June 15, 2016.
  - Resolution CE 2016-094, that Council appoint Geoff Goodall as Director of Infrastructure Services and Approving Officer for the Town of Ladysmith.

**REGULAR OPEN MEETING**

Mayor Stone called the Regular Open Meeting to order at 7:00 p.m., recognizing the traditional territory of the Stz'uminus First Nation, acknowledging 5,500 years of history and stewardship and expressing gratitude to be here.

**AGENDA APPROVAL**

**CS 2016-195**

*Moved and seconded:*

That Council approve the agenda for this Regular Meeting Council for June 6, 2016.

*Motion carried.*

**MINUTES**

**CS 2016-196**

*Moved and seconded:*

That Council approve the minutes of the Regular Meeting of Council held May 16, 2016.

*Motion carried.*

**PROCLAMATIONS**

Mayor Stone proclaimed June 8, 2016 as **World Oceans Day**, and June 8 to 14, 2016 as **Rivers to Ocean Week** in the Town of Ladysmith, to encourage citizens to work together to contribute to sustainability and coastal conservation efforts at home and around the world.

**DEVELOPMENT APPLICATIONS**

**CS 2016-197**

**Development Permit Application – Oyster Cove Road (Lovely) Strata Lot 14, District Lot 56, Oyster District, Strata Plan 2009**

*Moved and seconded:*

That Council issue Development Permit 3060-16-04 for Strata Lot 14, District Lot 56, Oyster District, Strata Plan 2009 (Oyster Cove Road –



Lovely) to establish geotechnical conditions for the development of a single family residential dwelling.

*Motion carried.*

**Development Variance Permit Application – 428 Davis Road (Millen) Lot A, District Lot 52, Oyster District Plan EPP61167 (428 Davis Road)**

**CS 2016-198**

*Moved and seconded:*

That Council direct staff to proceed with statutory notice for Development Variance Permit application (3090-16-03) for Lot A, District Lot 52, Oyster District Plan EPP61167 (428 Davis Road – Millen).

*Motion carried.*

## **COUNCIL REPORTS**

Mayor Stone reported on the Gathering of Nations event designed to build relationships with First Nations specifically with respect to watershed management and water conservation.

Councillor Henderson reported that the Chamber of Commerce, Downtown Business Association and Town are jointly carrying out a business walk and survey on June 22, and reminded Council of the imminent retirement of Heather Dunne from the Ladysmith Community Health Centre and Island Health.

*Moved and seconded:*

**CS 2016-199**

That Council give a retirement gift to Heather Dunne of the Ladysmith Community Health Centre as a token of appreciation for her many years of service to her community.

*Motion carried.*

**Municipal Services Committee Recommendation**

*Moved and seconded:*

**CS 2016-200**

That Council continue to review alternative governance structures for watershed management and the safe provision of clean water, and continue to participate as a member of the Ladysmith and Area Watersheds Coalition.

*Motion carried.*

Councillor Fradin complimented organizers of the recent Vancouver Island Hul'qumi'num language competition.

Councillor Arnett reported that arrangements for Ladysmith Days are well underway and volunteers are always welcome.

## **REPORTS**

**Royal Canadian Mounted Police 2017 to 2018 Municipal Policing Contract**

*Moved and seconded:*

**CS 2016-201**

That Council:

1. Direct staff to prepare the Approval in Principle Letter for 2017 to 2018 confirming a Ladysmith Royal Canadian Mounted Police

- Detachment member strength of seven; and
2. Direct staff to include the calculations of the 2017 to 2018 costs for the Royal Canadian Mounted Police in the 2017 to 2021 Financial Plan for budget planning purposes.

*Motion carried.*

**Statement of Financial Information for the Year Ended December 31, 2015**

*Moved and seconded:*

**CS 2016-202**

That Council approve the Statement of Financial Information for the Town of Ladysmith for the Year Ended December 31, 2015.

*Motion carried.*

**Parks, Recreation and Culture Master Plan – Updated Recommendations**

*Moved and seconded:*

**CS 2016-203**

That Council:

1. Approve the Parks, Recreation and Culture Master Plan as presented; and
2. Direct staff to prepare an implementation schedule for the recommendations outlined in the Master Plan and proceed with implementing the recommendations, in accordance with the Financial Plan.

*Motion carried.*

**Chlorine System Conversion Project at Frank Jameson Community Centre**

*Moved and seconded:*

**CS 2016-204**

That Council receive the report from the Director of Parks, Recreation and Culture on the Chlorine System Conversion Project for information.

*Motion carried.*

**Jonathan Zeiler, Ladysmith Festival of Lights  
Proposed Animated Fountain Structure**

**MOTION DEFEATED**

**CS 2016-205**

*Moved and seconded:*

That Council table consideration of the correspondence from the Ladysmith Festival of Lights regarding a proposed semi-permanent structure to be located in the Symonds Street traffic circle.

*Motion defeated.*

**OPPOSED:**

Mayor Stone, Councillors Fradin, Friesenhan, Henderson and Hutchins.

**CS 2016-206**

*Moved and seconded:*

That Council pursue discussions with the Ladysmith Festival of Lights about a proposed semi-permanent structure to be located in the Symonds Street traffic circle.

*Motion carried*

**CORRESPONDENCE**

**Josie Louie, Stz'uminus First Nation**  
**Request for Funds to Support Stz'uminus Grads Fundraiser**  
*Moved and seconded:*

**CS 2016-207**

That Council refer the correspondence from Josie Louie requesting a donation in support of the Stz'uminus Graduating class fundraiser to individual members of Council.

*Motion carried.*

**Robert Lawson**  
**Request to Amend Streets and Traffic Bylaw**

*Moved and seconded:*

**CS 2016-208**

That Council direct staff to review the Streets and Traffic Bylaw in response to suggestions regarding long-term storage of non-commercial large trailers, campers and motorhomes on Town-owned property proposed by Robert Lawson in his correspondence dated April 26, 2016.

*Motion carried.*

**NEW BUSINESS**

**Application for Funding from Canada 150 Community Infrastructure Grant Program – Machine Shop Improvements**

*Moved and seconded:*

**CS 2016-209**

That Council direct staff to apply to the Canada 150 Infrastructure Program for grant funding of a maximum of \$250,000, to cover up to 50 per cent of the costs to repair the Machine Shop, with the remaining funding sources to come from taxation or other grant programs.

*Motion carried.*

**Union of BC Municipalities 2016 Annual Convention**

*Moved and seconded:*

**CS 2016-210**

That Council appoint Mayor Stone and Councillors Arnett, Fradin, Friesenhan and Henderson as delegates to the 2016 annual convention of the Union of BC Municipalities in accordance with Town policy.

*Motion carried.*

**Grant-in-Aid for St. John the Evangelist Church**

*Moved and seconded:*

**CS 2016-211**

That Council redirect the \$500 grant-in-aid awarded to St. John the Evangelist Church for 2015 to St. Phillip Anglican Church to continue the Open Table Program.

*Motion carried.*

**UNFINISHED BUSINESS**

**Officers and Delegation of Authority Bylaw 2016, No. 1905**

*Moved and seconded:*

**CS 2016-212**

That Council refer consideration of Town of Ladysmith Officers and Delegation of Authority Bylaw 2016, No. 1905 to a meeting of the

Municipal Services Committee.  
*Motion carried.*

**CORRESPONDENCE**

**Nutsumaat Syaas Project – Grant-in-Aid**  
*Moved and seconded:*

**CS 2016-213**

That Council direct staff to investigate alternative sources of funds in the 2016 budget, other than funds budgeted for Town Hall Meetings, to fund the \$5,000 grant-in-aid request for the Nutsumaat Syaas Project at Ladysmith Secondary School.  
*Motion carried.*

**QUESTION PERIOD**

Members of the public enquired about a heritage referendum for the Machine Shop, and an opportunity to discuss James Dunsmuir's role in the Town's heritage, and thanked the City Manager for her contributions to the community.

On behalf of Council, Mayor Stone expressed deep gratitude and appreciation to retiring City Manager Ruth Malli for her service and dedication over her career with the Town of Ladysmith.

Ms. Malli thanked Council, staff and the community for their support and expressed appreciation for the many opportunities to make a difference in the community.

**ADJOURNMENT**

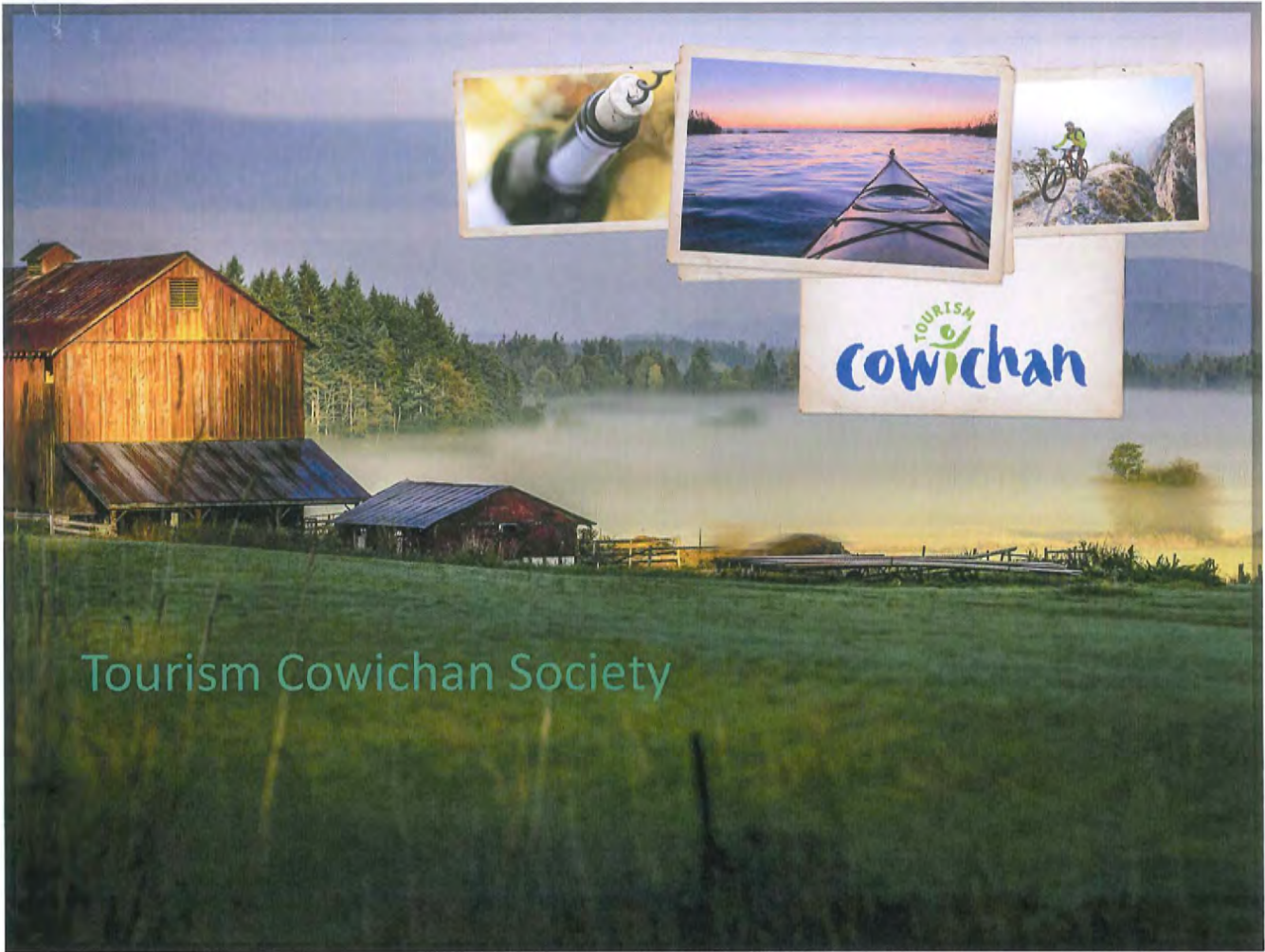
**CS 2016-214**

*Moved and seconded:*  
That this meeting of Council adjourn at 8:15 p.m.  
*Motion carried.*

CERTIFIED CORRECT:

\_\_\_\_\_  
Mayor (A. Stone)

\_\_\_\_\_  
Corporate Officer (S. Bowden)



Tourism Cowichan Society





## **SUCCESS – It's time to celebrate and time to move forward**

- The CVRD have approved entering into a Service Agreement with the Tourism Cowichan Society to deliver destination marketing for the region
- Destination BC co-operative marketing funding has been approved



**Destination BC's Co-op Marketing Program  
will contribute**

**\$138,500**

**in matching funds, for an  
equivalent of \$276,000 in the  
marketplace**





## Marketing Program

### Key Objectives include:

- To communicate the full breadth of Cowichan's attractions
- To increase revenue for our stakeholders
- To encourage overnight stays in the region
- To position Cowichan as a major motivator to travel to BC



## Marketing Highlights:

### Tactics for 2016/17

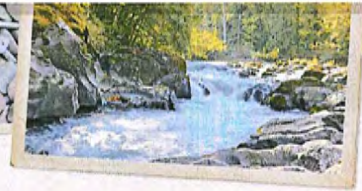
1. Brand refresh – has started
2. Digital marketing
  - a) Website
  - b) Social Media & Online Advertising
  - c) Communications
  - d) Digital Assets
3. Events & Festivals
4. Publications
5. Print Advertising
6. Signage





## Tourism Cowichan Society will

- Provide 'destination' marketing services, attracting customers and business to the region
- Provide a voice at the table for others involved in marketing, including operators and organizations
- Work hard to increase communications, cooperation and synergies between all organizations involved in tourism



## Governance Structure:







## The Current Tourism Cowichan Board

<b>Janet Docherty</b>	<b>President</b>	<b>Merridale Cider</b>
<b>Peter Watts</b>	<b>Vice President</b>	<b>Best Western Chemainus</b>
<b>Marsha Stanley</b>	<b>Secretary Treasurer</b>	<b>Damali Lavender</b>
<b>Randy Huber</b>	<b>Director</b>	<b>Chemainus Theatre</b>
<b>Robyn Radcliffe</b>	<b>Director</b>	<b>The Raptors</b>
<b>Duane Shaw</b>	<b>Director</b>	<b>Mill Bay Marine Group</b>
<b>Jim Humphrey</b>	<b>Director</b>	<b>Beaver Lake Resort</b>

TOURISM  
cowichan

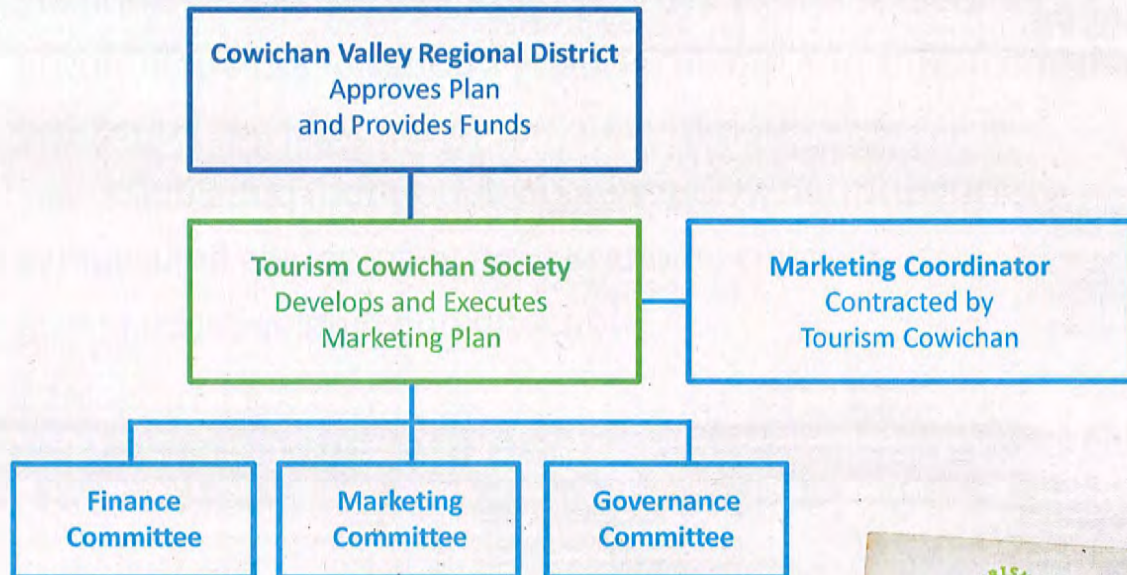


## The Board's role will be:

- ◉ Providing leadership and direction
- ◉ Establishing standards of organizational conduct
- ◉ Overseeing and monitoring organizational performance
- ◉ Protecting the interests of the organization
- ◉ Ensuring the organization's financial health and sustainability
- ◉ Ensuring knowledge of stakeholder expectations, needs, concerns and interests, and building effective relationships

TOURISM  
cowichan

To begin with, the Board will be structured as a **management board**:



## 5 Year Operating Projections:

	2016	2017	2018	2019	2020
<b>Receipts</b>					
CVRD Funding - General	120,000	120,000	120,000	120,000	120,000
MRDT Funding		250,000	262,500	275,625	289,406
CVRD Funding - Specific - MRDT	30,000	0	0	0	0
CVRD Funding - Specific - Savour	15,000	15,000	15,000	15,000	15,000
DBC Funding	138,000	140,760	143,575	146,447	149,376
Advertising Partnership Revenue	101,326	151,989	159,588	167,568	175,946
<b>Total Receipts</b>	<b>404,326</b>	<b>677,749</b>	<b>700,664</b>	<b>724,640</b>	<b>749,728</b>





## The Value of Being a Stakeholder

- Participate in provincial and regional co-operative marketing programs
- Receive special rates and considerations for advertising and promotion
- Be listed on the Tourism Cowichan website
- Have increased exposure to trade and media
- Have voting rights
- It's FREE

Sign up today!

TOURISM  
Cowichan



## Savour Cowichan

is a Regional Event designed by community, for community

- 3 marquis events
- Close to 60 venues throughout our communities, highlighting the region
- More than 3000 participants
- 40 sponsors
- Sponsored by, and in support of, Canucks Autism Network
- Extensive media coverage before and after the 10 day festival showcases the region to audiences in several markets

TOURISM  
Cowichan

# Municipal Regional District Tax (MRDT)



## Background

- Legislated in 1987 – AHRT – 2% Consumer
- Fund local tourism marketing and projects
- 2015 Enhanced – New requirements – up to 3%
- Enhanced Principles
  - Effective tourism marketing programs and projects
  - Local Stakeholder Support
  - Complimentary to provincial strategies and tactics
  - Fiscal prudence and accountability



# MRDT Landscape

- Voluntary Tax – 51% Properties/51% Rooms
- Eligible Properties - 4+ Rooms
- Over 50% of BC Communities Collecting

## On Vancouver Island

Parksville/Qualicum Beach	Courtenay
Victoria	Tofino
Ucluelet	Nanaimo
Mt. Waddington Regional District	Campbell River – In Progress

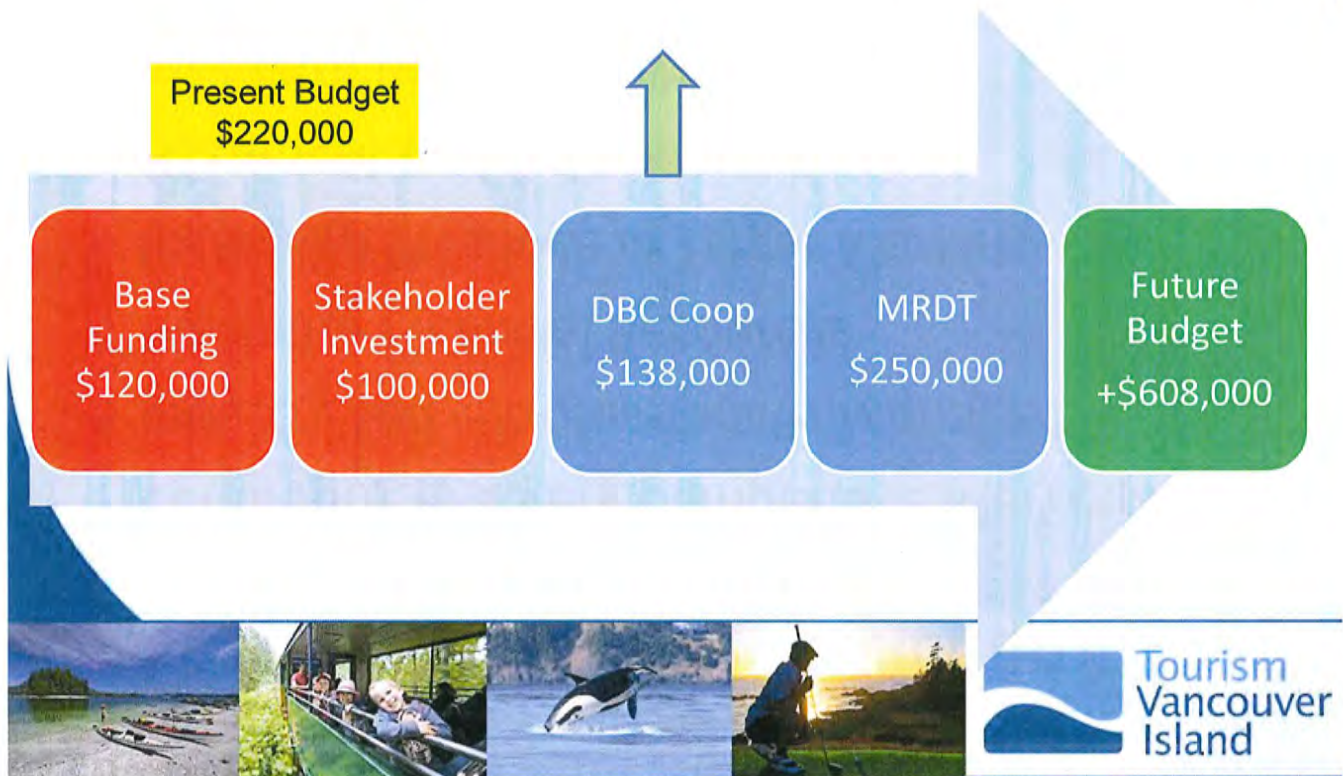


## Why MRDT for Cowichan?

- Competing in a Very Competitive Marketplace
- Industry Led – Professionally Managed
- Maximize Financial Resources
- Increased Presence in Target Markets
- Alignment and Collaboration
- Strengthening the Cowichan Brand



# Resources to Compete



## MRDT Process

- 5-Year Strategic Plan and 1-Year Tactical Plan  
*Vision-Mission-Goals-Objectives-Strategies-Tactics*
- Stakeholder Input and Support
- Eligible Accommodation Petitions
- CVRD Approval
- Municipal Bylaws
- Provincial Approval

8 to 12 Months for Approvals

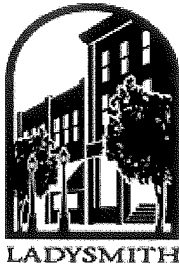


# Next Steps

- Finalize 5-year Strategy and 1-year Tactical
- Visit Accommodations Properties
- Present to the CVRD for Plan Approval
- Request Appropriate Bylaw Revisions
- Make Application to the Ministry
- Monitor the Application Process



## Questions?



## Town of Ladysmith

### **STAFF REPORT**

To: Ruth Malli, City Manager  
From: Felicity Adams, Director of Development Services  
Date: June 20, 2016  
File No: 3360-15-02

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Re: **Bylaw 1911: Official Community Plan Amendments (Holland Creek Area Lands)**

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#### **RECOMMENDATION(S):**

That subject to any additional matters raised at the Public Hearing on Bylaw 1911 held earlier this evening, that under the Bylaws section of tonight's agenda, Council proceed with giving third reading and final adoption to Bylaw 1911 cited as "Official Community Plan Bylaw 2003, No. 1488, Amendment Bylaw (No.47) 2016, No. 1911".

#### **PURPOSE:**

The purpose of this staff report is to present a recommendation regarding the consideration of third reading and adoption of Bylaw 1911 which is a bylaw to amend the Official Community Plan (OCP) and introduce a new and updated Holland Creek Local Area Plan.

#### **INTRODUCTION/BACKGROUND:**

At its meetings held May 16, 2016, Council gave first and second readings to Bylaw 1911 and directed the Bylaw be referred to public hearing.

#### **SCOPE OF WORK:**

The current stage of this Bylaw is: (1) to consider comments received or heard at the Public Hearing; and (2) to consider third reading and final adoption of the OCP amendments. If no changes are required, third reading and final adoption could be provided.

#### **Bylaw 1911**

Bylaw 1911 proposes to amend the OCP as summarized below.

Map 1 – Land Use is proposed to be amended by placing "Holland Creek Local Area Plan" (HCLAP) on the plan area.

Map 2 – Development Permit Areas is proposed to be amended by:

- Placing 'DPA 6 – Riparian', 'DPA 7 – Hazard Lands', 'DPA 8 – Multi-Unit Residential ESA' and 'DPA 11 – Arbutus Hump' on the property legally described as Lot 1, Block 192, District Lot 103, Oyster District, Plan EPP44156.
- Replacing 'DPA 6 – Riparian' with 'DPA 11 – Arbutus Hump' where it currently applies to the adjacent properties legally described as Lot 5, Block 1399, Oyster District, Plan VIP75559, except Plan VIP82328 and Lot A, District Lot 110, Oyster District, Plan VIP75849.
- Renaming 'DPA 8 – Malone Road Multi-Unit Residential' to 'DPA 8 – Multi-Unit Residential ESA'
- Making the necessary amendments to OCP – Map 2 and legend to take effect these amendments.



Schedule A.1 – Development Permit Areas of the OCP are proposed to be amended as follows.

- The multi-unit residential development permit area proposed to apply to the Holland Creek Area multi-unit sites is a similar DPA that was created for the multi-unit site located at the end of Malone Road. These sites have similar characteristics such as containing SPEAs, slope conditions and environmentally sensitive areas. As such, there have been amendments to the guidelines to reflect that this DPA now applies to more than one property and also to change the name to Development Permit Area 8 – Multi-Unit Residential (DPA8).
- A revised DPA ‘Development Permit Area 11 – Arbutus Hump ESA (DPA11)’ is proposed to apply to the single unit (R-1) zoned portions of Arbutus Hump to recognize the environmental and slope features of the area. The proposed DPA guidelines also reference the requirements of DPA 7 – Hazard Lands.
- The Introduction section of the DPA Guidelines has been updated to advise applicants of the Development Area Information bylaw.

Schedule C – Holland Creek Area Plan is replaced by a new and updated Holland Creek Local Area Plan that contains land use, transportation and servicing policies.

ALTERNATIVES:

The adoption of Bylaw 1911 is required prior to the final consideration of Bylaw 1912.

FINANCIAL IMPLICATIONS:

None.

LEGAL IMPLICATIONS:

Following the close of the public hearing, Council may consider the comments received as part of the public hearing and determine if any changes are required to Bylaw 1911; this could initiate the requirement for a further public hearing or referral to staff for a report to Council.

CITIZEN/PUBLIC RELATIONS IMPLICATIONS:

Notification regarding the public hearing was mailed and otherwise delivered as required by the *Local Government Act*. The public hearing notice was published in the June 8 and 15, 2016 issues of the Ladysmith Chronicle newspaper.

INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS:

The Director of Infrastructure Services was involved in the technical committee reviewing the transportation and servicing aspects of this new neighbourhood and has been involved in developing the updated transportation and servicing policy language. The Director of Parks, Recreation and Culture was involved in the parks and open spaces elements of the updated HCLAP.

RESOURCE IMPLICATIONS:

None at this time.

ALIGNMENT WITH SUSTAINABILITY VISIONING REPORT:

The Sustainability Strategy and the Holland Creek Area vision were considered in the development of the proposed new HCLAP.

ALIGNMENT WITH STRATEGIC PRIORITIES:

Effective land use planning and community design are Council strategic directions.

SUMMARY:

It is recommended that Council consider: (1) comments received or heard at the Public Hearing; and (2) third reading and final adoption of the OCP amendment Bylaw 1911.

I concur with the recommendation.

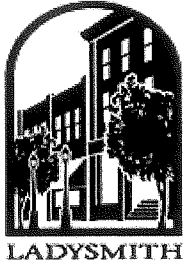


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Ruth Malli, City Manager

**ATTACHMENT:**

See the Bylaws Section of tonight's Agenda for Bylaw 1911



## Town of Ladysmith

### STAFF REPORT

To: Ruth Malli, City Manager  
From: Felicity Adams, Director of Development Services  
Date: June 20, 2016  
File No: 3360-15-02

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Re: **Bylaw 1912: Zoning Bylaw Amendment (GLENCAR CONSULTANTS INC.)**  
SUBJECT PROPERTY: Lot 1, Block 192, District Lot 103, Oyster District, Plan EPP44156

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#### RECOMMENDATION:

That subject to any additional matters raised at the public hearing:

- 1) The application by GlenCar Consultant Inc. (Lot 1, Block 192, District Lot 103, Oyster District, Plan EPP44156 – File No. 3360-15-02) to amend the Town of Ladysmith Zoning Bylaw 2014, No.1860 to permit a residential development of approximately 610 units (single unit and multi-unit), with community care facility/assisted living use and limited commercial, and park and open space be approved in principal subject to the following conditions:
  - i. That prior to the enactment of amending Bylaw 1912 the following shall be completed to the satisfaction of the Director of Development Services:
    - a) Preparation of the required documents to allow for the dedication of the new collector road alignment and sanitary sewer statutory right of way, prior to the adoption of Bylaw 1912;
    - b) Transfer of land (riparian park areas and portion of Arbutus Hump) by the Owner to the Town, prior to the adoption of Bylaw 1912;
    - c) Registration of a section 219 covenant on the title of Lot 1, Block 192, District Lot 103, Oyster District, Plan EPP44156 to secure the following:
      - Wildfire protection guidelines;
      - Lewkowich Engineering Associates Ltd. geotechnical assessment;
      - Protection of two Streamside Protection and Enhancement Areas (SPEA) not being transferred to the Town;
      - A commitment to provide a continuous fence at the rear of the single family lots that are adjacent to a Streamside Protection and Enhancement Area with a concept design for clarity;
      - Securing a ten metre vegetation and tree management retention buffer on the Arbutus Hump multi-family site to buffer the adjacent park site; and
      - Placing a no-build covenant on the Arbutus Hump multi-family site to limit development above 130 geodetic elevation (in metres) until such time that adequate water for fire protection is available to the satisfaction of the Town.

#### PURPOSE:

The purpose of this staff report is to present to Council a recommendation regarding approval in principal for rezoning application 3360-15-02 subject to the completion of agreements (containing land-use matters and voluntary benefits) in relation to the rezoning to permit a residential neighbourhood on the subject property.



BC CLIMATE ACTION



### INTRODUCTION/BACKGROUND:

At its meeting held on May 16, 2016 Council gave first and second reading to Bylaw 1912 and referred the bylaw to a public hearing.

The staff recommendation includes the land use matters that have been discussed to date and need to be addressed prior to further consideration of Bylaw 1912 and the voluntary benefits being offered by the developer.

The final form of the covenant documents has not yet been provided and it is recommended that this step be completed prior to further consideration of Bylaw 1912.

### SCOPE OF WORK:

The current stage of this application is to: 1) consider comments received or heard at the Public Hearing; and 2) to consider approval in principle of the development proposal, subject to securing the land use matters that need to be addressed and the voluntary benefits being offered by the developer.

If no changes are required, support in principle to the rezoning application could be provided subject to the applicant fulfilling the commitments associated with the rezoning proposal that will be secured by covenant or other agreement. Once those have been fulfilled, staff would bring forward Bylaw 1912 for third and final consideration.

### **Bylaw 1912**

Bylaw 1912 proposes to amend the Town of Ladysmith Zoning Bylaw to rezone the subject property (Lot 1, Block 192, District Lot 103, Oyster District, Plan EPP44156) from Forestry (F-1) to the following zones: Single Dwelling Residential – Holland Creek Area (R-1-HCA); Low-Density Residential (R-3-A) with site specific permissions for community care facility use and limited commercial; Parks and Recreation (P-2); and Nature Park (P-3). Also, a definition of ‘underbuilding parking’ is proposed.

### **Proposed Land Use Agreements**

The following land use matters and voluntary benefits will form the basis for the agreements related to rezoning application 3360-15-02:

#### *Land Use Matters:*

- Preparation of the required documents to allow for the dedication of the new collector road alignment and sanitary sewer statutory right of way;
- A covenant to be registered on the title of the land regarding wildfire protection guidelines and the Lewkowich Engineering Associates Ltd. geotechnical assessment.
- Securing a ten metre vegetation and tree management retention buffer through a registered covenant on the Arbutus Hump multi-family site to buffer the adjacent park site.
- Placing a no-build covenant on the multi-family site to limit development above 130 geodetic elevation (in metres) until such time that adequate water for fire protection is available to the satisfaction of the Town.

#### *Voluntary benefits being offered by the developer:*

- Transfer of land (riparian areas and portion of Arbutus hump) by the Owner to the Town;
- A covenant to be registered on the title of the land that will protect two Streamside Protection and Enhancement Areas (SPEA) not being transferred to the Town; and

- A covenant to be registered on the title of the land that states a commitment to provide a continuous fence at the rear of the single family lots that are adjacent to a Streamside Protection and Enhancement Area with a concept design for clarity.

**ALTERNATIVES:**

That Council not proceed any further with Bylaw 1912.

**FINANCIAL IMPLICATIONS:**

The preparation and registration of the agreements is the applicant/developer's cost.

**LEGAL IMPLICATIONS:**

Following the close of the public hearing, Council may consider the information received as part of the public hearing and determine if any changes are required to the proposal; this could initiate the requirement for a further public hearing.

**CITIZEN/PUBLIC RELATIONS IMPLICATIONS:**

Notification regarding the public hearing was mailed and delivered as required by the Local Government Act and was published in the local newspaper on June 8 and 15, 2016.

**INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS:**

The Director of Infrastructure Services and Director of Parks, Recreation and Culture have been involved in the review of the OCP amendment and rezoning application for the subject property.

**RESOURCE IMPLICATIONS:**

Processing rezoning applications is a core function of the Development Services Department. Processing this application is within available staff resources.

**ALIGNMENT WITH SUSTAINABILITY VISIONING REPORT:**

The Sustainability Visioning Report states that the Holland Creek area is seen as a potential model in general terms of responsible, sustainable and attractive development.

**ALIGNMENT WITH STRATEGIC PRIORITIES:**

Council strategic directions are effective land use planning and community design.

**SUMMARY:**

It is recommended that Council: 1) consider comments received or heard at the Public Hearing; and 2) consider approval in principle of the development proposal, subject to securing the land use matters that need to be addressed and the voluntary benefits being offered by the developer.

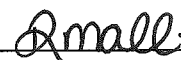


Report Author: Lisa Brinkman, Senior Planner

I concur with the recommendation:



Felicity Adams, Director of Development Services



Ruth Malli, City Manager

**ATTACHMENTS:** None



BC CLIMATE ACTION

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TOWN OF LADYSMITH

BYLAW NO. 1912

A bylaw to amend "Town of Ladysmith Zoning Bylaw 2014, No. 1860"

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WHEREAS pursuant to the *Local Government Act*, the Municipal Council is empowered to amend the Zoning Bylaw;

AND WHEREAS after the close of the Public Hearing and with due regard to the reports received, the Municipal Council considers it advisable to amend "Town of Ladysmith Zoning Bylaw 2014, No. 1860";

NOW THEREFORE the Council of the Town of Ladysmith in open meeting assembled enacts as follows:

- (1) Schedule A - Zoning Bylaw Text of "Town of Ladysmith Zoning Bylaw 2014, No. 1860" is hereby amended as follows:

PART 4 – DEFINITIONS

- (a) By adding the following definition to Section 4.1 Interpretation following PARK, NATURE:

"PARKING, UNDERBUILDING: means any enclosed space used or intended to be used for off-street parking that is:

- Accessed by a drive aisle located on the front, side or rear elevation of the *Building*; and
- Contained entirely within the *Building*; and
- Has a finished floor elevation at its entrance not greater than the average of the adjacent *Finished Grade* measured at the two most outermost exterior corners of the *Building* where the drive aisle is located.

PART 10 – RESIDENTIAL ZONES

- (b) Adding the following to the end of Section 10.11 - Low Density Residential (R-3-A) Zone under the heading 8. Site Specific Regulations:

8. Site Specific Regulations

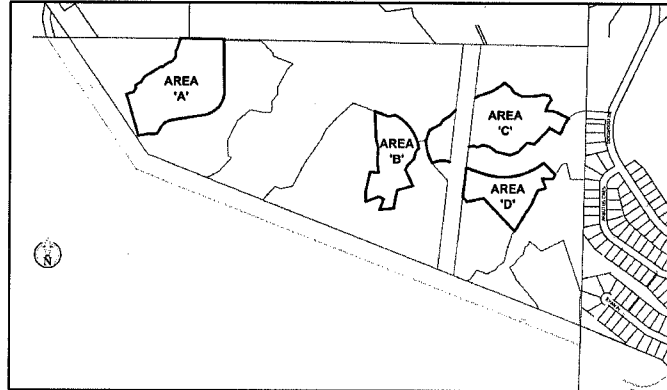
- "c) For the parcel legally described as Lot 1, Block 192, District Lot 103, Oyster District, Plan EPP44156:

- i) Despite Section 10.11.5(a), the *Height* of a *Multi-Unit Dwelling*, located in Area A located as shown on Figure 10.11.1, shall not exceed 10.0 metres, excluding *Underbuilding Parking*.
- ii) *Single Unit Dwelling* is a permitted *Principal Use* in Area A located as shown on Figure 10.11.1, subject to Part 10, Section 10.13 Single Dwelling Residential – Holland Creek Area (R-1-HCA) and where the majority of the *Parcel* is located below the 130 geodetic elevation in metres.
- iii) *Community Care Facility* and Assisted Living Residence licensed under the *Community Care and Assisted Living Act* are permitted *Principal Uses* in Areas B, C and D located as shown on Figure 10.11.1, subject to:
  - A) Sub-section 4 (Density of the Use of Land, Buildings and Structures) and sub-section 5 (Siting, Size and Dimension of Uses, Building and Structures) of Section 13.1 Institutional (P-1) *Zone*.
  - B) The maximum number of residential care bedrooms in a *Community Care Facility* or Assisted Living Residence is

60 residential care bedrooms per hectare of land.

- iv) *Coffee Shop, Office and Personal Service Establishment* are permitted *Accessory Uses* to *Community Care Facility* and *Assisted Living Residence* in Areas B, C and D located as shown on Figure 10.11.1, subject to a maximum *Gross Floor Area* of 100 square metres for each *Accessory Use*.

FIGURE 10.11.1: PLAN OF AREAS A, B, C AND D OF THE LOW DENSITY RESIDENTIAL (R-3-A) ZONE



- (c) Adding a new zone as Section 10.13. Single Dwelling Residential – Holland Creek Area (R-1-HCA) as shown on **Schedule 1** which is attached to and forms part of this Bylaw.
- (2) Schedule B - Zoning Bylaw Map of "Town of Ladysmith Zoning Bylaw 2014, No. 1860" is hereby amended by placing the R-3-A Zone, R-1-HCA Zone, P-2 Zone and the P-3 Zone on the *Parcel* legally described as Lot 1, Block 192, District Lot 103, Oyster District, Plan EPP44156, as shown on **Schedule 2** which is attached to and forms part of this Bylaw.

**CITATION**

- (3) This bylaw may be cited for all purposes as "Town of Ladysmith Zoning Bylaw 2014, No. 1860, Amendment Bylaw (No. 5) 2016, No. 1912".

**READ A FIRST TIME** on the 16<sup>th</sup> day of May, 2016

**READ A SECOND TIME** on the 16<sup>th</sup> day of May, 2016

**PUBLIC HEARING** held pursuant to the provisions of the *Local Government Act*

on the day of

**READ A THIRD TIME** on the day of

**ADOPTED** on the day of

\_\_\_\_\_  
Mayor (A. Stone)

\_\_\_\_\_  
Corporate Officer (S. Bowden)

Bylaw No. 1912 – Schedule 1

**10.13 SINGLE DWELLING RESIDENTIAL – HOLLAND CREEK AREA (R-1-HCA)**

The purpose of the Single Dwelling Residential – Holland Creek Area Zone is to accommodate residential development on a range of parcel sizes while respecting riparian ecosystems and park and open space amenities.

**1. Principal Uses**

- a) *Single Unit Dwelling.*

**2. Accessory Uses**

- a) *Secondary Suite*, subject to 10.13(3)(c) and Part 6, Section 6.4.
- b) *Home Based Business*, subject to Part 6, Section 6.8.
- c) *Urban Agriculture.*

**3. Sizing and Dimension of Parcels**

- a) No *Parcel* shall be created which has a *Parcel Area* less than 460 square metres and a *Frontage* less than 13.5 metres.
- b) Despite Section 10.13 (3)(a) when any *Parcel Line* abuts a *Streamside Protection and Enhancement Area (SPEA)* or *Land* that is zoned Nature Park (P-3), no *Parcel* shall be created which has a *Parcel Area* less than 560 square metres and a *Frontage* less than 15.0 metres.
- c) Despite Sections 10.13 (3)(a) and (b), the minimum *Parcel Area* shall not include a *Streamside Protection and Enhancement Area*.
- d) Despite Section 10.13 (3)(a), no *Parcel* created or used for *Secondary Suite Use* shall have a *Parcel Area* less than 668 square metres and a *Frontage* less than 18.28 metres.

**4. Size and Density of the Use of Land, Buildings and Structures**

- a) No *Single Unit Dwelling* shall have a *Finished Floor Area* that is less than 83.0 square metres.
- b) No *Single Unit Dwelling* shall have a *Finished Floor Area* that is greater than 175.0 square metres.
- c) No *Principal Buildings* or *Structures* shall exceed a *Parcel Coverage* of 33.0 percent.

**5. Siting, Sizing and Dimension of Uses, Buildings and Structures**

- a) On a *Parcel* 560 square metres or less in size, no *Principal Building* or *Structure* shall exceed a *Height* of 8.0 metres; except where a *Principal Building* roof pitch is less than 4:12, in which case the maximum *Height* shall be 6.5 metres.
- b) On a *Parcel* greater than 560 square metres in size, no *Principal Building* or *Structure* shall exceed a *Height* of 9.0 metres; except where a *Principal Building* roof pitch is less than 4:12, in which case the maximum *Height* shall be 7.5 metres.
- c) No *Accessory Building* or *Structure* shall exceed a *Height* of 5.0 metres; except where the roof pitch is less than 4:12, in which case the maximum *Height* shall be 3.5 metres.
- d) No *Principal Building* or *Structure* located on *Parcels* where the *Principal Use* is *Single Unit Dwelling* shall be located closer to the *Parcel Line* than the minimum *Setback* shown in the Table below:

PARCEL LINE	MINIMUM SETBACK
<i>Front Parcel Line</i>	4.0 metres
<i>Exterior Side Parcel Line</i>	2.0 metres
<i>Interior Side Parcel Line</i>	



<i>Other Interior Side Parcel Line</i>	1.5 metres
<i>Rear Parcel Line</i>	3.0 metres
<i>Boundary of a Streamside Protection and Enhancement Area</i>	3.0 metres

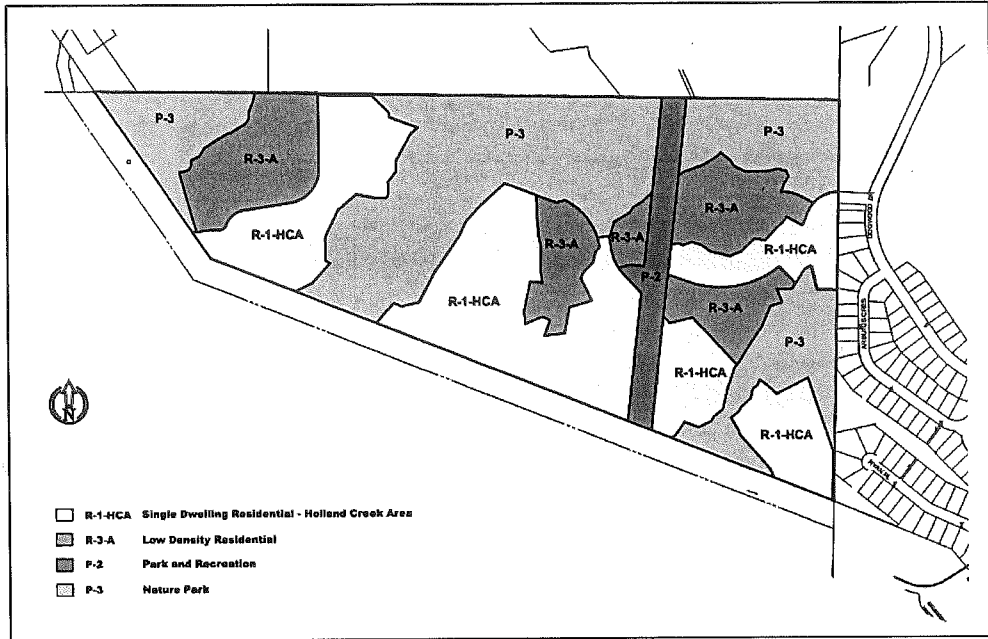
- e) No *Accessory Building or Structure*, with a *Finished Floor Area* (m<sup>2</sup>) as shown in the Table below, shall be located closer to the *Parcel Line* than the minimum *Setback* shown in the Table below:

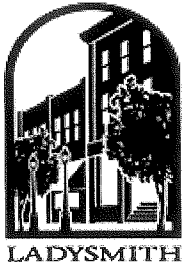
<b>PARCEL LINE</b>	<b>MINIMUM SETBACK ≤ 10.0 M<sup>2</sup></b>	<b>MINIMUM SETBACK &gt;10.0 M<sup>2</sup></b>
<i>Front Parcel Line</i>	6.0 metres	6.0 metres
<i>Interior or Exterior Side Parcel Line</i>	1.0 metres	1.5 metres
<i>Rear Parcel Line</i>	1.0 metres	1.5 metres
<i>Boundary of a Streamside Protection and Enhancement Area</i>	1.0 metres	1.5 metres

**6. Parking and Loading**

- a) Off-street parking and off-street loading shall be provided in accordance with Part 8: Parking and Loading Regulations.

Bylaw No. 1912 – Schedule 2





## Town of Ladysmith

### **STAFF REPORT**

To: Ruth Malli, City Manager  
From: Felicity Adams, Director of Development Services  
Date: June 20, 2016  
File No: 3360-15-04

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**RE: Bylaw 1904: Zoning Bylaw Housekeeping Amendments**

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#### **RECOMMENDATION(S):**

That subject to any additional matters raised at the Public Hearing on Bylaw 1904 held earlier this evening, that under the Bylaws section of tonight's agenda, Council proceed with giving third reading and final adoption to Bylaw 1904, cited as "Town of Ladysmith Zoning Bylaw 2014, No.1860, Amendment Bylaw (No.4) 2016, No. 1904".

#### **PURPOSE:**

The purpose of this report is to present a recommendation regarding the consideration of third reading and adoption of Bylaw 1904 which is a housekeeping bylaw to amend the Zoning Bylaw.

#### **INTRODUCTION/BACKGROUND:**

At its meeting held March 21, 2016, Council gave first and second readings to Bylaw 1904 and directed the Bylaw be referred to public hearing.

#### **SCOPE OF WORK:**

The current stage of this Bylaw is: (1) to consider comments received or heard at the Public Hearing; and (2) to consider third reading and final adoption of the housekeeping amendments. If no changes are required, third reading and final adoption could be provided.

#### *Bylaw 1904 - Summary of Amendments*

- Replacing and adding definitions.
- Amending General Regulations relating to heat pumps, accessory buildings, and fences.
- Amending Specific Use Regulations relating to composting, coach house dwelling, home-based business, and cottage industry.
- Adding clarifications related to Landscaping and Screening Regulations and Parking and Loading Regulations.
- Amending setbacks, finished floor area and parcel area calculation in Residential Zones.
- Amending setbacks, use and height in Commercial Zones.
- Amending food truck use in the 'Light Industrial Zone' (I-1).
- Amending Agriculture Zones to accommodate the BC Minister of Agriculture Bylaw Standards for medical marijuana growing and production on ALR lands.
- Amending setbacks in Comprehensive Development Zones.
- Placing the 'Low Density Residential Zone' (R-3-A) on a portion of the property at 100 Gifford Road (VIS 5668) to correct a Zoning Map error for an existing development.
- Adding site specific regulations to the 'Single Dwelling Residential' (R-1) zone to permit a two unit dwelling (existing duplex) on the following properties: 521/525 Walkem Road, 517/519 Short Close, and 521/523 Short Close.



- Adding a site specific regulation to permit two honey bee hives at 525 Second Avenue (community garden).

**ALTERNATIVES:**

As a result of Council considering comments received or heard at the Public Hearing, direction could be provided to staff to report back to Council regarding amendments to Bylaw 1904. Depending on the scope of the amendments, a further public hearing could be required to be held.

**FINANCIAL IMPLICATIONS:**

None.

**LEGAL IMPLICATIONS:**

Following the close of the public hearing, Council may consider the comments received as part of the public hearing and determine if any changes are required to Bylaw 1904. This could initiate the requirement for a further public hearing or referral to staff for a report to Council.

**CITIZEN/PUBLIC RELATIONS IMPLICATIONS:**

Notification regarding the public hearing was mailed and otherwise delivered as required by the *Local Government Act*. The public hearing notice was published in the June 8 and 15, 2016 issues of the Ladysmith Chronicle newspaper.

**INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS:**

Bylaw 1904 was referred to the Building Inspector and Infrastructure Services Department for review. Their input has been incorporated into the proposed bylaw.

**RESOURCE IMPLICATIONS:**

None at this time.

**ALIGNMENT WITH SUSTAINABILITY VISIONING REPORT:**

The housekeeping amendments are consistent with the Visioning Report.


**ALIGNMENT WITH STRATEGIC PRIORITIES:**

Effective land use planning and community design is a strategic Council direction.

**SUMMARY:**

It is recommended that Council consider: (1) comments received or heard at the Public Hearing; and (2) third reading and final adoption of the housekeeping amendments.

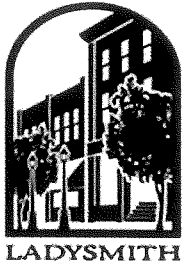
I concur with the recommendation:



Ruth Malli, City Manager

**ATTACHMENT:**

See the Bylaws section of tonight's Agenda for Bylaw 1904



Town of Ladysmith  
**STAFF REPORT**

To: Ruth Malli, City Manager  
From: Felicity Adams, Director of Development Services  
Date: June 20, 2016  
File No: 3360-16-01

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RE: OCP and Rezoning Application – 520 Jim Cram Drive (Town-initiated)  
SUBJECT PROPERTY: Lot 2, District Lot 108, Oyster District, Plan VIP88238

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**RECOMMENDATION(S):**

That Council:

1. Give first and second readings to Bylaw 1913 and Bylaw 1914 under the Bylaws Section of tonight’s agenda and refer the Bylaws to a future public hearing.
2. Refer OCP amendment Bylaw 1913 to the Stz’uminus First Nation pursuant to the Local Government Act and the Memorandum of Understanding.
3. Provide direction regarding holding a neighborhood information meeting.

**PURPOSE:**

The purpose of this staff report is to present an Official Community Plan (OCP) and Zoning Bylaw amendment bylaws for a Town-initiated rezoning of its property located at 520 Jim Cram Drive.

**INTRODUCTION/BACKGROUND:**

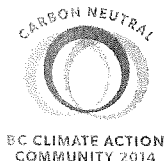
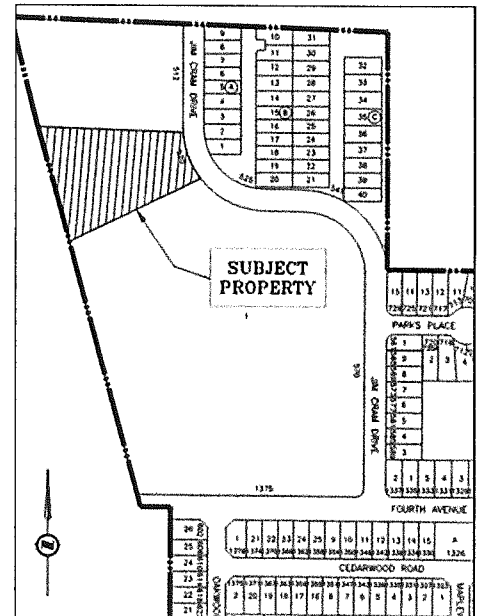
At its meeting held June 6, 2016 Council directed staff to draft amending bylaws for a small lot zoning for 520 Jim Cram Drive.

The subject property is located in the north-west of the community adjacent to the Lot 108 sports field and an existing multi-unit development which is being phased-in. The immediate neighbourhood is a mix of residential uses including a manufactured home park and small lot subdivisions.

**SCOPE OF WORK:**

The 0.77ha subject property is currently designated and zoned for multi-unit development. Both an amendment to the OCP and the Zoning Bylaw are required to implement Council’s direction.

The table below summarizes the proposed amendments.



	Current	Proposed
OCP Land Use	Multi-Family Residential	Single Family Residential
Development Permit Area	Multi-Unit Residential (DPA 4)	None
Zone	R-3-A Low Density Residential	R-1-B Single Dwelling Residential - Small Lot B
Density	~28 units (37 uph)	~14 lots
Min. Lot Size	892m2	372m2

**ALTERNATIVES:**

That Council not proceed with Bylaw readings and provide additional direction to staff.

**FINANCIAL IMPLICATIONS:**

There are costs associated with the development application and the statutory advertising.

**LEGAL IMPLICATIONS:**

A public hearing is required to be held.

Following first reading the bylaw should be considered in conjunction with the Financial Plan and the Liquid Waste Management Plan. There are no conflicts with the proposal and these two plans.

**CITIZEN/PUBLIC RELATIONS IMPLICATIONS:**

A previous single family concept was considered and supported by the Advisory Planning Commission (APC) which proposed to rezone the subject property for large single family lots. The revised proposal could be referred to the APC if Council directs.

Council could host an information meeting about the proposal and invite the neighbours.

The OCP amendment Bylaw 1913 will be referred to the Stz'uminus First Nation pursuant to *Local Government Act* and the Memorandum of Understanding.

**INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS:**

The proposal was referred to the Infrastructure Services Department, the Approving Officer, Building Inspector and Fire Chief. No issues were raised with respect to the land use proposal.

**RESOURCE IMPLICATIONS:**

Processing OCP amendment and rezoning applications is a core service of the Development Services Department and is within current staff resources.

**ALIGNMENT WITH SUSTAINABILITY VISIONING REPORT:**

The Visioning Report supports a range of densities in the Town. The proposed rezoning provides for density options within an area of mixed housing types.

**ALIGNMENT WITH STRATEGIC PRIORITIES:**

Effective land use planning and community design is a strategic Council direction.

**SUMMARY:**

Bylaws are presented for the consideration of Council under the Bylaws Section of the Agenda. It is recommended that the Bylaws be given first and second readings and referred to public hearing.

I concur with the recommendation.

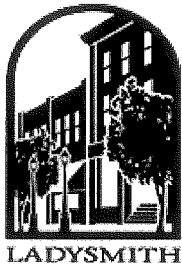


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Ruth Mall, City Manager

**ATTACHMENT:**

See the Bylaws Section of tonight's agenda for Bylaws 1913 and 1914



Town of Ladysmith  
**STAFF REPORT**

To: Ruth Malli, City Manager  
From: Felicity Adams, Director of Development Services  
Date: June 9, 2016  
File No: 3090-16-02

RE: Development Variance Permit Application – D. Galloway  
Subject Property: Lot 2, District Lot 24, Oyster District, Plan 45800,  
except that part in Plan VIP73654 (930 Ludlow Road)

**RECOMMENDATION(S):**

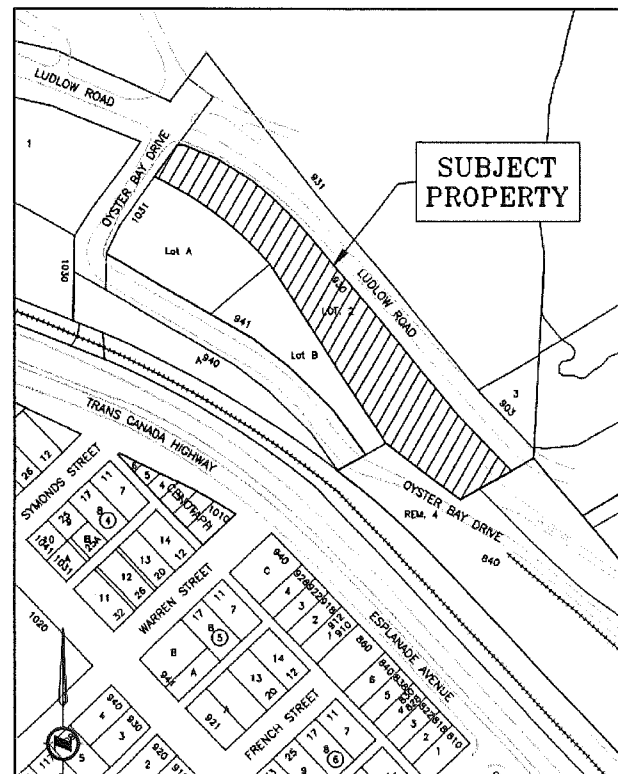
That Council consider directing staff to proceed with statutory notice for Development Variance Permit application 3090-16-02 (930 Ludlow Road) to vary the “The Town of Ladysmith Subdivision and Development Servicing Bylaw 2013, No.1834” such that the timing of constructing a concrete curb, gutter, storm drainage and sidewalk along the frontage of proposed Lot 3 is deferred to the issuance of a building permit when the value of construction, as determined by the Building Bylaw, is greater than \$50,000.

**PURPOSE:**

The purpose of this staff report is to obtain Council direction regarding statutory notification for an application for a development variance permit to vary “The Town of Ladysmith Subdivision and Development Servicing Bylaw 2013, No. 1834” pursuant to s.498(1)(a)(ii) of the Local Government Act for 930 Ludlow Road.

**INTRODUCTION/BACKGROUND:**

The applicant, D. Galloway, has submitted a development variance permit application to vary the timing of the requirement to construct a concrete curb, gutter, storm drainage and sidewalk along the frontage of proposed Lot 3 in a three lot subdivision application. The frontage of proposed Lot 3 is 94.41 metres in length. A concrete curb, gutter, storm drainage and sidewalk was constructed at time of building permit along proposed Lot 1 in 2000 (Co-op Cardlock) and along proposed Lot 2 in 2008 (car wash/sani-dump).





The proposed three lot subdivision plan is shown in Figure 1 and is described below:

- Lot 1 (0.36 ha) This parcel would contain the Co-op Cardlock. A portion of 1031 Oyster Bay Drive is proposed to be integrated into Lot 1 to accommodate an existing covenant area.
- Lot 2 (0.18 ha) This parcel would contain the car wash and sani-dump business.
- Lot 3 (0.72 ha) This parcel does not contain a permanent structure. A portion of the vacant lot at 941 Oyster Bay Drive is proposed to be integrated into Lot 3.

**SCOPE OF WORK:**

The current stage of this application is to seek Council direction to proceed with the statutory notification for the Development Variance Permit application. After the statutory notification the application will be presented to Council for a decision.

The applicant's proposal is to vary the 'Town of Ladysmith Subdivision and Development Servicing Bylaw 2013, No. 1834' which requires all streets within or immediately adjacent to a subdivision to be designed and constructed to the 'Town of Ladysmith Engineering Standards and Specifications'. Specifically, the applicant has requested a relaxation of the requirement to construct concrete curb, gutter, storm drainage and sidewalk along the frontage of proposed Lot 3 at the time of subdivision, such that this infrastructure is constructed as a condition of building permit. Works and services are required for commercial and industrial building permits that are greater than \$50,000 in value.

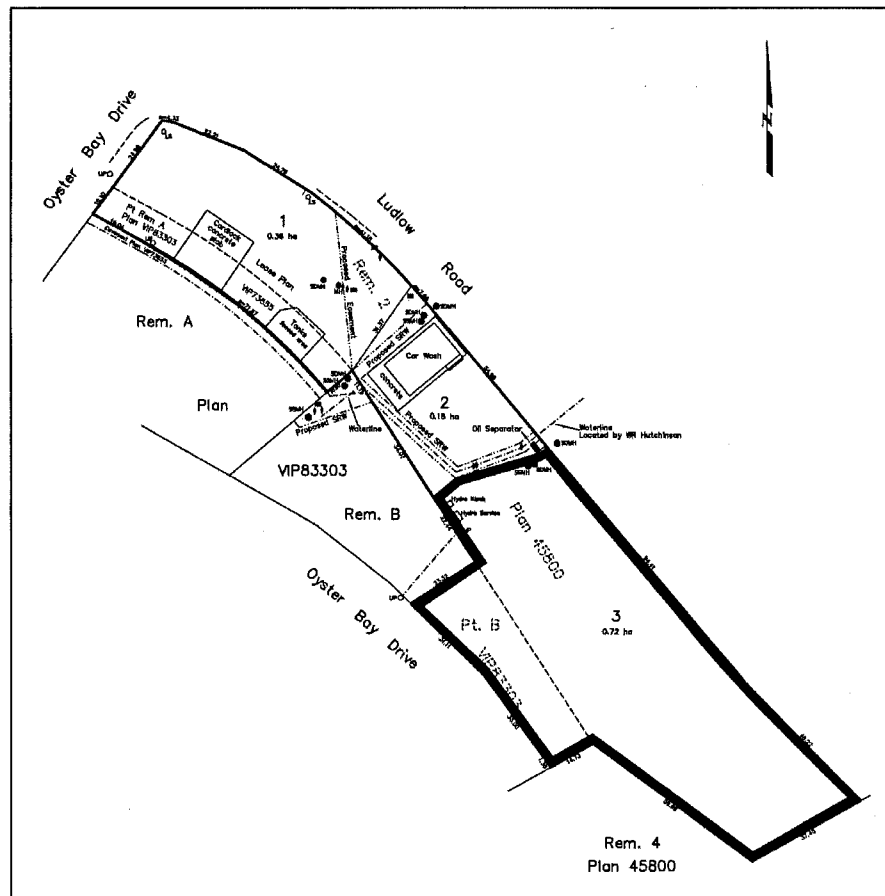


Figure 1: Proposed Subdivision of 930 Ludlow Road – Lot 3 is shown in bold

*Policy Considerations:*

The subject property is designated as 'Industrial' in the Waterfront Area Plan (WAP). The WAP states that:

"The transportation system for the waterfront is planned to facilitate connections to the downtown and provide for the safe and efficient movement of all modes of travel on the waterfront. The emphasis is on a pedestrian orientation and design of multi-use transportation facilities to accommodate vehicles, cyclists and pedestrians;"

The WAP Parks and Open Space map identifies a bicycle lane and sidewalk to be located along Ludlow Road. Also, the WAP recommends that Ludlow Road be a shared use collector road.

**ALTERNATIVES:**

To not support DVP application 3090-16-02 and not proceed with statutory notice.

**FINANCIAL IMPLICATIONS:**

The intention of "The Town of Ladysmith Subdivision and Development Servicing Bylaw 2013, No. 1834" is to ensure that developer's pay for development.

**LEGAL IMPLICATIONS:**

The Local Government Act enables Council to vary a bylaw that relates to subdivision and development requirements. This is a discretionary decision of Council.

**CITIZEN/PUBLIC RELATIONS IMPLICATIONS:**

Council may direct staff to proceed with statutory notification for Development Variance Permit application 3090-16-02.

**INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS:**

Infrastructure Services staff have been facilitating the subdivision application process for the subject property.

**RESOURCE IMPLICATIONS:**

Processing Development Variance Permit applications is within available staff resources.

**ALIGNMENT WITH SUSTAINABILITY VISIONING REPORT:**

The Community Vision states that Ladysmith's waterfront is "one of the most important areas of the Town" and states that the waterfront is "central to the identity and success of Ladysmith in the future".

**ALIGNMENT WITH STRATEGIC PRIORITIES:**

Council strategic directions are effective land use planning and community design.

**SUMMARY:**

Council may direct staff to proceed with statutory notification for Development Variance Permit application 3090-16-02.

*Lisa Brinkman*

Report Author: Lisa Brinkman, Senior Planner

I concur with the recommendation:

*Felicity Adams*

Felicity Adams, Director of Development Services

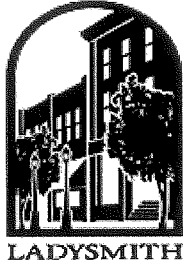
*Ruth Malli*

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Ruth Malli, City Manager

**ATTACHMENT:**

none



Town of Ladysmith  
**STAFF REPORT**

To: Ruth Malli, City Manager  
From: Felicity Adams, Director of Development Services  
Date: June 9, 2016  
File No: 3340-16-01

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RE: Temporary Use Permit Application – 631 First Avenue – BC Housing  
Subject Properties: Lot 9 and 10, Block 8, District Lot 56, Oyster District, Plan 703

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**RECOMMENDATION(S):**

That Council receive the application for a Temporary Use Permit application (3340-16-01) to permit an extreme weather shelter to be located at 631 First Avenue (Lot 9 and 10, Block 8, District Lot 56, Oyster District, Plan 703) and require the applicant to host a public information meeting and provide a report regarding the public input received at the meeting;

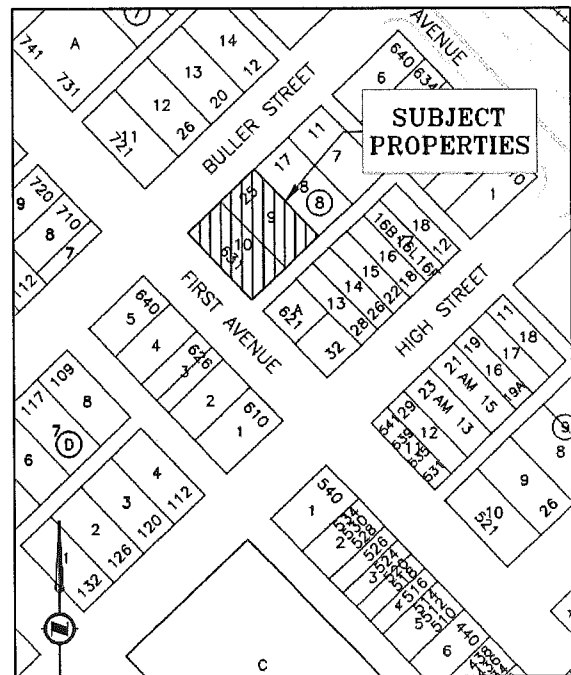
And that following the public information meeting, staff be directed to: 1) proceed with statutory notice for a Temporary Use Permit application (3340-16-01), and 2) report to Council with a permit containing conditions.

**PURPOSE:**

The purpose of this application is to introduce a Temporary Use Permit (TUP) application for an extreme weather shelter to be located at 631 First Avenue and to seek direction to proceed with community consultation and statutory notification.

**INTRODUCTION/BACKGROUND:**

BC Housing is proposing to construct an extreme weather shelter in the basement of their rental housing apartment building at 631 First Avenue. An extreme weather response shelter provides temporary spaces made available to people who are homeless during situations where sleeping outside might threaten their health and safety. Attached to this staff report are letters from BC Housing and the Ladysmith Resource Centre Association outlining the compelling need for an extreme weather shelter in Ladysmith.



**SCOPE OF WORK:**

The stage of this application is to seek direction from Council with respect to community consultation and proceeding with the statutory notice for a TUP application for an extreme weather shelter.



The subject property is zoned Medium Density Residential (R-3). The apartment building on the land contains 18 residential units which are accessed from the front door on First Avenue. The proposed extreme weather shelter would be located in the basement of the building and would have a separate entrance at the side or rear of the building. Ten temporary beds would be provided in the shelter from November 1<sup>st</sup> through to March 31<sup>st</sup>, and the shelter hours would be from 5pm to 8am. Improvements would be made to the basement area to accommodate the shelter use. Any improvements to the site and exterior of the building would be reviewed as part of a development permit application (DPA 2 and DPA 4).

The following designations apply to the subject property at 631 First Avenue:

Official Community Plan – Land Use	Downtown Core
Development Permit Area	DPA 2 Downtown DPA 4 Multi-Unit Residential
Zoning Bylaw	Medium Density Residential (R-3)

The purpose of a TUP is to allow a use not permitted by the Zoning Bylaw on a temporary basis. Community consultation for the proposed use is recommended and there is a statutory notice requirement. After the community consultation and statutory notice the application would again be presented to Council for consideration with the permit and use conditions, and the permit could then be issued by a resolution of Council.

The Official Community Plan states:

“Temporary Use Permits are included in the Plan as an interim (short term) alternative for proposed new land uses that may not warrant a change to the land use designation or zoning of land. Temporary uses are typically of a trial/interim use nature, or are a seasonal/occasional use. Temporary use permits may be issued for new land uses on specific properties which are not otherwise allowed by a land use designation in this Plan or in a land use zone in the Zoning Bylaw. Conditions may be specified by Council respecting any required changes to the property to allow the temporary use, and any restoration to the property following expiration of the permit. A temporary use permit can be issued for a maximum of three years, with one renewal of the permit for up to an additional three years.”

**ALTERNATIVES:**

To not proceed with TUP application 3340-16-01.

**FINANCIAL IMPLICATIONS:** n/a

**LEGAL IMPLICATIONS:**

A TUP may be issued by Council by resolution. It could provide for a temporary use for a maximum three year period, with one renewal permitted.

**CITIZEN/PUBLIC RELATIONS IMPLICATIONS:**

It is recommended that Council require the applicant to host a public information meeting regarding the proposed temporary extreme weather shelter use at 631 First Avenue and provide a report to staff and Council regarding the public input received at the meeting. Notice for the public information meeting should be placed in a local newspaper, and should be sent to property owners and tenants within 60 metres of the property (including tenants of the building at 631 First Avenue). Following the public information meeting it is



recommended to direct staff to proceed with the statutory notice requirement for the TUP application.

**INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS:**

The application will be referred to the Infrastructure Services Department for their comments.

**RESOURCE IMPLICATIONS:**

Processing development applications is a core function of the Development Services Department. Processing this application is within available staff resources.

**ALIGNMENT WITH SUSTAINABILITY VISIONING REPORT:**

The applicant completed a sustainable development checklist and states that the following features will be included in the building retrofit:

- Low flow fixtures,
- Accessibility for mobility impaired,
- Common lounge area, and
- Use of local contractors.

**ALIGNMENT WITH STRATEGIC PRIORITIES:**

Council strategic directions are effective land use planning and community design.

**SUMMARY:**

It is recommended that Council receive the application for a Temporary Use Permit application to permit an extreme weather shelter to be located at 631 First Avenue and require the applicant to host a public information meeting for the neighbourhood and provide a report regarding the public input received at the meeting; and that following the public information meeting, staff be directed to proceed with statutory notice and then report to Council with a permit containing conditions.



Report Author: Lisa Brinkman, Senior Planner

I concur with the recommendation:



Felicity Adams, Director of Development Services



Ruth Malli, City Manager

**ATTACHMENTS:**

BC Housing Letter (June 1, 2016)

Ladysmith Resource Centre Association Letter (Jun 1, 2016)

**TOWN OF LADYSMITH**

**BYLAW NO. 1904**

A housekeeping bylaw to amend "Town of Ladysmith Zoning Bylaw 2014, No. 1860"

**WHEREAS** pursuant to the *Local Government Act*, the Municipal Council is empowered to amend the Zoning Bylaw;

**AND WHEREAS** after the close of the Public Hearing and with due regard to the reports received, the Municipal Council considers it advisable to amend "Town of Ladysmith Zoning Bylaw 2014, No. 1860";

**NOW THEREFORE** the Council of the Town of Ladysmith in open meeting assembled enacts as follows:

- (1) Schedule A - Zoning Bylaw Text of "Town of Ladysmith Zoning Bylaw 2014, No. 1860" is hereby amended as follows:

**DEFINITIONS**

- (a) Section 4.1(a) is hereby amended as follows:

- (i) The definition of "Civic Use" is deleted and the following definition is substituted:

"CIVIC USE: means the *Use of Land, Buildings or Structures* for civic activities and operations for municipal offices, cemetery or columbarium, community centre or hall, fire hall, police station, ambulance station, hospital, *Public Works Yard* or *Public Utility Use*.

- (ii) The definition of 'Funeral Parlour' is deleted and the following definition is substituted:

"FUNERAL HOME: means premises used for preparing human remains for burial or other end of life processes, and conducting funeral services, but excludes facilities for cremation or aquamation."

- (iii) The definition of 'Moorage' is deleted and the following definition is substituted:

"MOORAGE: means the attachment of a *Personal Watercraft, Boat, seaplane* and other marine *Boats* to a *Wharf, Dock* or float, or to a mooring buoy that is in turn anchored to the seabed."

- (iv) The definition of 'Public Utility Use' is deleted and the following definition is substituted:

"PUBLIC UTILITY USE: means the *Use of Land, Buildings, or Structures* for the provision of community water services; community sewer services; community surface water drainage services; composting of municipal generated bio-solids, public access; natural gas pipeline serving the community; gas, electric and telecommunication service; district energy or heat systems; or other similar *Uses* or services."

- (v) Add a definition for 'Public Works Yard' following the definition of 'Public Utility Use' as follows:

“PUBLIC WORKS YARD: means the *Use of Land, Buildings or Structures* for parks and municipal infrastructure operations, including municipal composting, processing or storage for use by municipal operations, community organizations, residents or for *Wholesale Sales.*”

- (vi) Add a definition for ‘Streamside Protection and Enhancement Area’ following the definition of ‘Storage Yard’ as follows:  
“STREAMSIDE PROTECTION AND ENHANCEMENT AREA: means an area (a) adjacent to a stream that links aquatic to terrestrial ecosystems and includes both existing and potential riparian vegetation and existing and potential adjacent upland vegetation that exerts an influence on the stream, and (b) the size of which is determined according to the Riparian Areas Regulation on the basis of an assessment report provided by a qualified environmental professional in respect of a development proposal.”

#### **GENERAL REGULATIONS**

- (b) Section 5.6 ‘Heat Pumps’ is deleted and the following is substituted:  
“(a) Heat pumps shall be located in a *Rear Yard* or *Side Yard* only and be sited a minimum of 1.0 metre from a *Parcel Line.*”
- (c) Section 5.9 ‘Accessory Buildings, Structures and Uses’ is amended by adding the following to the end of Section 5.9:  
“(i) No *Accessory Building* or *Structure* shall include *Kitchen Facilities* unless it is a *Coach House Dwelling.*”
- (d) Section 5.20 ‘Fence Regulations’ is amended as follows:
- (i) Section 5.20(d) is deleted and the following is substituted:  
“(d) Despite Section 5.20(a), a pergola, trellis, gate, or similar *Structure* shall not exceed 2.7 metres in *Height.*”
- (ii) The following is added to the end of Section 5.20:  
“(e) Despite Section 5.20(a), a solid masonry style fence shall not exceed 0.8 metres in *Height* in a *Commercial Zone* or in the *Live/Work Residential (R-2-LW) Zone.*”

#### **SPECIFIC USE REGULATIONS**

- (e) Section 6.3 ‘Uses Prohibited in All Zones’ is amended by deleting Section 6.3(a)(ii) and the following is substituted:  
“(ii) Commercial composting, processing or storage, including production in the Agriculture Land Reserve for application off of the farm operation; except a composting facility which handles municipal generated bio-solids.”
- (f) Section 6.5 ‘Coach House Regulations’ is amended as follows:
- (i) Section 6.5(a)(ii) is deleted and the following is substituted:  
“(ii) When a *Parcel* is a *Corner Parcel*, a *Coach House Dwelling* is permitted when the *Parcel* area is 668 square metres or greater and the front entry of the *Coach House Dwelling* fronts onto the *Lane* or *Exterior Side Parcel Line.*”
- (ii) The following is added to the end of Section 6.5(b):  
“(ix) The maximum permitted size for upper level balconies and decks is 2.9 square metres. Flat roofs may not be used for deck areas.”



- (g) Section 6.8 'Home Based Business Regulations' is amended by deleting Section 6.8(c)(iii) and the following is substituted:

“(iii)

Dwelling Type	Home Based Business Permitted Size
<i>Dwelling Unit</i>	Shall not exceed a maximum of 40.0 square metres <i>Gross Floor Area</i> or 40 percent of the <i>Dwelling Unit Gross Floor Area</i> , whichever is less.
<i>Coach House Dwelling</i>	Shall not exceed a maximum of 40.0 square metres <i>Gross Floor Area</i> or 50 percent of the <i>Coach House Dwelling Gross Floor Area</i> , whichever is less.

- (h) Section 6.9 'Cottage Industry Regulations' is amended by adding the following to the end of Section 6.9(a):

“(v) Despite Section 6.9(a)(iv) the maximum *Gross Floor Area* for a *Cottage Industry* in the Live/Work Residential (R-2-LW) Zone is 100m<sup>2</sup>.”

**LANDSCAPING AND SCREENING REGULATIONS**

- (i) Section 7.1 'Landscape Requirements' is amended by adding the following to the end of Section 7.1:

“(h) Despite Section 7.1(f) barbed wire fencing is permitted in the Light Industrial (I-1) Zone and Industrial (I-2) Zone for security purposes.”

- (j) Section 7.2(1) 'Shade Trees' is amended by adding the following to the end of Section 7.2(1):

“(f) *Shade Trees* shall be located within the parking area and not at or beyond the edges of the parking area in order to achieve maximum shading of parking spaces.”

**PARKING AND LOADING REGULATIONS**

- (k) Table 8.1 "Required Off-Street Parking Spaces" is amended by adding a clause to Community Care Facility, Residential - Column 2 as follows:

(i) **TABLE 8.1: REQUIRED OFF-STREET PARKING SPACES**

COLUMN 1 USE	COLUMN 2 REQUIRED NUMBER OF SPACES
<b>ASSEMBLY, INSTITUTIONAL</b>	
<i>Community Care Facility, Residential</i>	1 per operation, plus 1 per employee

- (ii) Delete the use 'funeral parlor' in Column 1 and the following is substituted:

“*Funeral Home*”

**RESIDENTIAL ZONES**

- (l) Section 10.2 'Single Dwelling Residential (R-1)' is amended as follows:

- (i) The table in Section 10.2(5)(e) is deleted and the following table is substituted:

PARCEL LINE	MINIMUM SETBACK
<i>Front Parcel Line</i>	6.0 metres
<i>Interior or Exterior Side Parcel Line</i>	3.0 metres
<i>Other Interior Side Parcel Line</i>	1.5 metres
<i>Rear Parcel Line</i>	4.5 metres

(ii) The following is added to the end of Section 10.2:

“7. Site Specific Regulations

a) A *Two Unit Dwelling* is permitted as a *Principal Use* on the *Parcels* legally described as:

- i) Lot 2, District Lot 129, Oyster District, Plan 37258 (521/525 Walkem Road);
- ii) Strata Lot 1 and Strata Lot 2, District Lot 129, Oyster District, Strata Plan 1033, Together with an interest in the Common Property in Proportion to the Unit Entitlement of the Strata Lots as Shown on Form 1 (517/519 Short Close); and
- iii) Strata Lot 1 and Strata Lot 2, District Lot 129, Oyster District, Strata Plan 1034, Together with an interest in the Common Property in Proportion to the Unit Entitlement of the Strata Lots as Shown on Form 1 (521/523 Short Close).”

(m) Section 10.3 ‘Single Dwelling Residential – Small Lot A Zone (R-1-A)’ is amended as follows:

(i) The following is added to the end of Section 10.3(3):

“c) Despite Section 10.3(3)(a), a *Parcel* shall not include a *Streamside Protection and Enhancement Area* within the required minimum *Parcel Area*.

(ii) The table in Section 10.3(5)(c) is deleted and the following table is substituted:

PARCEL LINE	MINIMUM SETBACK
<i>Front Parcel Line</i>	4.0 metres
<i>Interior or Exterior Side Parcel Line</i>	2.0 metres
<i>Other Interior Side Parcel Line</i>	1.5 metres
<i>Rear Parcel Line</i>	3.0 metres

(n) Section 10.4 ‘Single Dwelling Residential – Small Lot B Zone (R-1-B)’ is amended as follows:

(i) The following is added to the end of Section 10.4(3):

“c) Despite Section 10.4(3)(a), a *Parcel* shall not include a *Streamside Protection and Enhancement Area* within the required minimum *Parcel Area*.”

(ii) The table in Section 10.4(5)(c) is deleted and the following table is substituted:

PARCEL LINE	MINIMUM SETBACK
<i>Front Parcel Line</i>	4.5 metres
<i>Exterior Side Parcel Line</i>	2.0 metres
<i>Interior Side Parcel Line</i>	1.5 metres
<i>Rear Parcel Line</i>	3.0 metres

- (o) Section 10.5 ‘Single Dwelling Residential – Small Lot C Zone (R-1-C)’ is amended by adding the following to the end of Section 10.5(3):

“c) Despite Section 10.5(3)(a), a *Parcel* shall not include a *Streamside Protection and Enhancement Area* within the required minimum *Parcel Area*.”

- (p) Section 10.6 ‘Old Town Residential (R-2)’ is amended as follows:

- (i) The table in Section 10.6(5)(d) is deleted and the following table is substituted:

PARCEL LINE	MINIMUM SETBACK
<i>Front Parcel Line</i>	6.0 metres
<i>Interior or Exterior Side Parcel Line</i>	3.0 metres
<i>Other Interior Side Parcel Line</i>	1.5 metres
<i>Rear Parcel Line</i>	4.5 metres

- (ii) Section 10.6(12)(a) is deleted and the following is substituted:

“(a) Prior to construction of a *Dwelling Unit* on *Parcels 277* square metres in size in the High Street Intensive Residential Area, an owner of property shall apply to the Town of Ladysmith for a High Street Intensive Residential Development Permit.”

- (q) Section 10.7 ‘Bayview Residential (R-2-A)’ is amended as follows:

- (i) The following is added to the end of Section 10.7(4):

“(d) No *Two Unit Dwelling* shall have a *Finished Floor Area* that is less than 137.0 square metres.

(e) No *Two Unit Dwelling* shall have a *Finished Floor Area* that exceeds 50.0 percent of the *Parcel* area or 390.0 square metres, whichever is less.”

- (ii) The table in Section 10.7(5)(c) is deleted and the following table is substituted:

PARCEL LINE	MINIMUM SETBACK
<i>Front Parcel Line</i>	6.0 metres
<i>Interior or Exterior Side Parcel Line</i>	3.0 metres
<i>Other Interior Side Parcel Line</i>	1.5 metres
<i>Rear Parcel Line,</i> where the parcel slopes up to the rear	7.5 metres
<i>Rear Parcel Line,</i> where the parcel slopes down to the rear	1.5 metres

(r) Section 10.9 'Live/Work Residential (R-2-LW)' is amended as follows:

(i) The following is added to the end of Section 10.9(4):

“(d) No *Two Unit Dwelling* shall have a *Finished Floor Area* that is less than 137.0 square metres.

(e) No *Two Unit Dwelling* shall have a *Finished Floor Area* that exceeds 50.0 percent of the *Parcel* area or 390.0 square metres, whichever is less.”

(ii) The table in Section 10.9(5)(c) is deleted and the following table is substituted:

PARCEL LINE	MINIMUM SETBACK
<i>Front Parcel Line</i>	6.0 metres
<i>Interior or Exterior Side Parcel Line</i>	3.0 metres
<i>Other Interior Side Parcel Line</i>	1.5 metres
<i>Rear Parcel Line</i>	4.5 metres

(s) Section 10.11 'Low Density Residential (R-3-A)' is amended by deleting the table in Section 10.11(5)(d) and the following table is substituted:

PARCEL LINE	MINIMUM SETBACK
<i>Front Parcel Line</i>	6.0 metres
<i>Interior or Exterior Side Parcel Line</i>	3.0 metres
<i>Rear Parcel Line</i>	4.5 metres

**COMMERCIAL ZONES**

(t) Section 11.1 'Local Commercial (C-1)' is amended by deleting the table in Section 11.1(5)(d) and the following table is substituted:

PARCEL LINE	MINIMUM SETBACK
<i>Front Parcel Line</i>	6.0 metres
<i>Interior or Exterior Side Parcel Line</i>	3.0 metres
<i>Other Interior Side Parcel Line</i>	1.5 metres
<i>Rear Parcel Line</i>	3.0 metres

(u) Section 11.2 'Downtown Commercial (C-2)' is amended as follows:

(i) Section 11.2(1)(t) "*Funeral Parlor*" is deleted.

(ii) The following is added to the end of Section 11.2(9):

“(b) Coffee roasting is not a permitted *Cottage Industry*.”

(iii) The following is added to the end of Section 11.2(10):

“(d) For the *Parcel* legally described as Lot 12, Block 30, District Lot 24, Oyster District, Plan 703A (112 French Street), *Funeral Home* is a permitted *Principal Use*”.

(v) Section 11.3 'Highway Service Commercial (C-3)' is amended by deleting Section 11.3(5)(a) and the following is substituted:

“(a) No *Principal Building* shall exceed a *Height* of 6.0 metres.”

## INDUSTRIAL ZONES

- (w) Section 12.2 'Light Industrial (I-1)' is amended by deleting Section 12.2(1)(l) "*Food Truck*".

## INSTITUTIONAL ZONES

- (x) Section 13.2 'Park and Recreation (P-2)' is amended by adding the following to the end of Section 13.2:

- "9. Site Specific Regulations  
a) For the *Community Garden* located at 525 Second Avenue *Urban Agriculture* is a permitted *Principal Use*."

## AGRICULTURE ZONES

- (y) Section 14.1 'Primary Agriculture (A-1)' is amended as follows:

- (i) Section 14.1(4)(d) is deleted and the following is substituted:  
"(d) No *Building* or *Structure* shall exceed a *Parcel Coverage* of 35.0 percent."
- (ii) The following is added to the end of Section 14.1(4):  
"(f) Despite Section 14.1(4)(d), *greenhouse Structures* shall not exceed a *Parcel Coverage* of 75.0 percent."
- (iii) Section 14.1(5)(a) is deleted and the following is substituted:  
"(a) No *Principal Building* or *Structure* used for *Farm Use* shall exceed a *Height* of 15.0 metres."
- (iv) The following is added to the end of Section 14.1(5):  
"(h) Despite Section 5.2(e), no *Principal* or *Accessory Building* or *Structure* for a *Farm Use* shall be located within 30.0 metres from the *Natural Boundary* of a *Watercourse*."

- (z) Section 14.2 'Agriculture and Resort Recreation (A-RR)' is amended as follows:

- (i) Section 14.2(7)(d) is deleted and the following is substituted:  
"(d) No *Building* or *Structure* located in Sub-Area A shall exceed a *Parcel Coverage* of 35.0 percent."
- (ii) The following is added to the end of Section 14.2(7):  
"(g) *Greenhouse Structures* shall not exceed a *Parcel Coverage* of 75.0 percent."
- (iii) The following is added to the end of Section 14.2(8):  
"(i) No *Principal Building* or *Structure* used for *Farm Use* shall exceed a *Height* of 15 metres."
- (iv) The following is added to the end of Section 14.2(8):  
"(j) Despite Section 5.2(e), no *Principal* or *Accessory Building* or *Structure* for a *Farm Use* shall be located within 30.0 metres from the *Natural Boundary* of a *Watercourse*."

## COMPREHENSIVE DEVELOPMENT ZONES

- (aa) Section 17.3 'Comprehensive Development 3 – Malone Residential (CD-3)' is amended by deleting the table in Section 17.3(11)(d) and the following table is substituted:

PARCEL LINE	MINIMUM SETBACK
<i>Front Parcel Line</i>	4.5 metres
<i>Exterior Side Parcel Line</i>	3.0 metres
<i>Interior Side Parcel Line</i>	1.5 metres
<i>Rear Parcel Line</i>	4.5 metres

- (bb) Section 17.4 'Comprehensive Development 4 – Waterfront Reserve Zone (CD-4)' is amended by deleting the table in Section 17.4(7)(b) and the following table is substituted:

PARCEL LINE	MINIMUM SETBACK
<i>Front Parcel Line</i>	6.0 metres
<i>Interior or Exterior Side Parcel Line</i>	3.0 metres
<i>Rear Parcel Line</i>	3.0 metres

- (cc) Schedule A - Zoning Bylaw Text of "Town of Ladysmith Zoning Bylaw 2014, No. 1860" is hereby amended by correcting punctuation, numbering, and grammatical errors.

- (2) Schedule B – Zoning Bylaw Map of "Town of Ladysmith Zoning Bylaw 2014, No. 1860" is hereby amended as follows:

- (a) By placing "Low Density Residential (R-3-A)" on the subject property legally described as Strata Lot A, B, C, and D, District Lot 150, Oyster District, Strata Plan VIS5668, together with an interest in the common property in proportion to the unit entitlement of the strata lot as shown on Form V (100 Gifford Road) as shown in 'Schedule I' attached to and forming part of this Bylaw.

- (b) By replacing incorrect street addresses.

**CITATION**

- (3) This bylaw may be cited for all purposes as "Town of Ladysmith Zoning Bylaw 2014, No. 1860 Amendment Bylaw (No. 4), 2016, No. 1904".

**READ A FIRST TIME** on the 21<sup>st</sup> day of March, 2016

**READ A SECOND TIME** on the 21<sup>st</sup> day of March, 2016

**PUBLIC HEARING** held pursuant to the provisions of the *Local Government Act*

on the day of

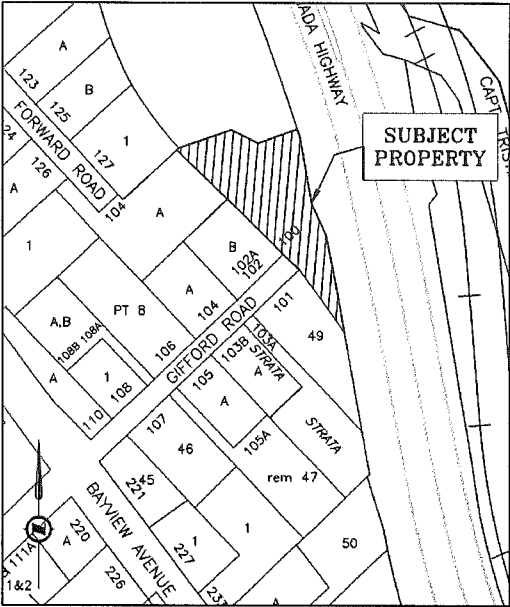
**READ A THIRD TIME** on the day of

**ADOPTED** on the day of

\_\_\_\_\_  
Mayor (A. Stone)

\_\_\_\_\_  
Corporate Officer (S. Bowden)

Bylaw No. 1904 - Schedule I



**TOWN OF LADYSMITH**

**BYLAW NO. 1911**

---

A bylaw to amend "Official Community Plan Bylaw 2003, No. 1488"

**WHEREAS** pursuant to the *Local Government Act*, the Municipal Council is empowered to amend the Official Community Plan;

**AND WHEREAS** after the close of the Public Hearing and with due regard to the reports received, the Municipal Council considers it advisable to amend "Official Community Plan Bylaw 2003, No. 1488".

**NOW THEREFORE** the Council of the Town of Ladysmith in open meeting assembled enacts as follows:

1. Schedule "A" – "Town of Ladysmith Community Plan", Schedule "A.1" – "Development Permit Areas", and Schedule "C" – "Holland Creek Area Plan" of Bylaw 1488 are hereby amended as set out in Schedules 1, 2, 3, 4, 5 and 6, attached to and forming part of this Bylaw.

**CITATION**

2. This Bylaw may be cited for all purposes as "Official Community Plan Bylaw 2003, No. 1488, Amendment Bylaw (No. 47) 2016, No. 1911".

**READ A FIRST TIME** on the 16 day of May, 2016

**READ A SECOND TIME** on the 16 day of May, 2016

**PUBLIC HEARING** held pursuant to the provisions of the *Local Government Act*

on the day of , 2016

**READ A THIRD TIME** on the day of , 2016

**ADOPTED** on the day of , 2016

---

Mayor (A. Stone)

---

Corporate Officer (S. Bowden)



**Bylaw No. 1911 – Schedule 1**

1. Schedule “A” – “Town of Ladysmith Community Plan” is amended as follows:
  - (a) “OCP Map 1 – Land Use” is amended as follows:
    - (i) Adding a new Land Use Designation to the map Legend:
 

	- HOLLAND CREEK LOCAL AREA PLAN
--	---------------------------------
    - (ii) Placing the Land Use Designation “Holland Creek Local Area Plan” on the properties legally described as: Lot 1, Block 192, District Lot 103, Oyster District, Plan EPP44156; Lot 5, Block 1399, Oyster District, Plan VIP75559, except Plan VIP82328; and Lot A, District Lot 110, Oyster District, Plan VIP75849, as shown on Schedule 2.
  - (b) “OCP Map 2 – Development Permit Areas” is amended as follows:
    - (i) Amending the map Legend for DPA 8 by replacing the text “MALONE ROAD MULTI-UNIT RESIDENTIAL” with the following:
 

“MULTI-UNIT RESIDENTIAL ESA”
    - (ii) Adding a new development permit area to the map Legend:
 

	- DPA 11 – ARBUTUS HUMP ESA
--	-----------------------------
    - (iii) Placing ‘DPA 6 – Riparian’, ‘DPA – 7 Hazard Lands’, ‘DPA 8 - Multi-Unit Residential ESA’, and ‘DPA 11 – Arbutus Hump ESA’ on the properties legally described as Lot 1, Block 192, District Lot 103, Oyster District, Plan EPP44156; Lot 5, Block 1399, Oyster District, Plan VIP75559, except Plan VIP82328; and Lot A, District Lot 110, Oyster District, Plan VIP75849, as shown on Schedule 3.
2. Schedule “A.1” – “Town of Ladysmith Development Permit Areas” is amended as follows:
  - (a) Amending the ‘Table of Contents’ by:
    - (i) Replacing “Development Permit Area 8 – Malone Road Multi-Unit Residential – DPA 8” with the following:
 

“Development Permit Area 8 – Multi-Unit Residential ESA – DPA 8”
    - (ii) Adding the following to the end of the list and page numbering accordingly:
 

“Development Permit Area 11 – Arbutus Hump ESA - DPA 11”.
  - (b) Amending the ‘Introduction’ by:
    - (i) Replacing “(h) Development Permit Area 8 – Malone Road Multi-Unit Residential (DPA 8)” in section 2 with the following:
 

“(h) Development Permit Area 8 – Multi-Unit Residential ESA (DPA 8)”
    - (ii) Adding the following to the end of the list in section 2:
 

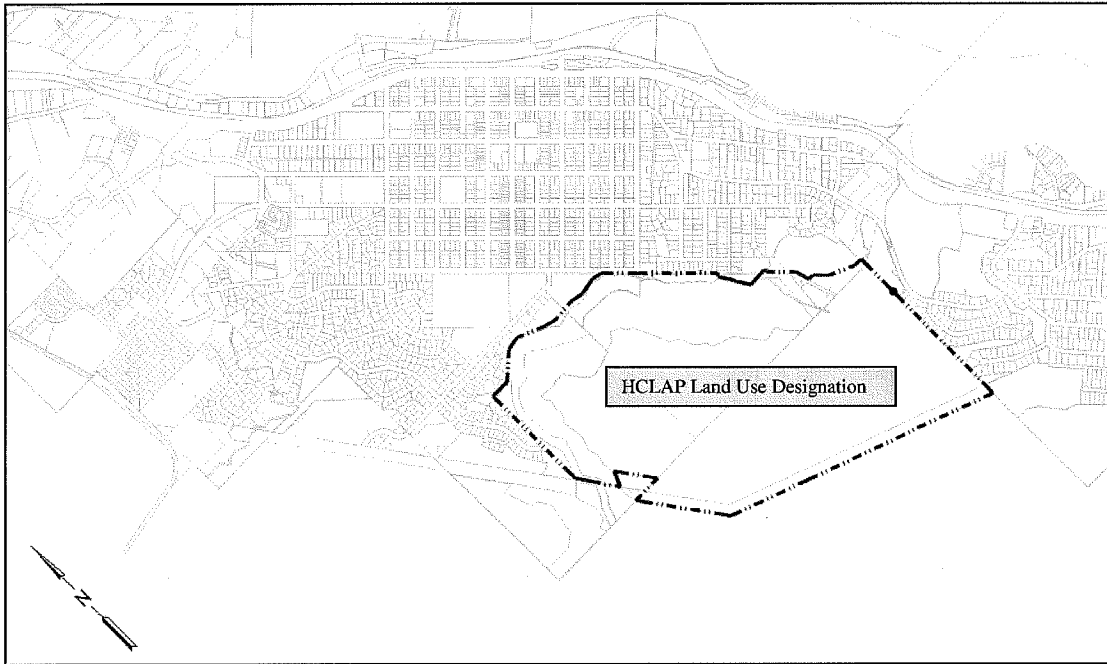
“(k) Development Permit Area 11 – Arbutus Hump ESA (DPA 11)”
    - (iii) Amending sections 3a) and 3c) by replacing “Malone Road Multi-Unit Residential (DPA 8)” with the following:
 

“Multi-Unit Residential ESA (DPA 8)”
    - (iv) Adding the following to the end of the clauses in sections 3a) and 3c):
 

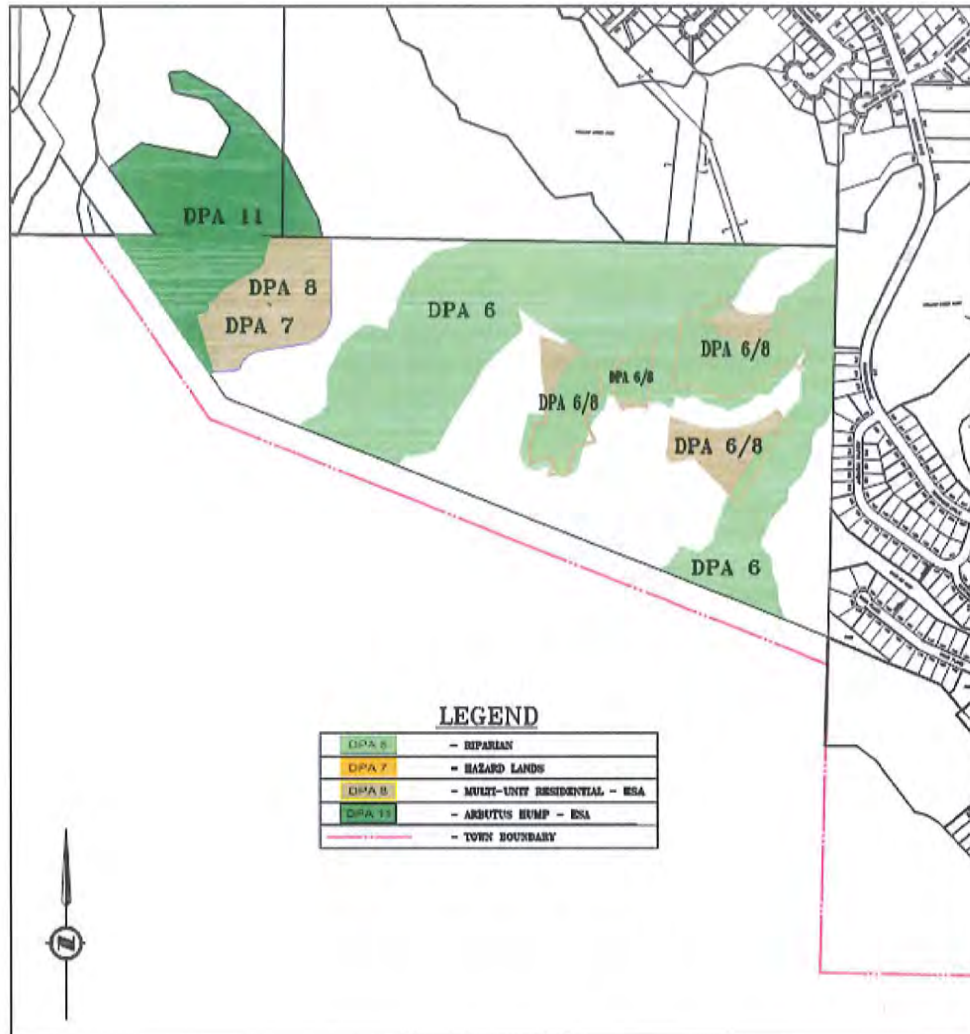
“Arbutus Hump ESA (DPA 11)”

- (v) Adding a new section following 'Exemptions' as follows:  
"Development Approval Information (DAI)  
5. For the purpose of Section 485 of the *Local Government Act*, development approval information may be required by an applicant as part of a Development Permit application. The Town's Development Approval Information Bylaw, specifies the procedures and policies for requiring such studies and information. The purpose of requiring development approval information is to ensure that applicable studies and relevant information are provided to evaluate the impact of a development proposal."
  - (c) Deleting 'DPA 8 – Malone Road Multi-Unit Residential' in its entirety and replacing it with "DPA 8 – Multi-Unit Residential ESA" as shown in Schedule 4.
  - (d) Adding 'DPA 11 – Arbutus Hump ESA' to the end of the document as shown in Schedule 5.
3. Schedule "C" – "Holland Creek Area Plan" is deleted in its entirety and replaced with Schedule "C" – "Holland Creek Local Area Plan" as shown in Schedule 6.

**Bylaw No. 1911 – Schedule 2**



Bylaw No. 1911 – Schedule 3



## Bylaw No. 1911 -- Schedule 4

## DPA 8 | Multi-Unit Residential ESA

**Development Permit Area 8 – Multi-Unit Residential Environmentally Sensitive Area (ESA)**, shown as **DPA 8** on *Official Community Plan Map 2 – Development Permit Areas*, is designated under Section 488 (1) (a), (f), (h), (i) and (j) of the Local Government Act to:

- i) Protect the natural environment, its ecosystems and biological diversity;
- ii) Establish objectives for the form and character of multi-family residential development; and
- iii) Establish objectives to promote energy conservation, water conservation and the reduction of greenhouse gas emissions.

Prior to alteration of land or removal, alteration, disruption or destruction of vegetation as part of development; disturbance of soils; construction or erection of buildings and structures; and prior to subdivision of land (as defined in Section 455 of the Local Government Act) an owner of property within DPA 8 shall apply to the Town of Ladysmith for a development permit.

### OBJECTIVES

The *Ladysmith Vision for a Sustainable West Coast Town* provides a guide and reference for development in Ladysmith, and calls for complete community land use, low impact transportation, green buildings, multi-use landscapes, innovative infrastructure and a healthy community. The Town has completed a *Community Energy Plan* and has established in the *Official Community Plan* targets, actions and strategies to reduce its greenhouse gas emissions. DPA 8 provides guidelines for the detailed site design of a multi-unit residential development. The objective is to achieve a high level



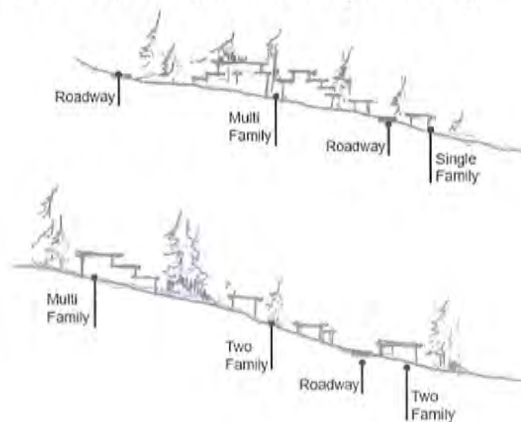
of design and livability for future residents that is consistent with the Ladysmith Vision, while protecting environmentally sensitive areas, and incorporating energy conservation building placement; energy and water conservation, capture and reuse features; and innovative infrastructure.

The lands included within DPA 8 include the following forest ecosystems: Douglas Fir, Arbutus, Western Red Cedar, and Bigleaf Maple. The ecosystems contain intact continuous forest stands; dry, rocky outcrops; and sensitive riparian areas with tributaries to Holland Creek and Rocky Creek. Integration of the site's natural topography, the protection of its natural features, and the identification of areas that must remain free of development or managed in order to protect the natural environment and sensitive ecosystems are important objectives of DPA 8. The application of these guidelines to the land should result in a detailed site development plan that protects the natural environment, its ecosystems and biological diversity by designing a comprehensive multi-family residential development that works with the natural environment and promotes energy and water conservation, and reduces greenhouse gas emissions.

## GUIDELINES

### 1. Form, Character and Exterior Design

- a) Building design shall be prepared by a design professional with knowledge of hillside design, natural area conservation, and multi-family building design.
- b) The design of buildings shall be contemporary west coast and should also be reflective of Ladysmith's built heritage.
- c) Buildings shall be of a human scale and provide a sense of neighbourhood identity through a coherent architectural language and form.
- d) Building massing shall respond to the site's topography. New development should incorporate the following measures with regard to hillside and steeply sloping sites:
  - i) Building design should step with the natural topography, rather than benching across changes in elevation. Building forms should depict a series of buildings nestled into the hillside, rather than a single, uniform building form.
  - ii) Cuts and fills should blend with the natural topography, providing smooth transitions and mimicking pre-development site contours. Large cuts and fills and large structural retaining walls are not supported.
- e) Building facades shall be articulated through the use of varied materials, finishes, colours, façade openings and projections to break-up the overall scale of the building and create varied and visually interesting buildings. Considerations include façade modulations, window patterning, roofline changes, alternating dormers, gables, stepped roofs, and building plane material and colour changes.
- f) Building exteriors shall be constructed from high quality, durable materials including concrete, brick, wood, stone and metal panel products. Bold detailing shall also use natural elements such as rock and wood. Stucco, vinyl, and aluminum siding are not acceptable materials.
- g) All residential units shall be provided with private outdoor space. This space can take the form of a balcony, deck, or garden patio that is oriented to permit sunlight and views. Where the space is located on the ground level, patios should be provided with adequate screening to afford privacy for the residents.
- h) The majority of the parking for the residential units should be located in underbuilding or underground parking areas. Limited surface and in-unit garages may also be considered when set back from the building face and adequately screened with architectural elements and landscaping.
- i) Parking garage entries shall not dominate the streetscape or building frontage. They shall be designed to complement the building façade and to screen or hide parked vehicles.



*Building massing shall step with the topography.*

## 2. Building Siting and Conservation

- a) Building and window placement shall capitalize on the surrounding scenic amenities to help create a sense of place. Consideration of views to the building(s) from other vantage points in Ladysmith shall also be considered.
- b) The siting of buildings, roofs, windows and walls shall be toward the south, where possible, to maximize passive solar gain and create opportunities for solar energy collection.
- c) Buildings shall be designed to maximize opportunities for natural ventilation and cooling.
- d) The incorporation of resource and energy efficiency into building design, construction and systems is highly encouraged.
- e) The building setback requirements of the Zoning Bylaw may be reduced, or altered, through the Development Permit approval process, where strict compliance with the regulations would negatively impact an environmentally sensitive area.

## 3. Site Design and Circulation

- a) The siting of buildings on the lower slopes of Arbutus Hump within the Holland Creek area shall permit view corridors from higher elevations. The determination of view impact shall be taken at human eye level and at a suitable level above the highest development contour. The view corridors include the preservation of an unobstructed view field of:
  - i) the entirety of Bute Island and Dunsmuir Islands located in Ladysmith Harbour;
  - ii) the Channel to the south;
  - iii) the adjacent forested hillsides to the west; and
  - iv) other natural features or landmarks.
- b) Multi-unit buildings shall be oriented towards streets (public or strata). Specifically, building entrances shall face the street and be clearly visible from the street. Buildings shall also provide windows that face the street to provide "eyes on the street". Building entries that face onto common open space that is oriented to the street may also be considered.
- c) Multi-unit buildings shall incorporate a front yard transitional space between the adjacent street(s) and the building(s) to create a semi-public space that divides the public space (the street) from the private space (the building). This may include a landscaped front yard and/or landscaped entry court.
- d) Outdoor common space for use by residents shall be provided for social and other activities. This space shall include both hard and soft landscaping and may include benches and picnic tables, active play area, and natural landscaped areas.
- e) Where surface parking is provided for visitors and short-term/loading purposes, such parking areas shall be located to the side or rear of buildings and shall be designed to accommodate clustered parking with landscape buffering/screening included in the landscape plan. Parking areas shall not be located adjacent to street corners.
- f) An on-site pedestrian circulation system shall be provided that is clearly defined and designed to be separated from driveways, parking/loading areas, through the use of raised curbs, elevation changes, bollards, landscaping, different paving materials, and/or similar method.
- g) Pedestrian linkages from parking areas to building entrances, site amenities, and the street shall be provided.



*Attractive and functional pedestrian pathways.*

- h) Strata roads shall be designed to incorporate pedestrian pathways, cyclist facilities, boulevard trees, and alternative stormwater management strategies.
- i) Short term (outdoor) and long-term (indoor) bicycle parking facilities shall be provided. Short term bicycle parking should be in well-lit locations and clearly visible from a main building entrance. Bicycle racks shall be made of sturdy, theft resistant material that is securely anchored to the floor or ground. Longer term indoor bicycle storage areas or storage for scooters and other personal motorized transportation methods shall be located close to elevators and/or access points.

#### 4. Natural Environment and Sensitive Ecosystems

- a) Land clearing shall not take place prior to the issuance of a development permit. Danger trees identified by an appropriately certified arborist may be removed when authorized by the Town.
- b) A qualified professional Biologist shall conduct an ecological assessment and identify appropriate green space to be protected, maintained and managed such as forested stands, rocky outcrops and/or additional areas adjacent to riparian features. A covenant may be required to protect sensitive ecosystems. Two reference reports that can be utilized include "Ecological Assessment – Malone Road" (Madrone Environmental Services Ltd., 2010) and "Bio-inventory of Northern Portions of District Lot 103E&N and Block 192, Oyster District, Ladysmith" (Toth and Associates Environmental Services, 2013).
- c) No development activities are permitted within the Streamside Protection and Enhancement Area (SPEA) including construction of permanent/non-permanent structures; clearing/disturbing vegetation; dumping of yard waste; and limbing/pruning of trees unless deemed to be danger trees by an appropriately certified Arborist overseen by a Qualified Environmental Professional. The location of the SPEA is subject to the provincial *Riparian Area Regulation*.
- d) Any development (buildings or land clearing) within the Riparian Assessment Area (RAA) shall be subject to the development of detailed measures consistent with the Riparian Development Permit Area guidelines (DPA 6). The location of the RAA is subject to the Provincial *Riparian Area Regulation*.
- e) Identify the SPEA edge on site plans and in the field through the use of flagging or high visibility, temporary snow fencing to prevent encroachment.
- f) A construction environmental management plan should be developed prior to any physical development of the lands to avoid adverse effects on the environment and during construction.
- g) A detailed site-specific sediment and erosion control plan shall be prepared by a qualified professional prior to development. The sediment and erosion control plan shall include the following requirements:
  - i) Minimize areas to be cleared;
  - ii) Maintain vegetation cover for as long as possible;
  - iii) Carry out site preparation work in the summer months and suspend operations during periods of wet weather;
  - iv) Install silt fencing where appropriate;
  - v) Cover exposed areas with geotextiles or tarps to prevent rain splash mobilization of sediment; and



Protect riparian areas.



- vi) Use mulch and/or seeding to stabilize exposed ground and decrease the potential for mobilization of sediment.
- h) If vegetation clearing (grasses, shrubs and/or trees) is proposed to occur during the bird breeding season (April 15 to July 31) a nest survey shall be completed by a qualified professional Biologist prior to site disturbance. Active nest sites shall be identified and flagged so that nest sites can be left undisturbed until the young birds have fledged and left the nest.
- i) Where slopes are greater than 30 percent, the guidelines contained in 'Development Permit Area 7 – Hazard Lands' shall apply.
- j) FireSmart Interface Priority Zones shall be used to determine appropriate vegetation (fuel) management areas from structures and along access routes.
- k) A tree preservation plan shall be prepared and supplied by an appropriately certified Arborist. The following general measures shall be addressed:
  - i) Retention and replacement of tree cover as strategies for carbon storage and groundwater management;
  - ii) Management of tree cover to maximize solar radiation in winter months.
  - iii) Maintenance of continuous forest stands where possible to sustain connectivity and wildlife use.
  - iv) Retain mature large diameter trees and surrounding vegetation within the drip line area (at a minimum);
  - v) Identification of the rooting zone of trees in construction areas to avoid damage to roots (e.g. through trenching);
  - vi) Management of the soil around the trees so that it is not compacted (e.g. through the action of heavy machinery) so as to maintain drainage conditions;
  - vii) Management of pollutants to ensure that they do not enter the rooting zones of trees;
  - viii) Identify and safely retain large diameter snags with significant wildlife use;
  - ix) Ensure that trees retained around structures and along road access routes are wind firm;
  - x) Management of the site to avoid damage to tree limbs and bark;
  - xi) Provision for on-site monitoring during site clearing and construction.

## 5. Landscaping, Energy & Water Conservation, and GHG Emission Reduction

- a) The site landscape plan shall be prepared by a registered professional Landscape Architect in collaboration with the registered professional Biologist.
- b) A 6.0 metre landscaped buffer shall be provided and maintained along the west property line (B.C. Hydro right of way) as an additional area of landscaping between the transmission lines and the development site. Vegetated bio-swales may be considered within this buffer area.
- c) On-site landscaping shall consist of native and drought tolerant plants to reduce water consumption and to contribute to natural habitat.
- d) Surface parking areas shall be designed to incorporate alternative stormwater management strategies such as bio-swales, wherever possible.
- e) Stormwater run-off shall be reduced by utilizing vegetative filter strips, infiltration galleries, permeable surfaces, rain gardens, and retention ponds.
- f) Permeable paving materials are encouraged for sidewalks, courtyards, driveways, internal roads, and parking areas to facilitate on-site rainwater infiltration. Pollution/water separators shall be installed and a maintenance plan prepared.

- g) Consideration shall be given to installing rainwater collection systems to capture, store, and re-use rainwater to irrigate plants and landscaping.
- h) The exterior refuse, recycling, and organics collection (compost) storage bins shall be adequately sized and securely enclosed and covered utilizing materials that are compatible with the design of the primary structures on the site, using similar building materials and/or detailing.
- i) Exterior lighting on the site shall be downcast and shall be directed away from adjacent residential areas and park areas. Pedestrian corridors shall be lit with pedestrian scaled lighting.
- j) Retaining walls should be terraced, or stepped, to avoid expansive wall surfaces and reduce visual impacts. Plant material should be incorporated into retaining wall design to soften the appearance and perceived wall height. All retaining walls should include textured concrete on the face of the retaining wall. Untreated large concrete block walls are not supported.
- k) Adequate monetary security will be required to ensure that the required landscaping will be completed and established.
- l) All landscaping work and plant material shall conform to the most recent edition of the British Columbia Landscape Standard published by the British Columbia Society of Landscape Architects.
- m) The sequencing and timing of a development may be specified in the development permit to reduce impacts to the environment and neighbouring properties.



*Alternative stormwater management.*

## 6. Monitoring

- a) Conditions regarding monitoring and reporting shall be included in the Development Permit.
- b) On-site monitoring may be required to be undertaken by a registered professional Biologist during site clearing and throughout the construction of the development.
- c) On-site monitoring may be required to be undertaken the by an appropriately certified Arborist during site clearing.
- d) On-site monitoring shall be undertaken by a registered professional Landscape Architect during landscape installation. Any request for release of a landscape bond shall be accompanied by a report from the Landscape Architect.

## DPA 11 | Arbutus Hump ESA

**Development Permit Area 11 – Arbutus Hump Environmentally Sensitive Area** is designated under Section 488(1)(a) and (b) of the *Local Government Act* for the protection of the natural environment, its ecosystems and biological diversity; as well as protection of development from hazardous conditions. DPA 11 is shown on OCP Map 2 – Development Permit Areas. Prior to alteration of land or removal, alteration, disruption or destruction of vegetation as part of development; disturbance of soils; construction or erection of buildings and structures; and prior to subdivision of land (as defined in section 455 of the *Local Government Act*) an owner of property within DPA 11 shall apply to the Town of Ladysmith for a development permit.

### SPECIAL CONDITIONS

Arbutus Hump is an important landmark in the Holland Creek area. The land included in DPA 11, known as Arbutus Hump, is characterized as a rocky hill with a peak at the 190-195 metre elevation (geodetic). The forest cover contains a young arbutus forest with a sparse sub-canopy of pole-sapling Douglas-fir. The canopy is relatively open and the understory is comprised of ocean spray, salal, baldhip rose, red huckleberry, dull Oregon-grape and sword fern. Moss covered rock outcrops are prevalent. The Holland Creek area is within the Coastal Douglas Fir (CDF) biogeoclimatic zone, however Arbutus Hump is unique as it also falls within the Coastal Western Hemlock Very Dry Maritime biogeoclimatic zone.



### OBJECTIVES

The objective of Development Permit Area 11 – Arbutus Hump (DPA 11) is to protect the natural environment, ecosystems and biological diversity of Arbutus Hump; and to ensure that the natural environment of Arbutus Hump is respected and is a defining feature of this area.

### GUIDELINES

The guidelines of Development Permit Area 11 – Arbutus Hump (DPA 11) are:

1. Identify environmentally valuable resources by retaining a Registered Professional Biologist to prepare a bio-inventory of the land.
2. A vegetation and tree preservation plan shall be prepared and supplied by an appropriately certified Arborist. The plan shall identify the rooting zone of trees and a strategy to protect trees and roots during construction.
3. Roads, walkways and trails shall be kept narrow; shall follow the natural contour of the land; and shall be designed to protect unique or special natural features.

4. Provide a site plan that identifies building footprints. The building footprints must be located to minimize the area cleared and disturbed for development and must be located to protect environmentally valuable resources.
5. Buildings, driveways, and associated infrastructure should be sited with sufficient undisturbed space around significant mature or established trees to protect root systems.
6. Identify and avoid areas with high risk of erosion potential. Disturbed areas shall be replanted to stabilize soils and prevent erosion.
7. Unique or special natural features such as rare plants, rock outcroppings, and mature trees should be protected from erosion and development.
8. Connections and corridors should be maintained to provide continuity for sensitive ecosystems and wildlife habitat.
9. Use of drought resistant and native plants in landscaping is encouraged. Avoid the introduction of invasive species.
10. A trail design plan shall be submitted prior to trail construction, and the trail design shall comply with the DPA 11 guidelines.
11. Where slopes are greater than 30.0 percent, the guidelines contained in 'Development Permit Area 7 – Hazard Lands' shall apply.
12. The setback requirements of the Zoning Bylaw may be reduced or altered through the Development Permit approval process where strict compliance with the regulations would negatively impact an environmentally significant feature or ecosystem.
13. The road standards in the Town of Ladysmith Subdivision and Development Servicing Bylaw may be altered through the Development Permit approval process where strict compliance with the standards would otherwise undermine the natural environment of Arbutus Hump.
14. A development permit issued at time of subdivision may include the conditions related to the construction of buildings and structures.
15. The DPA 11 permit conditions may include:
  - a) Construction of permanent or temporary fencing around sensitive features;
  - b) Fencing, flagging and posting of notices during construction;
  - c) Limits on blasting in sensitive areas;
  - d) Limits on construction sequence and timing;
  - e) Restoration or enhancement of disturbed sensitive ecosystems and habitat; and
  - f) Registration of restrictive covenants to protect natural features and sensitive areas.



# Town of Ladysmith

# HOLLAND CREEK

# LOCAL AREA PLAN

SCHEDULE C OF THE TOWN OF LADYSMITH OFFICIAL COMMUNITY PLAN



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## 1.0 Introduction

The first Holland Creek Area Plan was developed in 2000 to guide a future growth area of the Town. Since that time, new residential lots have been created by subdivision on the edges of the original plan area and some lands have been rezoned for higher densities, but not yet developed.

In 2008, the Town undertook the Community Visioning Initiative including a workshop that looked at the community's vision for the Holland Creek Area. As well, the Provincial scheme that protects riparian areas changed since the adoption of the original plan. The Holland Creek vision, updated riparian information and recent work with the owners of the three large land holdings included in the current Plan Area form the basis of this updated plan. The Plan Area is shown in Map 1 – Location Map.

*"Design a community that blends into the natural landscape and topography."*

*"Walkable places include street trees, sidewalks and interesting places for kids to congregate and play (not just neglected places or carbon-copy playgrounds places)."*

*Quotes from the Holland Creek Vision Workshop, 2008.*

## 2.0 Local Area Plan Context

Located west of the Holland Creek trail system, the Plan Area is approximately 1 km south of the centre of Downtown and 0.5 km west of the Island Highway. The Plan Area includes the 53 hectare (130 acres) Holland Creek Trail and three large parcels containing 90.4 hectares (223 acres) of land. The area is bordered by the Holland Creek trail system, a BC Hydro right-of-way, single family residential development and a small linear park system to the east. Significant natural features within the Plan Area are Holland Creek, the Heart Creek ravine and the area known as Arbutus Hump. A BC Hydro corridor (right-of-way) bisects the area and may provide a future recreation corridor through the Plan Area co-located with the hydro infrastructure. The area contains varied terrain, rising to 170 metres - 195 metres at Arbutus Hump and falling to 25 metres in the Holland Creek basin to the northeast, and to 95 metres in the Heart Creek basin to the east.

While two of the large land holdings are currently zoned to permit single unit residential development, this Plan lays out planning and design principles and policies should a zoning change be considered for these lands. The third parcel has been part of the Provincial woodlot system managed by the Stz'uminus First Nation. A rezoning application for that parcel prompted this update to the original plan. This parcel contains significant riparian features including Heart Creek, a fish-bearing watercourse, and tributaries that flow into Holland Creek. The feature known as Arbutus Hump straddles the parcels.

## 3.0 Purpose of the Plan

The Holland Creek Local Area Plan (HCLAP) provides planning and design principles, land use, transportation and servicing policies and development financing mechanisms for a predominantly residential neighbourhood located within a rich natural setting of the Holland Creek trail, Heart Creek



and its tributaries and the Arbutus Hump hillside. The HCLAP shall be used in the consideration of development proposals in the Plan area, such as rezoning applications and at the time of subdivision. The Plan provides the vision for this new neighbourhood as identified by the community and land owners.

#### **4.0 Planning and Design Principles**

The planning and design principles provide a framework for development in the Plan Area.

##### **4.1 Planning Principles**

- 4.1.1 The Holland Creek area is proposed as a future residential neighbourhood in Ladysmith and shall accommodate a portion of the community's future residential growth.
- 4.1.2 It is expected the plan area shall provide housing opportunities for 2,000 to 3,000 residents (approximately 1090 units) over the next 20 to 30 years.
- 4.1.3 It has the potential to provide a model in terms of responsible, sustainable and attractive development that other areas can emulate.
- 4.1.4 Elements of a future residential neighbourhood should include:
  - a) Principally housing with a mix of densities and dwelling types;
  - b) A single family/multi-family mix in the 50/50 percent range;
  - c) A neighbourhood centre, including a school/park;
  - d) Limited local commercial uses;
  - e) Aging in place facilities; and
  - f) Park and open spaces.

##### **4.2 Design Principles**

- 4.2.1 Focus development on land with slopes ranging from 0% - 30% as shown on Map 2 – Slope Analysis.
- 4.2.2 Provide a mix of housing sizes and housing types.
- 4.2.3 Encourage a neighbourhood centre supported with aging in place facilities.
- 4.2.4 Reduce the visual impact of hillside development and protect views to and from the site by establishing view corridors.
- 4.2.5 Create a connected green space network and habitat friendly landscapes.
- 4.2.6 Minimize rainwater drainage impacts to environmentally sensitive and riparian areas.
- 4.2.7 Support multi-modal transportation.
- 4.2.8 Support a bridge design over the Holland Creek ravine and trail that fits with the aesthetics and use of the trail.
- 4.2.9 Incorporate alternative development standards (roads, drainage).
- 4.2.10 Give special consideration to Arbutus Hump by protecting the top of Arbutus Hump, encouraging recreational uses, and limiting development.

- 4.2.11 Maintain the area's special environmental, social and cultural relationship for the community.

## 5.0 Park, Open Space and the Environment

The landscape in the Plan Area provides support for healthy local ecosystems and habitat, opportunities for recreation and to grow food, and to celebrate the artistic and heritage values of the broad Ladysmith community.

Significant natural features within the Plan area are Holland Creek, the Heart Creek ravine and the area known as Arbutus Hump. This new neighbourhood is located in a wildland residential urban interface area. FireSmart strategies to reduce the wildland interface / wildfire threat levels are required as part of land development phasing and building construction. FireSmart practices by future home owners are a long term commitment.

### 5.1 Park, Open Space and Environment Objectives

- 5.1.1 Integrate natural areas so that the natural environment is a defining feature of the neighbourhoods in the plan area.
- 5.1.2 Provide for a system of trails, including a continuous linear trail along Holland Creek and Heart Creek, linking to the perimeter electrical power line corridor and other parks and trails.
- 5.1.3 Preserve and protect environmentally sensitive areas, steep slopes and sensitive views from negative development impacts.
- 5.1.4 Protect Arbutus Hump as a special natural feature and viewscape.
- 5.1.4 Partner with community groups to enhance park, open space and natural areas.



### 5.2 Park and Open Space Policies

- 5.2.1 Provide natural areas, active parks and a continuous linear trail system for residents and visitors by developing the Park and Open Space system as shown in Map 3 – Land Use.
- 5.2.2 Support the development of a linear trail system within the Heart Creek riparian corridor with park amenities such as benches and parking, similar to the Holland Creek Trail.
- 5.2.3 Work together with BC Hydro, land owners and community partners to improve the Hydro right-of-



- way for recreational purposes, including removal of invasive species and consideration of FireSmart guidelines.
- 5.2.4 Provide a neighbourhood park in a central location to support neighbourhood activities and gatherings.
  - 5.2.5 Work with School District 68 to determine the potential for a future school site in this neighbourhood.
  - 5.2.6 Examine potential linkages between neighbourhood services and trail systems.
  - 5.2.7 Retain natural areas within the Park and Open Space designation to allow for the protection of environmentally sensitive areas, steep slopes, and scenic views.
  - 5.2.8 Arbutus Hump has been identified as Park and Open Space to protect its sensitive ecosystem, as well as the significant view exposure from other parts of the community.
  - 5.2.9 Community amenity contributions, park land dedication, density transfer and conservation covenants are mechanisms that may be used to acquire and protect environmentally sensitive areas.
  - 5.2.10 Zoning of Park and Open Space should support active parks and natural parks.

"Consider areas of green space, supporting wildlife while addressing recreational needs of residents."

*Quote from the Holland Creek Vision Workshop, 2008*

### 5.3 Environment Policies

- 5.3.1 Fish bearing and non-fish bearing riparian areas shall be protected through conservation tools such as public ownership, covenants, and the guidelines of Development Permit Area 6 – Riparian (DPA 6).
- 5.3.2 Lands with slopes greater than 30% as shown on Map 2 – Slope Analysis should be included within Development Permit Area 7 – Hazards Lands (DPA 7).
- 5.3.3 A Stormwater Management Plan and construction Environmental Management Plan should be developed prior to any physical development of the lands.
- 5.3.4 Attention should be paid to vegetation management along the interior and exterior perimeters of the development parcels.
- 5.3.5 Land clearing activities undertaken during the period of April 15 to July 31 should be preceded by a bird nest site survey. Active nest sites should be identified and flagged so that nest sites can be left undisturbed until the young birds have fledged and left the nest.
- 5.3.6 Developers should utilize the available environmental impact assessments to identify and safely retain large diameter snags with significant wildlife use and ensure that trees retained around structures and along road access routes are wind firm.

- 5.3.7 FireSmart Interface Priority Zones shall be used to determine appropriate vegetation (fuel) management areas from structures and along access routes.
- 5.3.8 Wildfire interface practices are encouraged to reduce fire hazards:
- a) Manage fuel vegetation along the perimeters of the development lands,
  - b) Follow the BC Wildfire Act and local bylaw requirements for land clearing, and
  - c) Provide sufficient vehicle access for adequate fire protection as part of development phasing.
- 5.3.9 Land development practices that improve the water quality of fish-bearing streams are supported.
- 5.3.10 Fencing and signing of rear parcel lines is encouraged to separate streamside protection and enhancement areas from residential backyards to reduce human/wildlife conflicts, erosion, vegetation removal or dumping and other intrusions into riparian areas.
- 5.3.11 Trail networks shall be designed and located so that they do not create slope instability, erosion or undue stress or disturbance to wildlife. Trails should avoid areas of dense bush to allow for use of these areas by wildlife for its security, thermal or nesting cover.
- 5.3.12 A fish hatchery is supported on Holland Creek in partnership with the Stz'uminus First Nation, community organizations, and Department of Fisheries and Oceans.

"Do not disturb Holland Creek."

"Public areas should in the most desirable places."

*Quotes from the Holland Creek Vision Workshop, 2008*

## 6.0 View Corridors

Development at higher elevations could impact important public views towards the Ladysmith Harbour, especially when located adjacent to Park or Open Spaces. This is particularly true for development in the area of Arbutus Hump.

### 6.1 View Corridor Objectives

- 6.1.1 View corridors shall be utilized to preserve public views from higher elevations to important Ladysmith landmarks, such as the Ladysmith Harbour, surrounding forested hillsides and natural features.

### 6.2 View Corridor Policies

- 6.2.1 Zoning to permit development above the 130 metre contour shall include consideration of protected view corridors from park and open spaces or other publicly accessible areas.
- 6.2.2 View corridors from the higher elevations within the Plan Area shall include the preservation of an unobstructed, by development, view field of:

- a) the entirety of Bute Island and Dunsmuir Islands located in Ladysmith Harbour;
- b) the Channel to the south;
- c) the adjacent forested hillsides to the west; or
- d) other natural features or landmarks.

6.2.3 The determination of view impact shall be taken at human eye level and at a suitable level above the highest development contour.

6.2.4 View corridors may be included in development permit area guidelines.

6.2.5 Building heights or massing may be reduced when proposed buildings impact the established view corridor.



## 7.0 Residential Land Use

The natural environment is the defining characteristic of the Plan Area. Holland Creek, Heart Creek and Arbutus Hump are significant environmental features that frame development areas, creating islands of development potential (Map 3 – Land Use). There are two primary development areas: one between Holland Creek and Heart Creek and one east of Heart Creek.

The new neighbourhood has been identified as primarily residential offering a mix of lot sizes and housing forms that complement the natural environment and adjacent neighbourhoods. Aging in place is supported with the addition of community care facility and assisted living residence use within Multi-Family designated areas. Estate lots may be appropriate to limit development in environmentally sensitive areas or on steep slopes.

### 7.1 Residential Land Use Objectives

- 7.1.1 Provide a mix of housing types and densities with a ratio of approximately 50 percent single unit dwellings and 50 percent multi-unit dwellings.
- 7.1.2 Provide a range of single unit dwelling lot sizes.
- 7.1.3 Encourage multi-unit housing to be in the form of ground-oriented townhouses that reflect the form and character of single family homes.
- 7.1.4 Support creative and innovative housing forms, including co-housing and cluster housing.
- 7.1.5 Design multi-unit housing sites to contain open space and respond to the land and site topography.
- 7.1.6 Support residential uses that enhance aging in place.

- 7.1.7 Support site planning and design that respects natural features, slope conditions and view corridors.
- 7.1.8 Encourage development that exceeds current building energy standards.

## 7.2 Residential Land Use Policies

- 7.2.1 The preferred density of residential development is a mix of housing types and densities with a ratio of housing types across the Plan Area of 50/50 percent single unit to multi-unit.
- 7.2.2 Special care and attention shall be undertaken to encourage a positive interface between new residential development and existing residential areas and Park and Open Space.
- 7.2.3 Secondary suites shall be permitted on larger single family residential lots where on-site parking can be accommodated.
- 7.2.4 Secondary suites shall not be permitted in areas in the Small Lot or Multi-Family land use designation.
- 7.2.5 Single-Family designated areas may have a density of 20 units per hectare of land, depending on site conditions and other criteria, such as including secondary suites and as a way to secure the protection of environmentally sensitive areas and other natural features.
- 7.2.6 Small-Lot Single-Family designated areas may have a density of 25 units per hectare of land.
- 7.2.7 Estate Single-Family designated areas may have a density of 5 units per hectare of land to accommodate low density single-unit development in areas with environmental sensitivity.
- 7.2.8 Multi-Family designated areas may have a density of 37 units per hectare of land.
- 7.2.9 Community care facility and assisted living residence use may be included in Plan Area and, when included in the Multi-Family designated areas, may have a density of 60 residential care bedrooms per hectare of land.
- 7.2.10 Areas zoned for multi-unit development shall be designated as a Multi-Unit Development Permit Area to guide the form and character, sustainability and climate



action features of multi-unit developments, community care facilities and assisted living residences, and to manage the interface with adjacent single unit development.

- 7.2.11 Limited single-unit development may be included in the multi-unit land use designation below the 130 geodetic elevation in metres, as a means to support flexibility in site design.
- 7.2.12 Rezoning, density transfer, park dedication or land acquisition are tools available for the protection of environmentally sensitive areas and areas of importance to the community.
- 7.2.13 Geotechnical review shall be required as part of site and building development and a subdivision grading plan shall be provided.

## 8.0 Commercial Land Use

Commercial areas within the Holland Creek neighbourhood are not intended to be extensive, and should not challenge the main shopping areas in the Town. Instead the commercial area is expected to primarily support daily local needs. It is likely that commercial land use shall be implemented slowly over many years as the residential area develops.

The commercial land analysis completed by Rollo and Associates in October, 2015 indicates that the maximum commercial space requirement at build-out is 929m<sup>2</sup> (10,000 sq.ft.) of convenience retail space. In a single location, an area of about 0.2 hectares would be required to support this floor area. This amount of convenience retail space could support the neighbourhood population at build-out and a small secondary trade area population of about 450 people. While the Land Use Plan (Map 3) does not identify specific areas for commercial land use, such areas may be determined at the zoning stage.

### 8.1 Commercial Land Use Objectives

- 8.1.1 Support limited neighbourhood convenience commercial and service use.
- 8.1.2 Recognize that the Downtown and Coronation Mall are the main commercial areas to support the Plan Area.

### 8.2 Commercial Land Use Policies

- 8.2.1 Given the proximity and ease of access to Coronation Mall and the Downtown, the demand for commercial space in the Plan Area should be approximately five square feet (0.46m<sup>2</sup>) per capita served.
  - 8.2.2 The total commercial space in the Plan Area should be a maximum of 10,000 square feet (929m<sup>2</sup>) of convenience retail and service.
  - 8.2.3 The types of commercial convenience retail that may be supported in the Plan Area include small café or restaurant, corner grocery store, hair salon, family medical or dental practice, specialty food, and small retail businesses.
  - 8.2.4 Community service space or space for health care practitioners is appropriate in a commercial area.
-

- 8.2.5 Commercial use in combination with other uses, such as residential units above the commercial space or in combination with a community care facility or assisted living residence is supported.
- 8.2.6 Commercial space located on the collector road and in close proximity to multi-unit residential, community care facility or assisted living residence use is preferred.

## 9.0 Transportation

The primary accesses into the Plan Area are from Dogwood Drive and the extension of Colonia Drive. A collector road is proposed to provide access into and through the neighbourhood from each of these neighbourhood accesses.

A Traffic Impact Assessment Study prepared by Boulevard Transportation (November 15, 2015) considered transportation improvements for a 1,000 unit residential development. This study concludes that the area should ultimately be serviced by three accesses based on the recommendations of the National Fire Protection Association (NFPA) Code 1141 "Standard for Fire Protection Infrastructure for Land Development in all Suburban and Rural Areas". The third access will be from a future extension of Thetis Drive.

The study identifies road improvements that will be required as the development proceeds.

- A left turn lane onto Dogwood Drive from the new collector road will be required by 250 units.
- Access into the neighbourhood from both Dogwood Drive and Colonia Drive will be required by 600 units.
- A signalized intersection on Dogwood Drive may be needed in the longer term (year 2040+) depending on growth and traffic distribution factors.

The study concludes that a roundabout at Dogwood Drive may be feasible from a traffic flow perspective, but would be a challenge to construct due to grade issues at this location.

The new Dogwood Drive to Colonia Drive collector road will cross both Holland Creek and Heart Creek. Bridges and creek crossings will be designed to respect the natural setting and the trail system. Limited driveways and on-street parking at strategic locations are recommended on the collector road. Local streets shall follow the topography as much as possible, avoiding steep slopes and paralleling slope contours. Pedestrian connections shall be provided throughout the development, ensuring that residential areas are well connected to each other and to the park and open space system. Key transit stop locations, pedestrian linkages, pocket parking, street lighting, and street furniture (transit shelter) should be considered.

### 9.1 Transportation Objectives

- 9.1.1 Promote road standards that:
  - a) Embrace the Plan's planning and design principles;
  - b) Utilize the complete streets philosophy; and
  - c) Integrate with the adjacent land uses.
- 9.1.2 Minimize detrimental environmental effects of road location and development.



- 9.1.6 Minimize retaining walls or ensure an appropriate design standard, if they are required.
- 9.1.7 Encourage traffic calming in street design.
- 9.1.8 Promote safe and efficient multi-modal transportation.
- 9.1.9 Provide suitable access points into the Plan Area and to lands beyond.

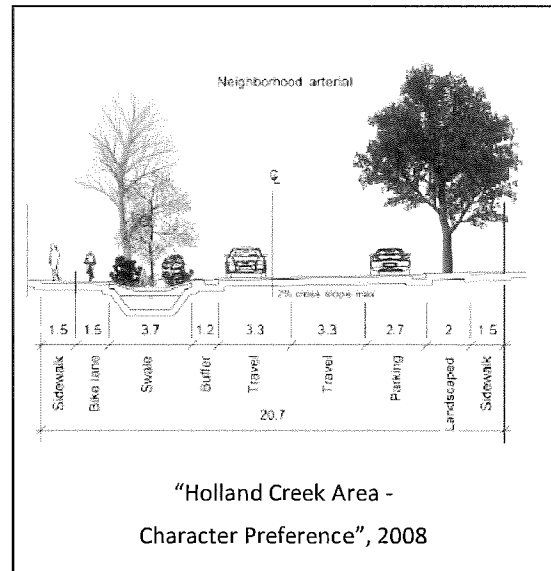
"If there is going to be a bridge, it should have minimal impact on Holland Creek, its footings should be high up on the bank, and blend into the forest."

*Quote from the Holland Creek Vision Workshop, 2008*

## 9.2 Transportation Policies

- 9.2.1 Road access into the neighbourhood shall be provided at Colonia Drive, Dogwood Drive and Thetis Drive as the development is phased-in. Access from both Dogwood Drive and Colonia Drive will be required by 600 units and from all three locations by 900 units.
- 9.2.2 A circulation network that promotes multi-modal facilities, access to the park and open space system and consists of a hierarchy of roads that are classified according to function and design shall be provided.
- 9.2.3 The design of the road network shall consider access to "lands beyond" including lands outside of the Town.
- 9.2.4 Sufficient access for emergency vehicles, including two-way road access in and out of any site, shall be provided as the development is phased-in.
- 9.2.5 Street layout shall avoid crossing steep slopes as much as possible. Street layout that parallels slopes is preferred.
- 9.2.6 Pedestrian movement shall be given a priority when designing streets and considering potential transit routes.
- 9.2.7 Traffic calming measures shall be incorporated into street design, such as curb bulges on side streets at intermittent locations.
- 9.2.8 Driveways onto the collector road should be minimized to facilitate movement of traffic and shared driveways shall be utilized where practical.
- 9.2.9 On-street parking on collector roads should be accommodated through parking pull-out areas at strategic locations.
- 9.2.10 Retaining walls shall have a stepped design, shall be reviewed by a Geotechnical Engineer and shall be landscaped to reduce the visual impact of hard surfaces.
- 9.2.11 Off-site traffic improvements may be required on existing roads as the development proceeds to serve the neighbourhood and the broader community.

- 9.2.12 Bridge and creek crossings over Holland Creek and Heart Creek shall be designed to respect and harmonize with the natural setting, minimize stream impact, maintain the integrity of the trail system and provide pedestrian access.
- 9.2.13 Custom road standards may be adopted for use in the Plan Area that minimize pavement widths and provide pedestrian and bike facilities. Use of traffic calming and providing on-street parking in strategic locations shall enhance these road standards.
- 9.2.14 Alternate standards may be considered as an option on the collector road.
- 9.2.15 Intersection improvements shall be required at offsite intersections, when projected or existing levels of service drop below level "D" in any one movement.



## 10.0 Servicing

The development of the new neighbourhood will require the extension of municipal sanitary sewer mains and water distribution infrastructure into the site. A connection to the municipal storm water system is also required. The highest water pressure zone currently available in the Town serves development up to the 130 geodetic elevation (in metres). Servicing above this pressure zone is limited.

### 10.1 Servicing Objectives

- 10.1.1 Provide adequate servicing infrastructure to allow for future development in the Plan Area.
- 10.1.2 Provide sufficient water supply and fire flow protection to the Plan Area.
- 10.1.3 Provide storm water management which prevents flooding and erosion, and mitigates negative impacts on the natural environment and riparian areas.
- 10.1.4 Explore alternate development standards for storm water (rainwater) management.
- 10.1.5 Ensure protection of watercourses during site development.

### 10.2 Servicing Policies

- 10.2.1 New development in the Plan Area shall be serviced by municipal sanitary sewer, water, and storm drainage systems.
- 10.2.2 Water system infrastructure in the Plan Area shall:
- a) be designed and constructed to service new development;

- b) be connected to the municipal water system watermains and water distribution lines; and
  - c) deliver adequate supply and fire flow protection.
- 10.2.3 The Town shall work with property owners within the Plan Area above the 130 geodetic elevation in metres to determine the potential to establish a location for a new reservoir to serve development with a gravity water system.
- 10.2.4 The location of a new neighbourhood reservoir may be suitable at an elevation below the highest elevation of the Arbutus Hump summit. The siting evaluation criteria shall include biophysical environmental site information, site design that mitigates view impacts, and the opportunity to utilize the facility within a future park site or other amenity for the public. A tower design is not supported.
- 10.2.5 Density transfer from areas above the top pressure zone boundary, as defined by a new or existing reservoir, to lower elevations serviced by a gravity water system may be considered.
- 10.2.6 Off-site improvements to twin the municipal sanitary sewer infrastructure shall be required at 400 units.
- 10.2.7 The sanitary sewer main shall be located in the right of way for the collector road or in a separate statutory right of way held by the Town.
- 10.2.8 Where feasible, the Storm Water Management Plan shall minimize traditional storm water collection and utilize "design with nature" practices to influence how water is used, runs off the land and reaches streams.
- 10.2.9 The storm water management system shall respect the environmental sensitivities of the riparian areas in the Plan Area.
- 10.2.10 Alternate standards for storm water (rainwater) management should consider exfiltration site conditions.
- 10.2.11 Overland storm water controls during site development (e.g. retention areas) should take into account the potential impact of concentrated run-off as it may impact riparian areas.

## 11.0 Financing Mechanisms

Municipal services and facilities shall be provided for the Plan Area. Capital costs associated with infrastructure services (roads, waste water, water, and storm drainage) shall be financed by the landowner/developer through mechanisms of developer construct, latecomer agreements, development works agreements and, for certain infrastructure services, and development cost charges. Community facilities (parks, open spaces and trails, public buildings) shall be considered as development proceeds through the consideration of rezoning proposals and subdivision applications. The Town's Community Amenity Contribution Policy shall provide guidance for rezoning applications. Municipal sources and joint initiatives may be considered to ensure community facilities are provided.

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The Town intends to avoid financial risk to the municipality and general taxpayer by requiring that future servicing costs associated with the development of the Plan Area are borne by the proponent, while ensuring that the costs of development are not so excessive as to prevent development occurring in a timely manner. As much as possible, the costs of services should be allocated to the beneficiaries of those services. A technical committee of Town staff and landowners has been formed and may be used on an on-going basis to discuss infrastructure phasing and financing as development proceeds.

There are number of mechanisms available for addressing the financing of the services including development cost charges, developer construct, latecomer payments and development works agreements as described below.

#### 11.1 Development Cost Charges

The Town has implemented a bylaw to collect Development Cost Charges (DCCs) to finance infrastructure and services required by new growth. Some of these projects also benefit current residents. Projects for which DCCs may be collected include roads as part of a major road network, water, sanitary sewer, storm drainage systems, and parkland acquisitions and improvements.

For the development of municipal services within the Plan Area, a new Holland Creek Area specific DCC program may be established. Projects that serve the broader community should be included within the Town-wide program.

#### 11.2 Developer Construct

The Town of Ladysmith can impose subdivision and development servicing requirements as established under Section 506 of the *Local Government Act*. Section 506 places the responsibility of constructing municipal services directly on the developer as a condition of subdividing land. This approach reduces the financial burden to the Town, because the developer finances development costs. This approach would allow development to proceed without impacting current taxpayers.

#### 11.3 Latecomer Payments and Development Works Agreement

Latecomer payments occur when a developer or landowner provides services such as roads, water, waste water or storm drainage that shall serve land other than the land being subdivided or developed. Sections 507 and 508 of the *Local Government Act* provide the parameters for latecomer charges and cost recovery. Under a latecomer agreement, the developer would provide the excess or extended service and the Town would later impose latecomer charges to other owners that hook up to the excess or extended services, up to a period of a maximum of 15 years. The funds collected by the Town are passed back to the initial developer. The Latecomer Agreement is not registered on the certificate of title which offers administrative challenges. This approach complements the developer construct approach, and reduces the risk to the municipality.

Another option that could be utilized is called a development works agreement. Section 570 of the *Local Government Act*, provides that the Town may, by bylaw, enter into a development works agreement with private developers related to the provision of roads, water, waste water or storm drainage and

improving park land. The bylaw requires the assent of the electors within the area that is subject to the agreement before it can be adopted by Council.

#### **11.4 Parkland Acquisition**

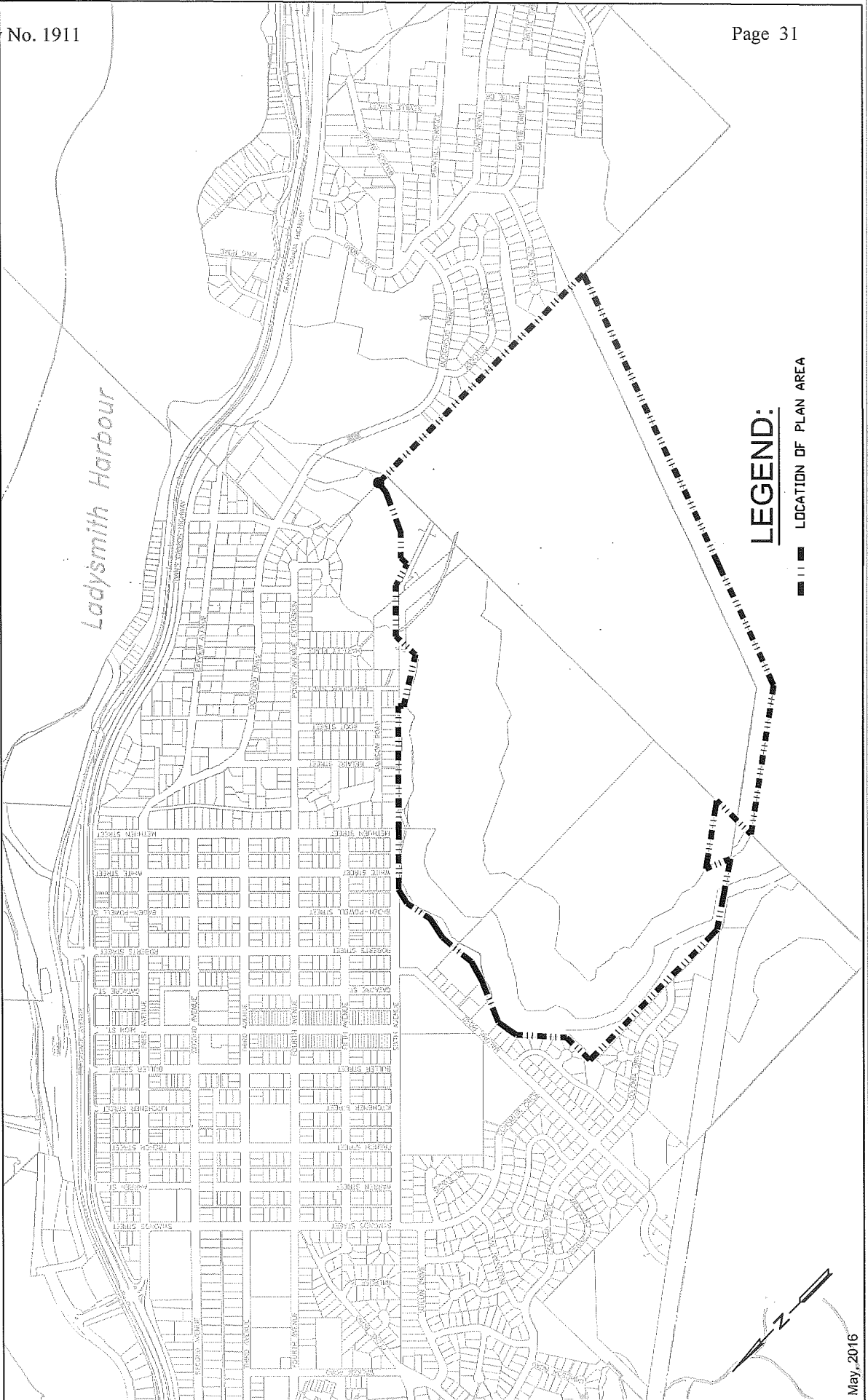
Land for park or open space can be acquired as a voluntary community amenity contribution at the time of rezoning or by dedication at the time of subdivision. Section 510 of the *Local Government Act* provides the requirement for the provision of park land or payment for park purposes at the time of subdivision.

#### **12.0 Development Permit Areas**

The Development Permit Areas (DPA) that apply in the Plan Area are shown on OCP Map 2 – Development Permit Areas. The special conditions, objectives and guidelines for the following Development Permit Areas that apply in the Plan Area are contained in OCP Schedule A.1.

- a) DPA 6 - Riparian
- b) DPA 7 – Hazard Lands
- c) DPA 8 – Multi-Unit Residential ESA
- d) DPA 11 – Arbutus Hump ESA

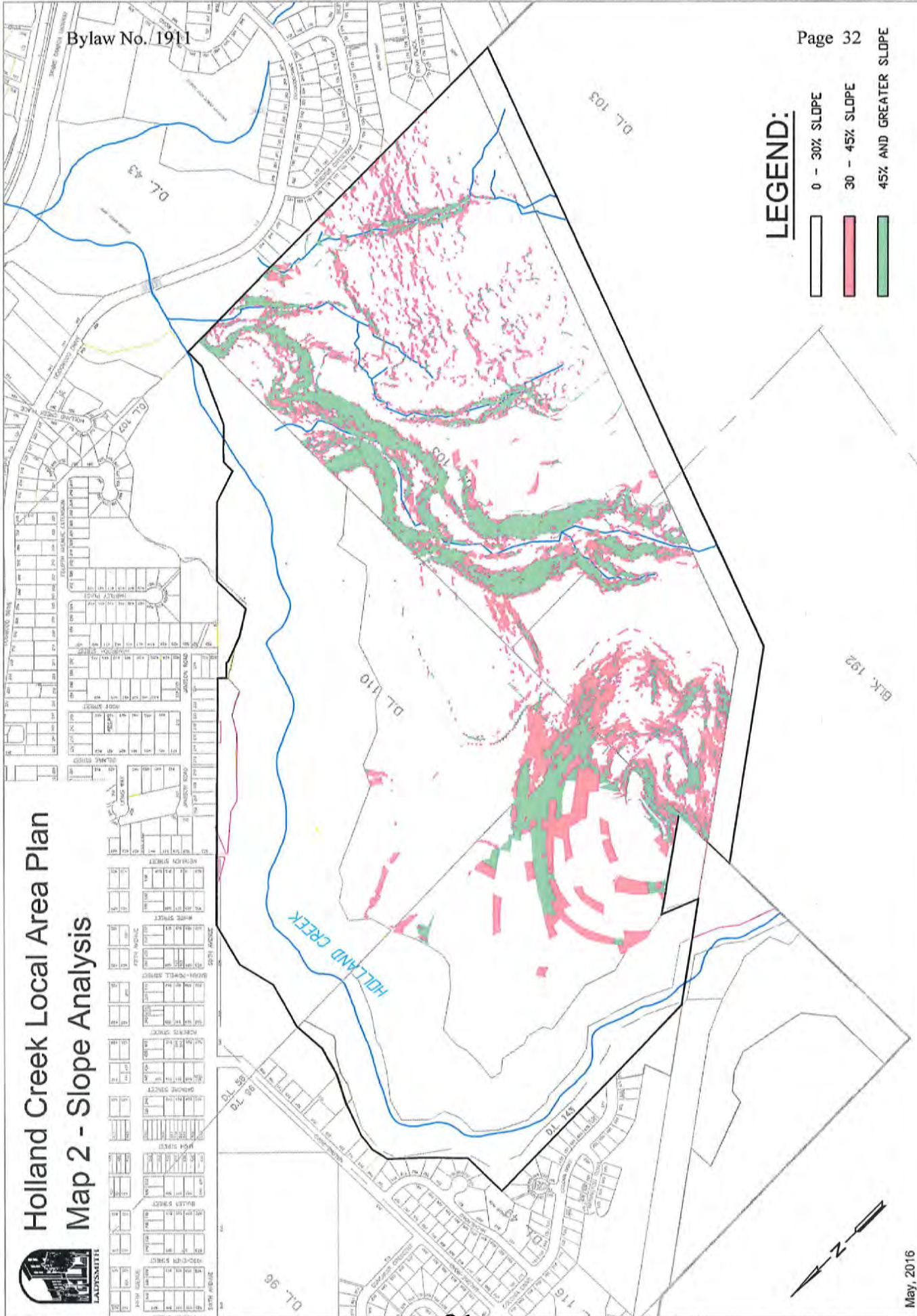
Holland Creek Local Area Plan  
MAP 1 - LOCATION MAP



# Holland Creek Local Area Plan Map 2 - Slope Analysis



101	102	103	104	105	106	107	108	109	110	111	112	113	114	115	116	117	118	119	120
121	122	123	124	125	126	127	128	129	130	131	132	133	134	135	136	137	138	139	140
141	142	143	144	145	146	147	148	149	150	151	152	153	154	155	156	157	158	159	160
161	162	163	164	165	166	167	168	169	170	171	172	173	174	175	176	177	178	179	180
181	182	183	184	185	186	187	188	189	190	191	192	193	194	195	196	197	198	199	200

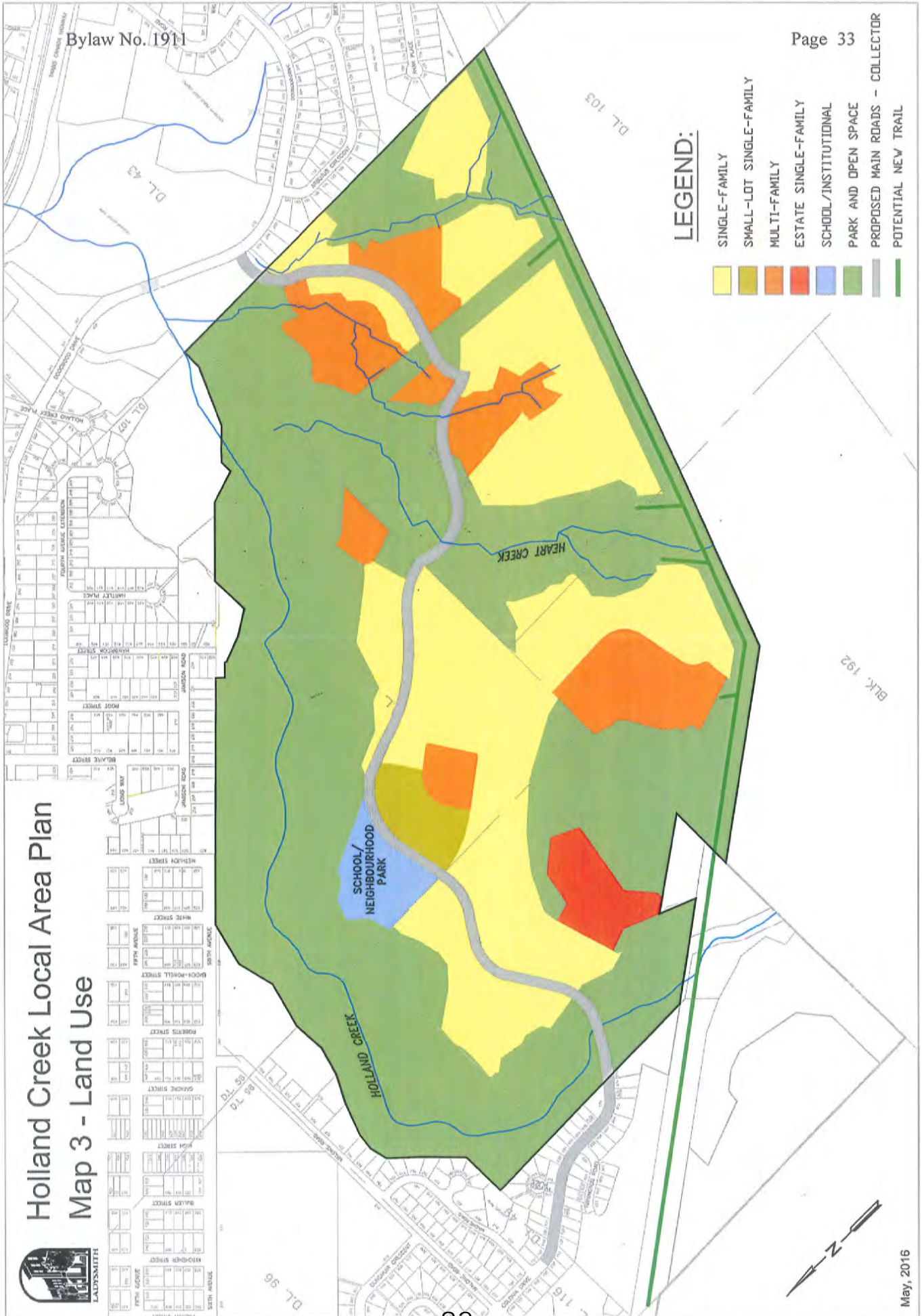
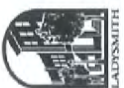


## LEGEND:

- 0 - 30% SLOPE
- 30 - 45% SLOPE
- 45% AND GREATER SLOPE



# Holland Creek Local Area Plan Map 3 - Land Use



## LEGEND:

- SINGLE-FAMILY
- SMALL-LOT SINGLE-FAMILY
- MULTI-FAMILY
- ESTATE SINGLE-FAMILY
- SCHOOL/INSTITUTIONAL
- PARK AND OPEN SPACE
- PROPOSED MAIN ROADS - COLLECTOR
- POTENTIAL NEW TRAIL



**TOWN OF LADYSMITH**

**BYLAW NO. 1913**

A bylaw to amend "Official Community Plan Bylaw 2003, No. 1488"

**WHEREAS** pursuant to the *Local Government Act*, the Municipal Council is empowered to amend the Official Community Plan;

**AND WHEREAS** after the close of the Public Hearing and with due regard to the reports received, the Municipal Council considers it advisable to amend "Official Community Plan Bylaw 2003, No. 1488".

**NOW THEREFORE** the Council of the Town of Ladysmith in open meeting assembled enacts as follows:

- (1) "Official Community Plan Bylaw 2003, No. 1488", as amended, is further amended as shown in "Schedule 1" which is attached to and forms part of this Bylaw.

**CITATION**

- (2) This bylaw may be cited for all purposes as "Official Community Plan Bylaw 2003, No. 1488, Amendment Bylaw (No. 48) 2016, No. 1913".

**READ A FIRST TIME** on the day of

**READ A SECOND TIME** on the day of

**PUBLIC HEARING** held pursuant to the provisions of the *Local Government Act*

on the day of

**READ A THIRD TIME** on the day of

**ADOPTED** on the day of

\_\_\_\_\_  
Mayor (A. Stone)

\_\_\_\_\_  
Corporate Officer (S. Bowden)

**“Schedule 1” of Bylaw No. 1913**

1. Schedule “A” – “Town of Ladysmith Community Plan” is amended as follows:
  - (a) “OCP Map 1 - Land Use” is amended by removing “Multi-Family Residential” from the subject property legally described as Lot 2, District Lot 108, Oyster District, Plan VIP88238 (520 Jim Cram Drive) and replacing it with “Single Family Residential”.
  - (b) “OCP Map 2 - Development Permit Areas” is amended by removing “Multi-Unit Residential – DPA 4” from the subject property legally described as Lot 2, District Lot 108, Oyster District, Plan VIP88238 (520 Jim Cram Drive).

**TOWN OF LADYSMITH**

**BYLAW NO. 1914**

A bylaw to amend "Town of Ladysmith Zoning Bylaw 2014, No. 1860"

**WHEREAS** pursuant to the *Local Government Act*, the Municipal Council is empowered to amend the Zoning Bylaw;

**AND WHEREAS** after the close of the Public Hearing and with due regard to the reports received, the Municipal Council considers it advisable to amend "Town of Ladysmith Zoning Bylaw 2014, No. 1860";

**NOW THEREFORE** the Council of the Town of Ladysmith in open meeting assembled enacts as follows:

- (1) Schedule B – Zoning Bylaw Map of "Town of Ladysmith Zoning Bylaw 2014, No. 1860" is hereby amended as follows:
  - (a) By placing “Single Dwelling Residential – Small Lot B Zone (R-1-B)” on the subject property legally described as Lot 2, District Lot 108, Oyster District, Plan VIP88238 (520 Jim Cram Drive), as shown in ‘Schedule 1’ attached to and forming part of this Bylaw.

**CITATION**

- (2) This bylaw may be cited for all purposes as "Town of Ladysmith Zoning Bylaw 2014, No. 1860, Amendment Bylaw (No. 6) 2016, No. 1914".

**READ A FIRST TIME** on the day of

**READ A SECOND TIME** on the day of

**PUBLIC HEARING** held pursuant to the provisions of the *Local Government Act*

on the day of

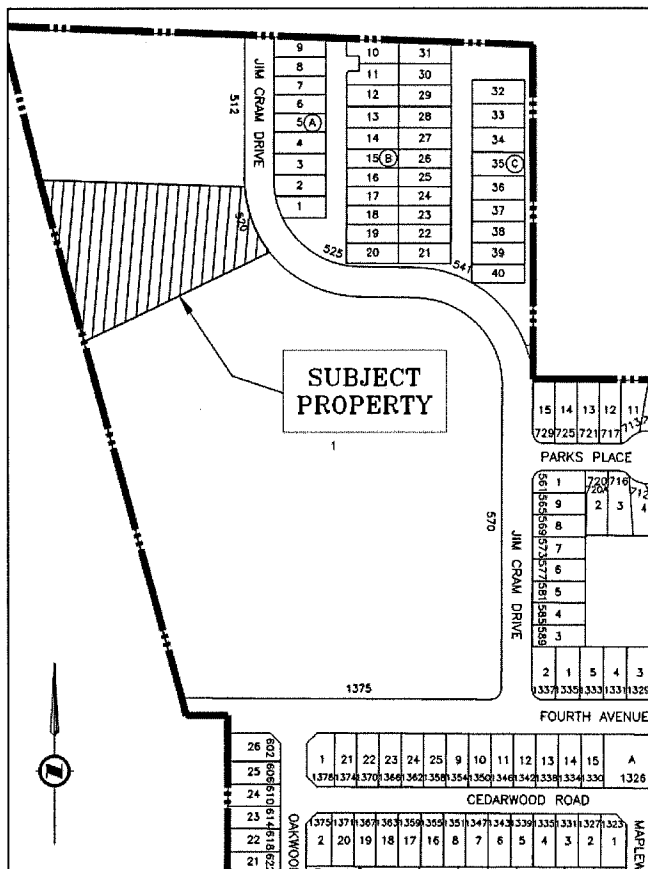
**READ A THIRD TIME** on the day of

**ADOPTED** on the day of

\_\_\_\_\_  
Mayor (A. Stone)

\_\_\_\_\_  
Corporate Officer (S. Bowden)

Bylaw No. 1914 - Schedule 1



# COLLABORATION AGREEMENT



Between the  
Town of Ladysmith  
and the  
Board of Education of School District 68 (Nanaimo-Ladysmith)



The Town of Ladysmith and the Board of Education of School District 68 (Nanaimo-Ladysmith) will strive to work together on initiatives of mutual interest for the benefit of Ladysmith residents. It is important to think creatively and collaboratively about our shared responsibility for community well-being.

This Collaboration Agreement signals our commitment to:

- open communication
- a collaborative approach to decision making where there is mutual interest
- short and long term planning that best meets community and education needs.

This AGREEMENT dated for reference the \_\_\_\_\_ of \_\_\_\_\_ 20\_\_.

**BETWEEN:**            *The Town of Ladysmith Council (hereinafter called the "Council")*

**AND:**                 *The Board of Education of School District 68 Nanaimo-Ladysmith (hereinafter called the Board")*

**WHEREAS:**

- A. The Council and the Board each have distinct governance authorities and responsibilities towards residents and stakeholders and acknowledges that the interests of all community members are best served by working together in the spirit of cooperation AND
- B. The Council and the Board recognize that a formal commitment to collaborative decision making and effective communication will result in more successful community development.

NOW THEREFORE the Council and the Board enter into this Agreement to formalize their commitment to: sharing information, improving communications, addressing specific concerns, setting a solid foundation for future planning and raising awareness and understanding of current and future challenges, duties and responsibilities under the Local Government Act and the Community Charter and under the School Act.

## 1.0 PURPOSE

The purpose of this Collaboration Agreement (hereinafter called the "Agreement") is to:

- 1.1 Enter into a more formal arrangement between the Board and the Council to establish and maintain a long-term relationship based upon effective communications and effective collaboration; and
- 1.2 Establish a Staff Working Committee, comprised of senior staff members of both parties to further the development of Clause 1.1.
- 1.3 The Agreement does not replace or diminish the existing Agreements between the Board and the Council.

## **2.0 PRINCIPLES OF COOPERATION**

We agree that the Board and the Council will:

- 2.1 Meet regularly to promote and encourage open and constructive dialogue based on mutual trust, honesty, respect and understanding.
- 2.2 Continually promote understanding of each other's governing structures, capacities, roles, responsibilities and current projects.
- 2.3 Maintain respect for the views and authority of each other.

## **3.0 PRINCIPLES FOR COMMUNICATION**

- 3.1 We recognize that the foundation of a successful Board to Council relationship is open and timely communication. Effective communication between each other can help achieve collaborative decision making and lead to cooperative actions on common areas of interest.
- 3.2 We consider ourselves to have an obligation to communicate effectively between each other and with the residents, stakeholders and other partners.
- 3.3 We acknowledge and recognize that communication and information sharing for the key joint interests set out in Clause 4.1 may be subject to Federal and Provincial Freedom of Information and Protection of Privacy Legislation.
- 3.4 We will endeavour to acknowledge each other's political representatives at events or meetings.

## **4.0 KEY JOINT INTERESTS**

- 4.1 We agree to work together within applicable statutes on all areas of mutual interest, which may, at various times, include the following elements:
  - Land Use Planning
  - Development Planning and Processes
  - Environmental Protection
  - Economic Development
  - Transportation and Traffic Management
  - Child Care and Preschool
  - Emergency Planning
  - Capacity Building
  - Sustainable, Healthy Communities
  - Joint Facility Planning and Use, where appropriate
  - Special Projects
  - Other Initiatives of mutual interest

## **5.0 STAFF WORKING COMMITTEE**

- 5.1 A Senior Staff Working Committee will carry out the intent of this Agreement based on direction provided from Board and Council.
- 5.2 The Committee will meet bi-annually, or as required and the primary liaison will be the Board's Secretary-Treasurer and the City Manager.
- 5.3 The duties and responsibilities of the Staff Working Committee are:
  - a) To facilitate communications and collaboration on items of mutual interest to each other.
  - b) To provide advice to the Council and the Board.
  - c) To implement the decisions of the elected Council and Board for the undertaking of specific projects and initiatives.
  - d) To establish technical committees and/or working groups to undertake specific projects as required, and
  - e) To identify and recommend financial and other resources required to undertake projects of mutual benefit.

## **6.0 COUNCIL AND BOARD MEETINGS**

- 6.1 The elected Council and Board will endeavor to meet twice annually to provide leadership, to recommend strategic direction and to monitor and evaluate the implementation of this Agreement and the specific initiatives undertaken thereto.

## **7.0 TERMS OF THE AGREEMENT**

- 7.1 This Agreement shall take effect by a formal resolution of each respective party.
- 7.2 This Agreement is a living document and may be subject to revision from time to time by mutual consent. The revisions must be agreed to in writing and by formal resolution by each respective Council and Board.
- 7.3 This Agreement will remain in effect continuously unless terminated by either of the parties by providing sixty (60) days' notice in writing, to be delivered by hand, email or registered mail.
- 7.4 This Agreement does not prejudice or affect the Board's rights, powers, duties or obligations in the exercise of its functions pursuant to the School Act, as amended from time to time.
- 7.5 This Agreement does not prejudice or affect the Council's rights, powers, duties or obligations in the exercise of its functions pursuant to the *Local Government Act*, the *Community Charter* and other applicable statutes as amended from time to time.

**8.0 CONTACT INFORMATION**

**BOARD OF EDUCATION OF SCHOOL DISTRICT 68 (NANAIMO-LADYSMITH)**

c/o Secretary-Treasurer  
395 Wakesiah Avenue, Nanaimo, BC V9R 3K6

**TOWN OF LADYSMITH**

c/o City Manager  
410 Esplande, Ladysmith, BC V9G 1A2

**IN WITNESS THEREOF** the Parties have hereunto affixed their signatures as of the day and year first written above.

**Town of Ladysmith Council**

**The Board of Education of School  
District 68 (Nanaimo-Ladysmith)**

\_\_\_\_\_  
**BY: MAYOR, AARON STONE**

\_\_\_\_\_  
**BY: CHAIR, STEVE RAE**

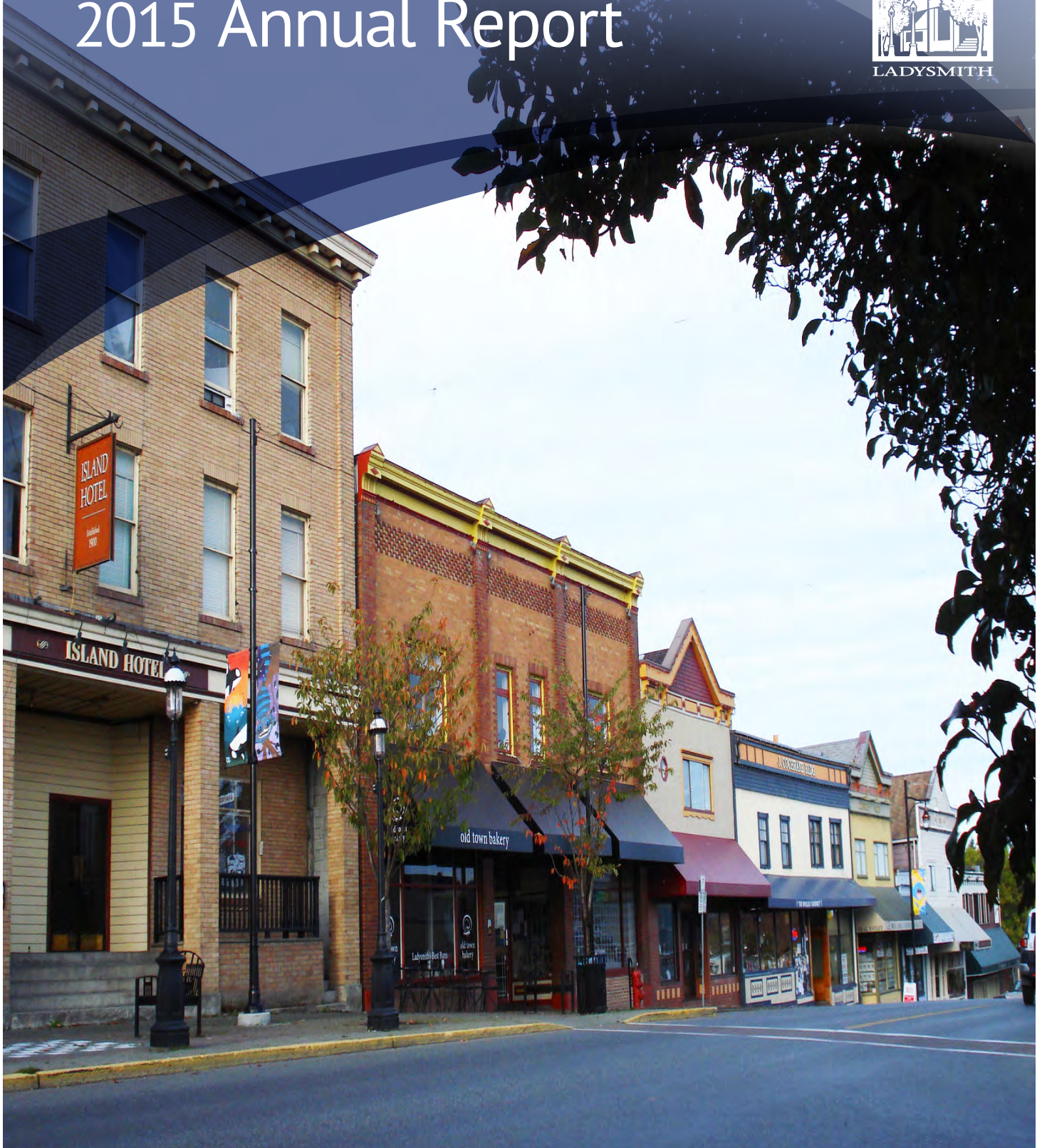
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**WITNESS**

\_\_\_\_\_  
**WITNESS**

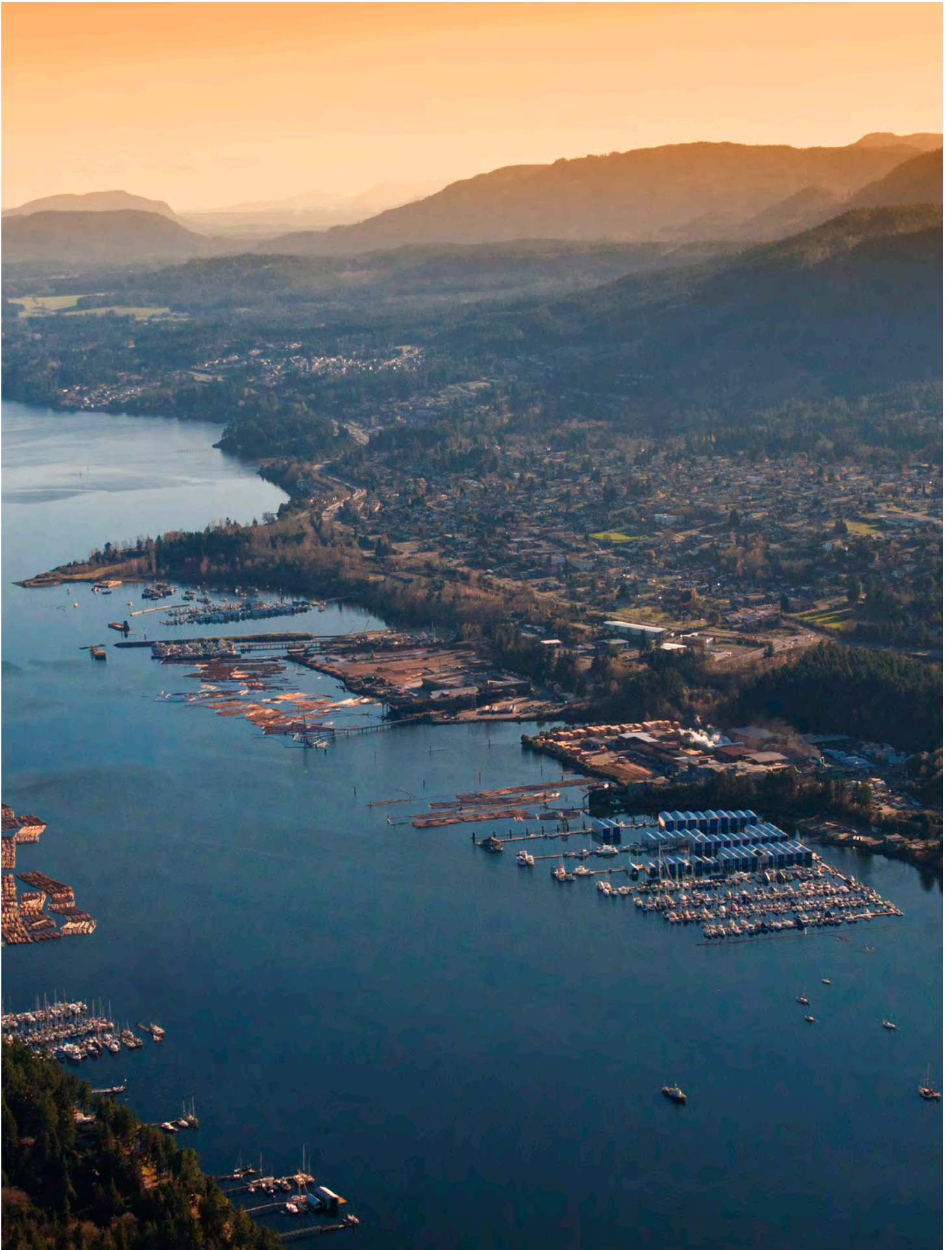


TOWN OF LADYSMITH

# 2015 Annual Report



*Working together to build our future*



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## LADYSMITH: *Heritage by the Sea*



Nestled on the eastern shores of spectacular Vancouver Island, the Town of Ladysmith features all the warmth and charm of small town living with a full range of services and amenities. Ladysmith is a growing community (population 8,177 in 2015, BC Stats) located just 88 km (55 miles) north of Victoria and 23 km (14 miles) south of Nanaimo.

Ladysmith's identity as a charming west coast town is steeped in its intriguing history and the history of the original inhabitants of the area, the people of the Stz'uminus First Nation. The community's

strong sense of pride for its past is evident in its well-maintained architecture and streetscapes. Residents place a very high value on preserving Ladysmith's heritage, and the Town is taking measures to ensure those values are enshrined in all development related plans, policies and guidelines as we plan for a future that emphasizes the importance of environmental, social and economic resilience, as well as a strong sense of shared values and community identity, bound together with the green thread of sustainability.



## MESSAGE FROM THE MAYOR



Our annual report is a chance to reflect on the accomplishments of the past year and to thank all those who have supported Council and staff in our work on behalf of Ladysmith citizens.

In 2015, Council set eight priority areas that provided a framework for budget and work plan decisions the year. These were:

- First Nations Partnerships
- Watershed Protection
- Vibrant Downtown and Economic Development
- Waterfront
- Funding for Asset Replacement
- Information Technology & Services
- Support for getting the right people in the right places

When we invest time, money and effort in key priorities, we can all enjoy the dividends in the form of a stronger, healthier and more vibrant community. Below are some of the highlights of our community investments.

Our Watershed Protection initiatives took on more significance than ever with the very hot, dry summer we experienced last year.

- Council adopted a water conservation policy, with a target to reduce consumption to 200 litres per day per person, a reduction of 20 per cent
- Thanks to your efforts and the early introduction of Stage 3 water restrictions across the entire Cowichan Region, we retained about the same amount of water in our reservoir as in 2014, despite the lack of rain.
- The Town participated in the formation of what is now known as the Ladysmith Community Watersheds Roundtable with representatives from the general public, landowners, the Town, the business community and First Nations.

We also invested in a Vibrant Downtown and Economic Development in a number of ways.

- The Gatacre Street project, although the cause of some disruption through construction, is a significant improvement featuring new sidewalks, curbs and gutters.
- We made an important investment in the future of our downtown core by purchasing a block of properties from the Ladysmith and District Credit Union on Buller Street and First Avenue. This will eventually be the site of a new City Hall. In the meantime, we are very pleased that the Ladysmith Museum can continue to enjoy its home on First Avenue.

The state of the Ladysmith Harbour and our waterfront is an ongoing concern, and we were active on a number of related initiatives in 2015.

- We continued to work with the province and Stz'uminus First Nation on plans to improve the environmental and economic health of the harbour, including addressing the ongoing issue of derelict and abandoned vessels
- We committed to enhancing the facilities at Transfer Beach. We designed interpretive historical signage to be installed this year, and of course, thanks to the leadership of Ladysmith Kinsmen and an incredible volunteer effort, we now have a brand new Kinsmen Playground

Two of our priority areas – Asset Management Systems and Funding for Asset Replacement -- address the 'infrastructure deficit'. This is an issue for local governments across Canada as aging infrastructure – including sewer and water systems, buildings, roads and sidewalks – needs replacing.

- Council set aside amount equal to 10 per cent of the previous year's tax levy for capital projects such as repairing roads, sidewalks, playgrounds, community centres, buildings, pools, parks and trails, and 5 per cent for much-needed upgrades or replacement of the Fire Hall and City Hall.
- Our new waste water (sewage) treatment plant is well underway and on track to be in service later this year with capacity to treat our sewage to secondary level and support our growing population. This is the largest-ever capital investment by the Town.
- We researched options for the best type of water filtration system for the Town's water supply, and made application for grant funds to help with the cost of the system. Island Health (VIHA) has determined that we need to install a water filtration system by 2018 in order to continue meeting water standards.

One of the most rewarding things in the last year for me personally and for all members of Council was the growth of a genuinely warm and respectful relationship with Chief, Council and members of the Stz'uminus First Nation. As we move ahead together on projects that will benefit both our communities – harbour clean-up, economic development and cultural celebration to name a few -- we are learning to appreciate our differences and embrace our similarities and shared goals in an atmosphere of trust, fun and friendship.

I would like to express my deep appreciation to the members of Ladysmith Council. We respect each others' views even when we don't agree, and we are all joined in an unwavering commitment to our community. As a Council we are well supported by a host of tireless community volunteers serving on numerous community groups and organizations as well as advisory bodies to Council. Their collective hard work and dedication help us to build a community we are proud to call home.

I would also like to thank our dedicated staff, who have demonstrated time and again their deep commitment to this community. I would especially like to thank retiring City Manager Ruth Malli for her 30 plus years of leadership and support for staff, Council and community. Our community is a better place thanks to her many contributions. We wish both Ruth and John much health and happiness in a well-deserved retirement. At the same time, we extend a warm welcome to our new City Manager, Guillermo Ferrero.

I look forward to continuing to build strong relationships and enjoy the ongoing returns on our investments as we all work to implement our new strategic priorities and grow an ever stronger and more vibrant community in 2016.

Mayor Aaron Stone



# LADYSMITH COUNCIL 2014 - 2018

The Mayor and Council of the Town of Ladysmith were each elected for a four-year term in the municipal election held in November 2014. Each member is appointed to standing portfolios, Town and regional committees.



## Mayor Aaron Stone

- Cowichan Valley Regional District Director
- Municipal Services Committee
- Parcel Tax Review Panel
- Advisory Design Panel
- Ladysmith Chamber of Commerce

### Alternate:

- Heritage Revitalization Advisory Commission
- Community Health/Interagency Group
- Ladysmith Downtown Business Association



## Councillor Steve Arnett

- Municipal Services Committee (*Chair*)
- Deputy Mayor (*June 1 to November 31, 2016*)
- Vancouver Island Regional Library Board
- Parcel Tax Review Panel
- Stocking Lake Advisory Committee
- Ladysmith Celebrations

### Alternate:

- Affordable Housing Cowichan
- Parks, Recreation and Culture Commission



## Councillor Joe Friesenhan

- Municipal Services Committee
- Parcel Tax Review Panel
- Liquid Waste Management Committee
- Parks, Recreation and Culture Commission

### Alternate:

- Festival of Lights
- Ladysmith Chamber of Commerce
- Advisory Planning Commission



## Councillor Cal Fradin

- Municipal Services Committee (*Vice Chair*)
- Liquid Waste Management Committee
- Advisory Planning Commission
- CVRD Community Safety Advisory Commission
- Ladysmith Downtown Business Association

### Alternate:

- Cowichan Valley Regional District Director (*to May 31, 2016*)
- Protective Services Committee





### Councillor Carol Henderson

- Municipal Services Committee
- Ladysmith Early Years Partnership
- Affordable Housing Cowichan
- Youth Advisory Committee
- Community Health / Interagency Group

**Alternate:**

- Vancouver Island Regional Library Board
- Advisory Design Panel



### Councillor Rob Hutchins

- Deputy Mayor (*to May 31, 2016*)
- Municipal Services Committee
- Parcel Tax Review Panel
- Heritage Revitalization Advisory Commission
- Protective Services Committee
- Liquid Waste Management Committee
- Stocking Lake Advisory Committee (*Chair*)

**Alternate:**

- CVRD Community Safety Advisory Commission
- Ladysmith Early Years Partnership
- Youth Advisory Committee



### Councillor Duck Paterson

- Municipal Services Committee
- Protective Services Committee
- Festival of Lights
- Parks, Recreation, and Culture Commission

**Alternate:**

- Ladysmith Celebrations
- Heritage Revitalization Advisory Commission

## COUNCIL / PUBLIC ADVISORY BODIES

The Town of Ladysmith is governed by an elected Council made up of a Mayor and six Councillors. Municipal elections are held every four years. Council also appoints citizens to serve on local Advisory Commissions. The role of the Commissions is to review matters referred by Council, and to make recommendations to help Council conduct its business.

### **Municipal Services Committee**

#### ***(Council Committee of the Whole)***

Responsible for advising and making recommendations to Council on a broad spectrum of issues related to departmental matters – Finance, Administration, Public Works, Parks, Recreation & Culture, and Development Services

Coun. Steve Arnett, *Chair*

*All members of Council*

Ruth Malli, *Management Liaison*

### **Heritage Revitalization Advisory Commission**

Marnie Craig, *Chair*

Tamara Hutchinson

Maureen Martin

Allen McDermid

Jennifer Robinson

Ann Rogers

Bernardien Knol, *Historical Society Liaison*

Coun. Rob Hutchins, *Council Liaison*

Mayor Aaron Stone, *Alternate Liaison*

Felicity Adams, *Management Liaison*

Margaret Paridaen, *Staff Liaison*

### **Advisory Design Panel**

Ron Kinney, *Chair*

Brian Childs

Kaien Shimizu

Tamara Hutchinson / Ann Rogers, *Heritage Revitalization Advisory Commission Liaison*

Mayor Aaron Stone, *Council Liaison*

Coun. Carol Henderson, *Alternate Liaison*

Lisa Brinkman, *Staff Liaison*

### **Advisory Planning Commission**

Pamela Fraser, *Chair*

J. Harald Cowie

Tina Donovan

Bruce Laxdal

Mayo McDonough

Brian McLaurin

M. Lynn Rolko

Coun. Cal Fradin, *Council Liaison*

Coun. Joe Friesenhan, *Alternate Liaison*

Felicity Adams, *Management Liaison*

Lisa Brinkman, *Staff Liaison*

### **Parks, Recreation and Culture Commission**

William Vandergrift (*Chair*)

Bryon Adams

Chantal Blumel

Kathy Holmes

Glen Hammond, *Area G Representative*

Coun. Duck Paterson, *Council Liaison*

Coun. Joe Friesenhan, *Council Liaison*

Coun. Steve Arnett, *Alternate Council Liaison*

Clayton Postings, *Management Liaison*

### **Board of Variance**

Jan Christensen

Tim Horner

Terry Doherty

## Protective Services Committee

Coun. Duck Paterson, *Chair & Council Liaison*  
Ken Hamilton, *Citizens on Patrol*  
Ray Delcourt, *Ladysmith Fire/Rescue*  
S/Sgt. Ken Brissard, *RCMP*  
Eric Kesteloot, *Stz'uminus First Nation*  
Don Watson, *Citizens on Patrol & Speed Watch*  
Sybille Sanderson, *CVRD*  
Steven Van Der Minne, *BC Ambulance Service*  
Allen McDermid, *Ladysmith Search & Rescue (Bill Drysdale, Alternate)*  
Coun. Rob Hutchins, *Council Liaison*  
Coun. Cal Fradin, *Alternate Liaison*  
Ruth Malli, *Management Liaison*  
John Manson, *Management Liaison*

## Liquid Waste Management Committee

John Wilson, *Chair*  
David Brown  
Gerry Clarke  
Jim Cram  
Ross Davis  
Greg Edwards  
Ray Gauthier, *Stz'uminus First Nation*  
David Leitch, *CVRD*  
Blake Medlar, *BC Ministry of Environment*  
Nick Meijer Drees  
Lorena Mueller  
Kirsten White, *BC Ministry of Environment*  
Coun. Rob Hutchins, *Council Liaison*  
Coun. Joe Friesenhan, *Council Liaison*  
John Manson, *Management Liaison*  
Curtis Baker, *Staff Liaison*

Some of the dedicated volunteers from the Ladysmith Kinsmen Club who tirelessly raised funds, materials and labour to replace the Transfer Beach playground. **Left to Right:** Jason Kelland, Ron Legault, Duck Paterson, Larry Adair, Steve Dinsmore



## MESSAGE FROM THE CITY MANAGER



It is with mixed emotions that I pen my final Annual Report message as City Manager for the Town of Ladysmith. As I look back on over thirty years serving our community, I feel a remarkable sense of pride for what we have achieved,

a deep fondness for the countless colleagues and friends with whom I have shared this journey, and overwhelming excitement for what undoubtedly promises to be a very bright future for Ladysmith.

Mostly I am grateful - to both the current Council and past Councils over the years for their commitment, trust and support; to the Town's exceptional staff for their unwavering

professionalism, support, hard work and dedication; and to my many colleagues throughout the BC local government sector for their willingness at any time – day or night - to lend an ear, offer advice, be a sounding board or simply a friend. I am grateful also to my many loved ones – my precious friends and family, in particular my parents, the Malli family, John and my daughters, Caitlin and Kerys - who supported and enabled me to thrive in my career, through the late night meetings, the early mornings, the long work days and the phone constantly ringing. Your love, patience and support means more than you will ever know.

Finally, I wish to thank the citizens of the Town of Ladysmith for their trust and feedback. Your positive contributions to our community are immeasurable, and your openness to innovation continues to strengthen the Town's reputation as an organizational and environmental leader amongst BC's local governments.



## Highlights from 2015 include:

- Nearing completion of the Waste Water Treatment Plant
- Planning for water filtration and other water system improvements.
- Named one of Canada's Greenest Employers for the fifth year in a row
- Actively participating in the establishment of a watershed round-table
- Ongoing work with Stz'uminus First Nation
- Parks Recreation and Culture Master Plan process
- Funding for replacement of infrastructure and steps towards asset management
- Sustainability Action Plan implementation
- Acquisition of land for new city hall and funding for city hall and fire hall
- Enhanced communications through social media
- Implementation of Succession Plan
- Replacement of playground at Transfer Beach

There truly is no opportunity more rewarding than when one's career allows you to make a difference, particularly when it's within your own community. Ladysmith is an exceptionally caring, connected and generous community. Many of my proudest moments serving would not have been possible without the trust and enthusiasm of the community. My successes are very much shared accomplishments, and I will always look back with tremendous pride for what we were able to achieve, together.

Looking ahead, I know that Ladysmith is in exceedingly capable hands, and I am confident that we will be reading about the Town's innovative and leading successes for many generations to come. So shine on, Ladysmith – embrace change with enthusiasm and excitement, as you always do. Thank you for the career opportunity of a lifetime. I will reflect on these years with fondness and cherish them, always.

Respectfully and with gratitude,

**Ruth Malli**, *City Manager*

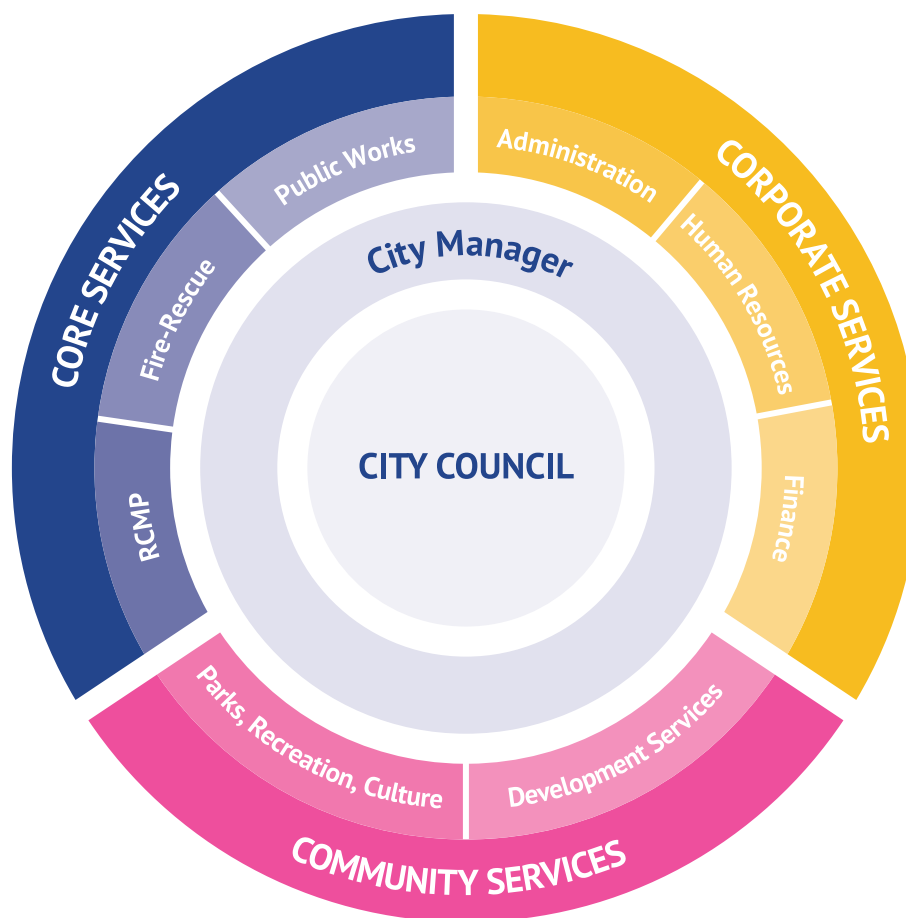


# CORPORATE STRUCTURE

The internal organizational structure of the Town is divided into five departments in three divisions:

- Corporate Services (*Administration, Information Technology and Human Resources*)
- Development Services (*Planning, Bylaw Compliance, Economic Development and Tourism*)
- Financial Services
- Infrastructure Services (*Public Works, Utilities and Parks Maintenance*)
- Parks, Recreation and Culture

Each department is overseen by a Director, who reports to the City Manager. The City Manager reports to Council, and is responsible for ensuring that the strategic priorities and decisions established by Council are carried out by staff. Council also appoints a number of public advisory committees and commissions to make recommendations on matters related to Town governance and operations.



# CIVIC OFFICIALS

<b>City Manager</b> .....	<b>Ruth Malli</b>
<b>Director of Infrastructure Services</b> ( <i>Core Services</i> ) .....	<b>John Manson</b>
<b>Director of Corporate Services</b> ( <i>Corporate Services</i> ) .....	<b>Sandy Bowden</b>
<b>Director of Parks, Recreation &amp; Culture</b> ( <i>Community Services</i> ) .....	<b>Clayton Postings</b>
<b>Director of Development Services</b> ( <i>Community Services</i> ) .....	<b>Felicity Adams</b>
<b>Director of Financial Services</b> ( <i>Corporate Services</i> ) .....	<b>Erin Anderson</b>
<b>Manager of Accounting Services</b> ( <i>Corporate Services</i> ) .....	<b>Gerald Fukakusa</b>
<b>Manager of Administrative Services</b> ( <i>Corporate Services</i> ) .....	<b>Joanna Winter</b>
<b>Manager of Human Resources</b> ( <i>Corporate Services</i> ) .....	<b>Karen Cousins</b>
<b>Manager of Operations</b> ( <i>Core Services</i> ) .....	<b>Kevin Goldfuss</b>
<b>Chief, Ladysmith Fire-Rescue</b> ( <i>Core Services</i> ) .....	<b>Ray Delcourt</b>
<b>Officer in Charge, RCMP Ladysmith Detachment</b> .....	<b>S/Sgt. Ken Brissard</b>

**Financial Institutions:**  
**Ladysmith and District Credit Union**  
**Royal Bank of Canada**

**Auditor: MNP**



## STAFF



### City Hall & Development Services

**Back Row L to R:** Erin Anderson, Beth Kirkland, Mark Hayden, Colin Bollinger, Kari-Anne McLennan

**Second Row L to R:** Joan Ogden, Jennifer LeBlanc, Samantha Eck, Ruth Malli

**Third Row L to R:** Doreen Frame, Joanne Schneider, Lisa Brinkman, Sue Bouma, Camelia Copp

**Front Row L to R:** Gerald Fukakusa, Diane Webber, Sandy Bowden, Joanna Winter



### Infrastructure Services

**Back Row L to R:** Phil Slater, John Manson, Travis Prystupa, Greg Smith, Mike Morgan, Neil Bouma

**Front Row L to R:** Ron Vaux, Shane Lassam, Isaac Jack, Shawn Freer, Martin Barney, Nick LaRose, Bob Simpson, Tyler Wells, Sonny Bryski, Travis Cnossen, Ryan Andre, Kevin Goldfuss, Michael Ganderton, Larry McLeod, Chris Pinnington, Beverley Taschuk, Curtis Baker

### Parks, Recreation and Culture

**Top Row L to R:** Brandon Gonzales, Kelly Giesbrecht, Lois Walkling, Les Kovacs, Suzanne Senecal, Len Manuel, Clayton Postings

**Second Row L to R:** Tami-Lyn Stephen, Sarah Stuart, Anita McLeod, Jenn Byrne, Kelly Britton-Foster

**Third Row L to R:** Patti Cavers, Meagan Randle, Dave Clausen, Heather Irwin, Marija Wiebe

**Fourth Row L to R:** PJ Halliday, Deb Windsor, Cassandra Taylor, Katie Hooper, Tiffany Wong, Robyn McAdam

**Fifth Row L to R:** Sue Glenn, Tracy Welch, Darby Rae, Kelti Blatchford-Duncan

**Front Row L to R:** Andrea Gibson, Julie Tierney, Danielle Winter, Mallory McLeod, Bailey McLeod





# STAFF COMMITTEES

## Occupational Health & Safety Committee

Provides advice and recommendations to the employer on issues related to health and safety and the occupational environment, and to ensure compliance with WorkSafe BC Regulations

### MEMBERS:

Shane Lassam – *Co-chair*  
Karen Cousins – *Co-chair*  
Glen Britton  
Martin Barney  
Lisa Brinkman  
Ray Delcourt  
Kevin Goldfuss  
Clayton Postings  
Kate Glenn  
Bob Simpson (*Alternate*)

## Labour Management Committee

Responsible for unionized employees, personnel issues, and union contract

### MEMBERS:

Ruth Malli  
Sandy Bowden  
Karen Cousins  
Sue Glenn  
Jennifer LeBlanc  
Bob Simpson  
Mike Morgan (*Alternate*)

## Green Team

Provides leadership on issues related to workplace environmental sustainability and the greater community

### MEMBERS:

Ruth Malli  
Joanne Schneider  
Phil Slater  
Julie Tierney  
Diane Webber

## Employee Wellness Committee

Responsible for organizing an on-going Corporate Wellness Program

### MEMBERS:

Felicity Adams  
Karen Cousins  
PJ Halliday  
Chris Pinnington  
Joanna Winter  
Samantha Eck (*Alternate*)



## SERVICES & REGIONAL RELATIONSHIPS



The Town of Ladysmith is building a future that emphasizes the importance of environmental, social and economic sustainability, as well as a strong sense of shared values and community identity. This blueprint for the future is designed to ensure a balance between community growth, the need for sustainability, and the community's desire to maintain the charming character of our historic town.

**The Town is responsible for providing a wide variety of services to citizens. These include:**

- Transportation Network (*roads, bridges, street cleaning, sidewalks, etc.*)
- Storm Water Management
- Garbage / Recycling / Organics Collection
- Sewage Treatment System
- Water Supply
- Parks, Recreation and Cultural Facilities, Programs and Services
- Fire Protection
- Land Use Planning
- Economic Development
- Building Inspection
- Domestic Animal Control
- Bylaw Establishment and Enforcement
- Heritage and Revitalization
- Cemetery
- Policing (*Royal Canadian Mounted Police*)

# SERVICES & REGIONAL RELATIONSHIPS

## Local government services that are not the responsibility of the Town of Ladysmith include:

- School System (*Provincial Government and Local School Board*)
- Social and Health Programs (*Provincial Government*)
- Hospital Care System (*Provincial Government*)
- Ambulance Service (*Provincial Government*)
- Real Property Assessments (*BC Assessment*)
- Solid Waste Disposal, 911, Emergency Planning (*Cowichan Valley Regional District*)
- Employee Pension Plan (*Provincial Plan*)
- Debt Marketing (*Municipal Finance Authority*)
- Library Collection and Distribution System (*Vancouver Island Regional Library*)

## The Town of Ladysmith is represented on the following regional boards, which provide a variety of services for the residents of Ladysmith:

- Cowichan Valley Regional District
- Cowichan Valley Regional Hospital District
- Vancouver Island Regional Library

## The Town of Ladysmith obtains services from the following inter-municipal organizations:

- Municipal Finance Authority (MFA) - A provincial organization that provides marketing, placement and administration of municipal borrowing. This Authority also operates an investment pool and leasing program on behalf of municipalities.
- Municipal Insurance Association (MIA) - The main purpose of the MIA is to pool the risks of liability so as to reduce the impact upon any member municipality. Under the Reciprocal Insurance Exchange Agreement the Municipality is assessed a premium and a specific deductible for its claims based on population.



# STRATEGIC PLAN AND PRIORITIES



Ladysmith's 2014 – 2018 Council. *Left to right:* Councillor Duck Paterson, Councillor Steve Arnett, Councillor Carol Henderson, Mayor Aaron Stone, Councillor Rob Hutchins, Councillor Joe Friesenhan, Councillor Cal Fradin

In late 2015, Council developed its Strategic Priorities for the period 2016-2019. This committed the Town to a set of priorities that support the Town's vision, and set the direction for the work plan within each priority. In this 2015 Annual Report, we will report on 2015 activities under the previous strategic objectives; however, our "Planning for the Future" section is arranged in accordance with the new strategic priorities.

EMPLOYMENT  
AND  
TAX DIVERSITY

NATURAL  
AND BUILT  
INFRASTRUCTURE

WATERSHED  
PROTECTION AND  
WATER MANAGEMENT

COMMUNICATIONS  
AND  
ENGAGEMENT

PARTNERSHIPS

In addition to these strategic priorities, both Council and staff remain committed to efficient and effective delivery of municipal services; maintaining a focus on environmental, economic and social sustainability; and ensuring that Ladysmith continues to be a strong, vibrant community offering an exceptional quality of life for generations to come. Responsible planning and careful management of our resources are critical to our success. To that end, we commit to a dynamic plan that

we believe strikes an effective balance between financial accountability and taking action today to achieve our vision for tomorrow.

We invite you to explore these strategic priorities. We encourage you to provide feedback, and we will continue to be responsive to your input and to changing circumstances in our community. We look forward to sharing the results of our work in the years ahead.



## OUR VISION

*Ladysmith is a spirited community that values its small town quality of life, where we work together as stewards of our heritage, environment and economy.*

## OUR MISSION

*A safe, caring and vibrant community.*



## OUR VALUES

*We lead with courage, respect and integrity.*

## OUR PAST, OUR FUTURE

*Naut'sa Mawt (Working Together). Our community has a rich history spanning more than five thousand years, and a commitment to future generations.*



**The Town of Ladysmith is guided by the principle of sustainability in all its plans:**

### SUSTAINABILITY ACTION PLAN PRIORITIES

- Growth and Development
- Economic Development
- Leadership and Partnerships
- Water and Waste Systems
- Green and Natural Systems
- Transportation
- Energy and Emissions
- Public Health and Social Development
- Culture and Identity
- Local Food and Agriculture

### EIGHT PILLARS OF SUSTAINABILITY

- Complete Community Land Use
- Low Impact Transportation
- Green Buildings
- Multi-use Landscapes
- Innovative Infrastructure
- Local Food Systems
- Healthy Community
- Local, Diverse Economy



## Wise Financial Management

The Town is committed to ensuring wise financial management and providing fair value to the taxpayer. The Financial Services Department takes the lead role in this direction, providing budget services, accounting, and financial management. It supports strategic decision-making by providing the necessary financial information to Council and staff.

In the area of finance, the Town is guided by a philosophy of pay-as-you-go. Strategies include user pay, increasing the non-taxation sources of revenue, maintaining adequate reserves, minimizing tax increases, maximizing municipal resources, forming partnerships, and performing business case analysis.

Financial Services include:

- Financial planning and budgeting
- Financial management and investment
- Financial reporting
- Payment for products and services
- Billing and collection

## 2015 by the Numbers

**13** grants managed

Value of grants managed -- **\$2,529,794**

Municipal property taxation -- **\$6,360,270**

Capital budget (including water and sewer projects) -- **\$17,500,000**

Revenues from investment -- **\$132,000**

**2,600** payments processed to over 750 different suppliers

**7** financial planning and budget sessions held in open Council meetings

## What we committed to

- Implement a long-term financial plan
- Establish a policy, strategy and plan for the replacement of all current assets
- Carry out a condition assessment of high priority assets, both above and below ground
- Integrate asset management into long-term financial planning
- Ensure adequate funding for the Equipment Replacement and Civic Buildings Reserve Funds *(to replace the aging City Hall and Fire Hall)*

## What we achieved

- Adopted the Pavement Management Strategy as a first step in asset management
- Established a cross-functional Asset Management Committee
- Secured grant funding and hired a consultant to begin the condition assessment process
- The asset management data will support the Town's long-term financial plan by ensuring a schedule for repair, maintenance and replacement of assets
- Established a capital reserve of five per cent of total taxation to replace aging infrastructure, including City Hall and the Fire Hall



## Effective Land Use Planning and Community Design

The Town undertakes community planning so that economic, ecological, physical and social factors are integrated into appropriate community design. The Town's Sustainability Vision and Action Plan, Official Community Plan and Zoning Bylaw, as well as provincial legislation, guide our work. The Development Services Department takes the lead role in this area and is responsible for both guiding and promoting development in Ladysmith, implementing this direction through community planning, development application processing and urban design.

The Town will plan and promote the development of a vibrant mixed-use community. This will be a key element in the community's goal of economic diversification and the creation of a complete community.

Development Services include:

Long Range Planning (*community and area plans, specific issue studies*)  
Development (*subdivision referrals, development applications and building permits*)  
Heritage Revitalization (*Heritage Revitalization Advisory Commission, Downtown Sign Permits*)  
Urban Design (*Advisory Design Panel, Development Permits*)  
Tourism Promotion (*brochures, advertising, [www.tourismladysmith.ca](http://www.tourismladysmith.ca) website*)  
Economic Development (*Community Profile, investor enquiries, 'ease the process' materials, Business and Development Portal on Town website*)

## 2015 by the Numbers

- 14 Development Permit Applications
- 3 Development Variance Permit Applications
- 4 Rezoning Applications
- 12 Sign Permit Applications
- 1 Temporary Use Permit Applications
- 90 Building Permits (*renovations and new construction*)
- 37 Occupancy Permits
- 12 Commission and Committee Meetings Organized & Attended
- 4 Naut'sa Mawt Steering Committee Meetings Organized and Attended
- 350 Customer Enquiries
- 1 Heritage Revitalization Tax Exemption Agreements



## What we committed to

Commence a review of the waterfront subarea lands and update the Waterfront Area Plan

Continue Council-to-Council and Naut'sa Mawt Steering Committee meetings and work on joint initiatives

Establish a Development Approval Information Bylaw

Implement the Welcome and Directional Signage initiatives

Install First Nation Place Name signs in key locations

## What we achieved

- Conducted background research and received direction from Council for a design charrette on Town waterfront lands
- Held six meetings with the Stz'uminus First Nation (joint Council meetings and Naut'sa Mawt Steering Committee meetings) to discuss and pursue joint initiatives including service agreements for sewer and water and building inspection
- Adopted Development Approval Information Bylaw
- Updated Official Community Plan to permit three-year Temporary Use Permits in order to recognize legislative amendments made by the Province
- Commenced signage program to recognize Stz'uminus cultural sites with new signs for the relocated midden
- Updated existing tourism signage at the entry to Ladysmith on Chemainus Road and at Tim Horton's drive through



## Dynamic Economic Development

The Town is committed to developing a complete community, to keep and foster local business, to attract new businesses, and to expand our tax and employment base. The Development Services Department takes the lead role in this direction, supported by all departments and the Cowichan Valley Regional District. The Department is responsible for both guiding and promoting economic development in Ladysmith in collaboration with local and regional partners.

Through partnerships with local businesses and other levels of government, the Town facilitates the development of a sustainable economy.

Economic Development Services include:

- Facilitating the growth of existing and future businesses in key areas
- Assisting with business retention and expansion
- Setting strategic directions for economic development
- Publishing the annual Community Profile
- Maintaining the Business and Development Portal on the Town's website at [www.ladysmith.ca](http://www.ladysmith.ca)
- Responding to investor enquiries
- Tourism promotion -- website, advertising, print materials
- Membership in the Partnership for an Economically Diverse Community
- First Nation relations and partnerships

## 2015 by the Numbers

7 Tourism Marketing Advertisements

1 Tourism Collateral Items

1 Film Permit Applications

4 Rezoning Applications

12 Sign Permit Applications

1 Economic Revitalization Tax Exemption Agreements (*active*)

539 Business licences

51 Inter-community business licences

## What we committed to

Continue to encourage development of green industries

Continue the commitment to the Partnership for an Economically Vibrant Community

Investigate opportunities for establishing a downtown Business Improvement Area

Enhance facilities at Transfer Beach, including interpretive historical signage and replacement of the Kinsmen Playground

Update and reprint the Heritage Artifacts brochure

Install a historic building plaque at Aggie Hall

## What we achieved

- Approved a development application for a used electric vehicle business
- Partnered with the Ladysmith Downtown Business Association and Chamber of Commerce to explore the potential of Ladysmith as a Social Enterprise Town. Received approval for a Social Procurement Policy. Now seeking regional co-operation for moving the social enterprise mandate forward.
- Published the 2015 Ladysmith Community Profile and Ladysmith Investor Profile.
- Updated and streamlined the Business and Development Portal at [www.ladysmith.ca](http://www.ladysmith.ca)
- Refurbished and replaced welcome signage in two locations
- Rebranded the Heritage Route as Heritage Walk I – Artifacts and Heritage Walk II - Buildings
- Designed heritage building plaques for new Community Heritage Register buildings and installed a new building plaque on Aggie Hall
- Designed interpretive history signage for Transfer Beach, to be installed in 2016
- The Transfer Beach playground was fully replaced by the Ladysmith Kinsmen Club and its partners.



## Enhanced Standard of Infrastructure

The Town is committed to creating a legacy of durable, functional, and effective physical infrastructure to support future community growth and development. The Infrastructure Services Department is responsible for maintaining the Town's infrastructure -- roads, sidewalks, and water and sewer utilities.

The Infrastructure Services Department is responsible for the planning, design, construction, operation, and maintenance of new and existing municipal infrastructure. Strategies include: securing financing from other levels of government, examining innovative approaches and new technology, building reserves and appropriate financing methods and performing systematic analysis.

The Town also operates the Ladysmith Cemetery. The Infrastructure Services Department allocates staff to perform interments and maintain the Cemetery.

Infrastructure Services include:

- Engineering services
- Transportation and infrastructure (*roads, sidewalks, sewer and water mains*)
- Treatment and delivery of drinking water
- Liquid waste management (*sewage*)
- Solid waste management (*garbage, recyclables, organics*)
- Cemetery services (*interments, marker installations and grounds maintenance*)

## 2015 by the Numbers

**65** kilometres of roads and lanes

**37.2** kilometres of sidewalks

**84.8** kilometres of water mains

**67.9** kilometres of sewer mains

**2,973** sewer connections (*residential*)

**2,777** water connections  
(*single family dwelling*)

**365** consecutive days providing tested and approved drinking water

**27** interments in Ladysmith Cemetery

**23** marker installments in Ladysmith Cemetery

**909** customer service requests

## What we committed to

Complete the Waste Water Treatment Plant to offer secondary treatment

Implement Geographic Information System (GIS)

Carry out scheduled water, sewer and storm main replacement

Upgrade the water main and storm sewer on Gatacre Street

Commence construction of a water filtration plant

Investigate options for water storage

Carry out design work for Fourth Avenue upgrades

Upgrade the road to the South Ladysmith Industrial Park

## What we achieved

- Continued construction of the new Waste Water Treatment Plant; completion scheduled for 2016
- Carried out scheduled water, sewer and storm main replacement
- Upgraded water main and storm sewer on Gatacre Street, and replaced curbs and sidewalks
- Initiated planning for GIS (Geographic Information System)
- Continued design planning for a water filtration plant
- Completed design work for Fourth Avenue upgrades



## Responsible Stewardship of the Environment

The Town takes a leadership role in protecting and fostering our natural resources. Commitment to environmental sustainability underlies all activities and priorities of the Town. The Development Services, Public Works and Parks, Recreation and Culture Departments each play a role in this strategic direction and all departments support it.

The Town promotes environmental stewardship by engaging the community and by setting up and enforcing responsible environmental standards.

Services in this direction include:

- Recycling and composting services
- Creating environmental policy
- Setting environmental standards for the community
- Setting environmental standards for the organization
- Garbage and recycling (*solid waste management*)
- Waste water treatment
- Composting

## 2015 by the Numbers

**3,089** units serviced with waste pick-up

**1,413** tonnes solid waste collected  
(*garbage, recyclables, organics*)

Percentage of Total waste diverted  
from landfill -- **57.1**

## What we committed to

Implement the Sustainability Action Plan

Seek future discharge locations for marine waste water

Continue to compost Waste Water Treatment Plant sludge

Replace recycling and garbage containers in the downtown core

Work with Ladysmith Maritime Society and Stz'uminus First Nation to address issues associated with District Lot 651

Take part in round table discussions on watershed governance at a local and regional level

Investigate various watershed protection initiatives such as gates, cameras and partnerships with stewardship organizations

Monitor use of the watershed

## What we achieved

- Named one of Canada's Greenest Employers for fourth year in a row
- Continued Low Flush Toilet Rebate program
- Continued to purchase carbon offset credits to ensure carbon neutrality
- Investigated options for alternative locations for composting Waste Water Treatment Plant sludge
- Researched options for new, in-ground garbage and recycling containers for the downtown core
- Participated in discussions on watershed governance for Ladysmith and the Cowichan Region



## Safe and Healthy Community

The Town is committed to providing appropriate protective and recreational services and other initiatives to support community wellness. The Parks, Recreation & Culture Department, Ladysmith Fire/Rescue and the Ladysmith RCMP Detachment take lead roles in this direction.

Parks, Recreation & Culture Services include:

- Provision and facilitation of recreation programs and services
- Planning, building and maintaining parks
- Community and leadership development and education
- Support for and development of Arts and Culture

Safety (RCMP and Fire/Rescue) Services include:

- Fire suppression
- First responder / rescue / vehicle extraction
- Fire prevention, including fire inspection and public education
- Mutual aid to other fire departments
- Policing, Community Policing and Victim Services

## 2015 by the Numbers

**796** registered in fitness programs

**762** drop-in fitness classes

**271** personal training sessions

**961** registered in aquatic programs

**565** of private swimming lessons

**81,059** patrons visited Frank Jameson Community Centre

**1,500** Rec Room youth drop ins

**35** events at the Amphitheatre

**96** picnics at Transfer Beach Shelters

**447** Forrest Field Bookings

**110** hectares of parks, trails and open spaces

**26 km** of hiking and walking trails

**25** hourly paid on-call members of Ladysmith Fire/Rescue

**7** Ladysmith Fire/Rescue officers

**201** incidents attended by Ladysmith Fire/Rescue

**4,586** service calls in entire Ladysmith RCMP Detachment service area

**2,698** RCMP service calls in the Town of Ladysmith



## What we committed to

Enhance facilities at Transfer Beach, and make upgrades to the off-leash dog area

Establish an off-leash dog park in the community

Continue to maintain parks and trails for public enjoyment

Replace firefighters' turn-out gear

Replace fire rescue vehicles in accordance with the Vehicle Replacement Plan

Ensure a plan is in place to secure funding for new Fire Hall

Upgrade the Parks, Recreation and Culture Master Plan

Replace the Community Centre booking and registration system

## What we achieved

- In cooperation with the Cowichan Valley Regional District, completed the Emergency Social Services (ESS) Response Plan, as well as staff training relating to ESS
- Worked with Ladysmith Kinsmen Club and community partners to replace the Playground at Transfer Beach
- In partnership with the Ladysmith Arts Council, assisted with the installation of a lift in the Machine Shop building
- Commenced the Parks, Recreation and Culture Master Plan Update; scheduled for completion in early 2016
- Issued a Request for Proposals for replacement of the recreation registration and booking system
- Established a capital reserve fund to support replacement of the Fire Hall
- Replaced firefighters' turnout gear in accordance with the annual plan



## Supportive Corporate Governance

The Town is committed to supporting the activities of Council as required by legislation and beyond, to engaging in effective two-way communications with citizens and partners, and to nurturing our corporate human resources to ensure that the Town is optimally positioned to deliver on all strategic directions.

The Corporate Services Department takes the lead role and all departments participate in this direction.

Corporate Services include:

- Human resources management
- Support to Council
- Information technology
- Communications
- Freedom of information
- Records management
- Risk management
- Legal matters
- Local government elections

## 2015 by the Numbers

- 61** Council Meetings
- 55** external Committee Meetings
- 71** internal Committee Meetings
- 671** resolutions adopted
- 10** Freedom of Information Requests
- 56** job postings
- 4** retirements
- 1,415** e-mail subscribers
- 19** statutory advertisements
- 5** newsletters
- 525** subscribers to electronic utility billing
- 352** subscribers to pre-authorized utility payment program
- 545** electronic Home Owner Grants claimed



## What we committed to

Continue to implement Information Systems Strategic Plan – upgrade existing servers and key software, hire and/or contract Information Technology staff

Install Geographic Information System and Asset Management software and systems

Complete installation of the telephone system

Upgrade the electronic records management system and develop a comprehensive Records Management Strategy

Plan for replacement of City Hall to better facilitate Council and Committee meetings and business with the public

Implement succession plan

Conduct relevant training and professional development for staff

Determine and implement the appropriate organizational structure to support future needs

Enhance citizen engagement and communications, including social media

## What we achieved

- Established service contract with District of North Cowichan to provide IT support for the Town
- Currently investigating GIS and Asset Management software options
- Completed installation of the new corporate telephone system. System fully operational.
- Processed upgrades to the Town's records management system to be consistent with the provincial-wide local government system (project is on-going). Electronic records management system included in 2016 – 2020 Financial Plan.
- Purchased properties on Buller and First for new City Hall site. Other land transactions include the disposition of a portion of Peerless Road, and the disposition of a portion of Sanderson Lane.
- Initiated recruitment for new City Manager
- Identified training opportunities for staff through the Employee Development Review process.
- Reviewed organizational structure in all departments and implemented changes where necessary.
- Launched Town's Facebook page and established presence on Twitter. Enhanced website posts and established social media and website information release schedule.
- Initiated research into live streaming and archiving of Council meetings.
- Training inventory and employment development in progress.
- Established an enhanced Nuisance Abatement Process for the Town.
- Processed a Temporary Use Permit and new lease agreement with the Ladysmith District Historical Society for use of the Roundhouse at the Machine Shop complex for the restoration of the heritage artifacts "Locomotive #11" and the "Humdurgin".
- Progress towards launching the Bar Watch Program.
- Initiated a review of the Town's smoking regulations to ensure consistency with provincial legislation. Final report anticipated in the first quarter of 2016.

# PLANNING FOR THE FUTURE: 2016 AND BEYOND



Council entered into strategic priority setting in the fall of 2015. Establishing the new strategic priorities included careful consideration of a broad range of factors, such as:

- Ladysmith's Sustainability Plan, Official Community Plan and the existing Council Strategic Plan
- Current local, regional and broader economics
- Legislated responsibilities and requirements
- Existing and potential partnerships
- Current and future needs of residents (such as infrastructure and services) based on trends and demographics
- Funding opportunities and respect for the taxpayers' ability to pay
- Emerging issues within the community
- Improving community engagement
- Overall health and well-being of the community and environment
- Naut'sa Mawt (Working Together) agreements with the Stz'uminus First Nation

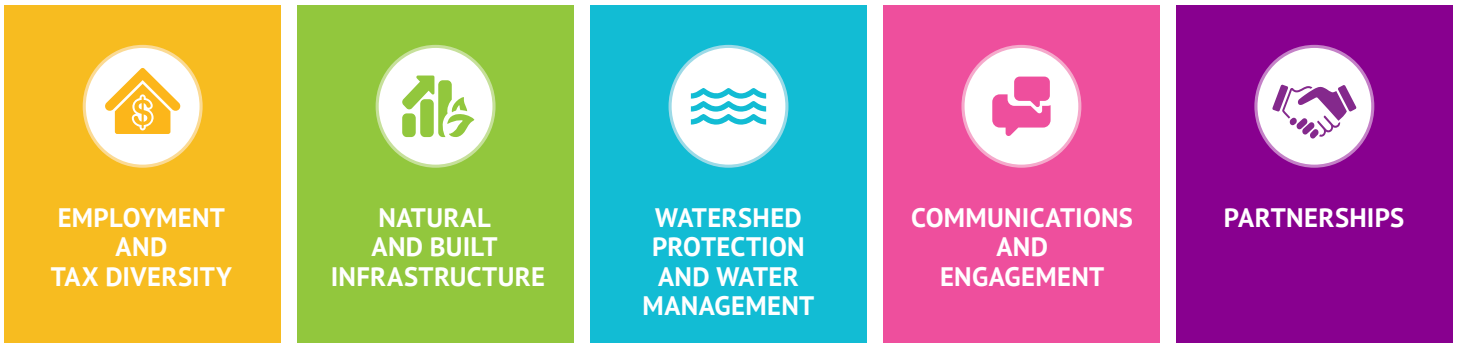
Now that the plan is finalized, the focus turns to implementation and accountability:

- Council approves the funding, which determines the timing of the work
- A work plan is prepared which details tasks and time lines for completion. Council receives regular progress reports, which are discussed in public meetings and posted online
- During the year, Council continues to use this document as a decision-making guide, while maintaining appropriate flexibility to respond and make changes as new opportunities and challenges arise
- Council undertakes a more comprehensive review of its priorities each year to ensure that they continue to be relevant and that the work of the municipality is broadly aligned with its strategic priorities
- Results, progress and achievements are summarized in the Town's Annual Report, available online at [www.ladysmith.ca/city-hall/reports-publications](http://www.ladysmith.ca/city-hall/reports-publications) and in print from City Hall

# STRATEGIC PRIORITIES: 2016 TO 2019



The path to achieving our vision of Ladysmith is based on these key strategic priorities



In the pages that follow, we define our vision in each of these five strategic priorities with specific outcomes and actions for 2016 and then for the period 2017 to 2019. A work plan will be prepared each year that details the tasks and time lines for actions and assigns the appropriate budget.

*“We encourage you to be involved, review our priorities, ask questions and hold us accountable for the commitments we’ve made towards the betterment of our community on behalf of today’s residents and tomorrow’s.”*

**Mayor Aaron Stone**



## EMPLOYMENT AND TAX DIVERSITY

*Promote responsible investment and innovative management of municipal resources to support community prosperity, sustainable economic development, industry diversification and quality employment opportunities in the Ladysmith area.*

### DESIRED OUTCOMES

Investments in planning, programs, partnerships and infrastructure to attract new businesses and industries that align with Ladysmith's sustainability objectives.

Strengthened local and regional partnerships that enhance Ladysmith's investment appeal and business climate.

A positive business environment, with investors and business owners working with Council to attract investment that contributes to the community's quality of life.

Employment of best practices in development and building permit processes to facilitate community growth and investment.

### ACTIONS

- Promote an "Open for Business" climate
- Streamline approval processes for building and development to expedite turnaround times
- Update the Waterfront Area Plan and consider a heritage park concept in the vicinity of the Machine Shop
- Establish a downtown task force to look at ways to invigorate the downtown core (for example: public artwork, seating, flags, bollards)
- Facilitate policies that will inject new life into the downtown core
- Continue to provide tax incentives for building investment
- Upgrade the road to the South Ladysmith Industrial Park
- Implement feedback mechanisms for continuous improvement of permit and approval processes
- Enhance streetscapes, signage and accessibility within the downtown core
- Continue to encourage development of green industries
- Research the feasibility of establishing a downtown business improvement area
- Install new welcome and directional signage
- Pursue environmental remediation of the waterfront lands
- Continue to develop a permanent solution for derelict vessels in Ladysmith Harbour in line with Union of British Columbia Municipalities and Association of Vancouver Island and Coastal Communities
- Explore legislative tools, partnerships and other initiatives that will generate new sources of revenue for the municipality to sustain infrastructure



## NATURAL AND BUILT INFRASTRUCTURE

*Maintain, renew and expand both natural and built infrastructure.*

### DESIRED OUTCOMES

Improved asset management, proactive decision-making and timely investment in infrastructure to meet the community's current and anticipated needs.

Improved quality of infrastructure, including water and waste water (sewer) management, parks and recreation, local roads, municipal services and facilities.

Expanded revenue sources from which to support sustainable management of municipal infrastructure.

### ACTIONS

- Prioritize projects and prepare project design plans to leverage infrastructure grants from senior governments for infrastructure renewal and expansion
- Complete the condition assessment of high priority assets, both above and below ground
- Co-ordinate infrastructure projects in accordance with the Asset Management Strategy
- Ensure that an analysis of life cycle costs is included in decisions to acquire, build or rebuild infrastructure assets
- Prioritize maintenance of existing infrastructure before making commitments to new assets
- Focus development where services exist or require developers to pay for new services, including life cycle cost considerations
- Fund the Equipment Replacement and Civic Buildings Reserve
- Complete the design for Fourth Avenue upgrades
- Review and complete improvements to Aggie Hall parking
- Enhance facilities at Transfer Beach, including improved signage and upgrades to the upper park area
- Complete the waste water treatment plant to secondary treatment
- Expand GIS mapping to support asset management
- Complete sidewalk projects in conjunction with ICBC
- Complete scheduled water, sewer and storm main replacement
- Evaluate options for treatment of waste water treatment plant sludge
- Integrate asset management into long term financial planning, including funding sources



## WATERSHED PROTECTION AND WATER MANAGEMENT

*Be leaders, stewards and advocates for securing and protecting Ladysmith's watershed, delivery of safe drinking water and responsible management of water resources.*

### DESIRED OUTCOMES

Improved drinking water quality through continued investments in the municipal water system and delivery of safe drinking water.

Enhanced collaboration by watershed partners to monitor, protect and manage water resources.

Expanded water conservation programs and policies.

### ACTIONS

- Plan and prepare detailed design for construction of additional water storage
- Coordinate the leadership of a watershed stewardship group in partnership with the community
- Research watershed security and protection initiatives
- Participate in round table discussions on watershed governance and stewardship at the local and regional levels
- Negotiate a new water service agreement with the Diamond Water District
- Negotiate the next phase of the water and sewer service agreement with Stz'uminus First Nation (IR 13)
- Provide incentives for decreased water consumption
- Continue to implement the Sustainability Action Plan
- Achieve the Town's goal of using 20 per cent less than the published Canadian average single family consumption rate by 2018, through implementation of the Water Conservation Plan
- Start construction of a water filtration plant
- Investigate options and commence funding and construction of water storage
- Explore options for eventual ownership of the watershed



## LOOKING AHEAD: 2017 TO 2019



### COMMUNICATIONS AND ENGAGEMENT

*Improve community engagement and communications through active collaboration with partners and investment in information technology.*

#### DESIRED OUTCOMES

To inform and engage the community through targeted investments in communications technology and allocation of staff resources.

Improved collaboration and coordination with community partners through strengthened relationships and joint initiatives.

#### ACTIONS

- Expand use of technology to deliver timely information
- Install technology for live streaming and archiving of Council meetings
- Maximize use of all communication methods, including social media, newsletters, e-mails and inserts in utility and tax bills
- Implement a comprehensive information (records) management strategy
- Continue to enhance the Annual Report, and distribute it to the community
- Host semi-annual Town Hall meetings
- Review vision, mission and values
- Identify opportunities for increased participatory decision-making
- Engage the community in Town strategies such as the updated Parks, Recreation and Culture Master Plan
- Upgrade information technology systems, including GIS and records management software
- Enhance communications/engagement with a comprehensive review of commissions/committees

## LOOKING AHEAD: 2017 TO 2019



### PARTNERSHIPS

*Enhance connection to the community by broadening and strengthening collaboration. Accelerate delivery of strategic objectives by working with others, building internal and community capacity in the process. Facilitate widespread, meaningful involvement.*

#### DESIRED OUTCOMES

Strengthened relationship with Stz'uminus First Nation.

Increased vibrancy of the downtown core.

New and/or enhanced partnerships that accelerate the delivery of strategic priorities.

#### ACTIONS

- Partner with Stz'uminus First Nation through joint Council and Naut'sa Mawt Steering Committee meetings. Invest in initiatives of mutual benefit/concern (expanded service agreements, south end lands, DL 651 and environmental restoration of Ladysmith Harbour)
- Partner with Stz'uminus First Nation, Ladysmith Maritime Society and government agencies responsible for clean-up of derelict vessels
- Co-host an annual community-to-community forum event with Stz'uminus First Nation
- Pursue opportunities for First Nations public art installations
- Update the Memorandum of Understanding with Stz'uminus First Nation
- Articulate and support opportunities for further partnerships (economic and social) with community organizations
- Install First Nations place acknowledgments
- Reinvest in the Partnership for an Economically Vibrant Community in collaboration with community partners such as the Ladysmith Chamber of Commerce, Ladysmith Downtown Business Association and Stz'uminus First Nation
- Reduce curbside contamination of recyclable materials with Multi-Material BC
- Work with regional partners to reduce water consumption and enhance watershed protection
- Pursue regional equity in recreation services
- Resolve nuisance property concerns through a multi-agency approach
- Continue to implement Information Technology Strategic Plan with municipal partnership
- Explore means through which the Town and Stz'uminus First Nation can support the recommendations of the Truth and Reconciliation Commission, including review of the current Memorandum of Understanding and Naut'sa Mawt Community Accord



## IMMEDIATE FUTURE: 2016



### **Ladysmith is Open for Business and Development Investment**

- Engage with the development community to streamline application processes and implement best practices for community growth and investment.
- Promote “Open for Business” climate
- Streamline approvals processes for building and development to expedite turnaround time
- Implement feedback mechanisms for continuous improvement of permit and approval processes
- Complete Official Community Plan amendment and rezoning for the Holland Creek development area

### **Invest in the Waterfront**

- Engage with the community to update the Waterfront Area Plan

### **Support Investment in the Downtown Core**

- Continue to provide tax incentives for building investment
- Complete sidewalk and crosswalk projects and install amenities
- Explore options for a new City Hall and Library facility in the downtown
- Encourage establishment of a Business Improvement Area to support downtown business

### **Protect the Watershed**

- Establish a Watershed Roundtable with community partners. Complete terms of reference and focus areas, such as signage and security.

### **Welcome Visitors**

- Continue to direct a significant portion of business licence revenue to fund the Visitor Information Centre at the Ladysmith Chamber of Commerce location
- Enhance facilities at Transfer Beach including the Transfer Beach Interpretive History Project
- Complete improvements to expand Aggie Hall parking

## IMMEDIATE FUTURE: 2016



- Implement the next phase of the welcome and directional signage project

### **Leverage Infrastructure Funding**

- Prepare project design plans to leverage infrastructure grants from senior governments for infrastructure renewal and expansion
- Develop asset management strategy and necessary IT related infrastructure to protect investment and enhance infrastructure funding success.

### **Work Together with Stz'uminus First Nation**

- Continue Naut'sa Mawt Steering Committee Meetings and co-host Council Community to Community event to prepare update to Memorandum of Understanding with Stz'uminus First Nation
- Commence next phase of service agreements (*building inspection, water and sewer*)
- Work together to establish South Ladysmith Industrial Park

### **Invest in Infrastructure to Protect the Environment, and Provide for Sustainable Services in the Future**

- Complete Waste Water Treatment Plant to secondary treatment, evaluate and implement options for recycling bio-solids
- Upgrade the fueling system at Public Works
- Initiate water system improvements to provide for adequate and safe drinking water to meet the present and future needs of the Town and its neighbours
- Continue to upgrade water supply mains
- Begin design and construction of a water filtration plant
- Complete the upgrade of Fourth Avenue -- pavement, bike lanes, storm, water and sanitary pipes
- Examine options to enhance composting facility at Public Works yard

### **Water Conservation**

- Continue to provide incentives to decrease water consumption and participate



in regional water conservation education campaign.

## **Work Together to Address Community Concerns**

- Resolve nuisance property concerns through a multi-agency approach
- Establish a Bar Watch Program, with Good Neighbour Agreements

## **Safe and Healthy Community**

- Investigate options and locations for a dog park
- Carry out improvements to Holland Creek Trail
- Replace registration and booking software system for recreation programs

## **Sustainable West Coast Town**

- Continue to encourage development of green industries
- Continue to implement the Sustainability Action Plan

## **Prompt Communication**

- Expand use of technology to deliver timely information while continuing to utilize traditional communication methods

## **Transparency**

- Install technology for live-streaming and archiving of Council meetings.

## **Work Together with our Neighbours**

- Renegotiate water service agreement with Diamond Water District.

## **Community Engagement**

- Actively engage the community in Town strategies such as the updated Parks, Recreation and Culture Master Plan
- Host annual Town Hall meeting.

## **Shared Service Delivery**

- Implement Information Technology Strategic Plan through municipal partnership.













# **SUSTAINABILITY PROGRESS REPORT**

*for 2015*

# SUSTAINABILITY PROGRESS REPORT

## SHORT TERM ACTION ITEMS

Growth & Development	Transportation	Energy & Emissions	Green & Natural Systems	Water & Waste Systems
<p><b>ACTION:</b> Review zoning bylaw to determine feasibility of allowing detached suites.</p> <p><b>STATUS:</b> Complete</p>	<p><b>ACTION:</b> Develop a Master Transportation Plan (traffic study)</p> <p><b>STATUS:</b> In five year Financial Plan</p>	<p><b>ACTION:</b> Review and update the Community Energy Plan</p> <p><b>STATUS:</b> Working with BC Hydro for funding of review in 2016</p>	<p><b>ACTION:</b> Review the Riparian Development Permit Area 6 Guidelines</p> <p><b>STATUS:</b> Complete</p>	<p><b>ACTION:</b> Complete current upgrades to the Town's drinking water system</p> <p><b>STATUS:</b> In five year Financial Plan</p>
<p><b>ACTION:</b> Update Waterfront Area Plan to align with sustainability vision</p> <p><b>STATUS:</b> Strategic Priority in 2016</p>	<p><b>ACTION:</b> Inventory/review pedestrian conditions</p> <p><b>STATUS:</b> Sidewalk assessment complete. Partnership with ICBC to install new sidewalks</p>	<p><b>ACTION:</b> Consider amending the Civic Green Building Policy to require LEED Gold for new municipal buildings over 465 sq m</p> <p><b>STATUS:</b> Policy Approved</p>	<p><b>ACTION:</b> Prepare a Ladysmith Harbour Remediation Action Plan</p> <p><b>STATUS:</b> Working with senior levels of government to address issues.</p>	<p><b>ACTION:</b> Complete construction of the secondary wastewater treatment plant</p> <p><b>STATUS:</b> Completion in 2016</p>
<p><b>ACTION:</b> Complete and implement Downtown Area Plan</p> <p><b>STATUS:</b> Downtown Task Force included in Strategic Plan for future year</p>	<p><b>ACTION:</b> Enhance public transit systems</p> <p><b>STATUS:</b> In partnership with BC Transit</p>	<p><b>ACTION:</b> Provide information to residents on incentive and rebate programs for energy efficiency.</p> <p><b>STATUS:</b> On-going</p>	<p><b>ACTION:</b> Prepare a Holland Creek Restoration Plan</p> <p><b>STATUS:</b> Work on culvert in golf course; partnership with sports club.</p>	<p><b>ACTION:</b> Implement Stage 3 of the Liquid Waste Management Plan (LWMP)</p> <p><b>STATUS:</b> On-going; WWTP completion in 2016</p>
	<p><b>ACTION:</b> Establish more bike lanes and improve cycling infrastructure</p> <p><b>STATUS:</b> On-going; 2016 – 4<sup>th</sup> Avenue improvements.</p>	<p><b>ACTION:</b> Develop a municipal fleet inventory and assess for efficiencies</p> <p><b>STATUS:</b> In five year Financial Plan (asset management)</p>	<p><b>ACTION:</b> Form a multi-stakeholder watershed management committee</p> <p><b>STATUS:</b> Underway in 2016</p>	<p><b>ACTION:</b> Develop a Zero Waste Plan</p> <p><b>STATUS:</b> Zero Waste Plan in co-operation with the Cowichan Valley Regional District</p>
		<p><b>ACTION:</b> Inclusion of regulations to support energy efficient building guidelines in the new Zoning Bylaw.</p> <p><b>STATUS:</b> Complete</p>		<p><b>ACTION:</b> Implement a coordinated Environmental Education Campaign</p> <p><b>STATUS:</b> Working within regional context.</p>
		<p><b>ACTION:</b> Undertake a detailed energy audit of key buildings</p> <p><b>STATUS:</b> On-going. Completed Recreation Centre upgrades. Some information will come from 2016 Asset Management Plan</p>		






# SUSTAINABILITY PROGRESS REPORT

## SHORT TERM ACTION ITEMS

Culture & Identity	Public Health & Social Development	Economic Development	Local Food & Agriculture	Leadership & Partnerships
<p><b>ACTION:</b> Expand existing spaces and programming for arts-based groups and activities</p> <p><b>STATUS:</b> Complete</p>	<p><b>ACTION:</b> Improve engagement with residents about recreational facilities and programming</p> <p><b>STATUS:</b> Parks, Recreation and Culture Master Plan to be completed in 2016</p>	<p><b>ACTION:</b> Develop business and retention action plans for target sectors identified in the Economic Development Strategy</p> <p><b>STATUS:</b> Working within context of regional function. "Open for Business &amp; Development" a Strategic Priority in 2016</p>	<p><b>ACTION:</b> Develop a community food strategy</p> <p><b>STATUS:</b> Working within context of regional function. Support local food production by planting food in Town gardens and leasing Town land to Community Garden.</p>	<p><b>ACTION:</b> Continue implementing opportunities for shared infrastructure and servicing with the Stz'uminus First Nation</p> <p><b>STATUS:</b> On-going; Completed first agreement and first connection for water and sewer utilities.</p>
<p><b>ACTION:</b> Review Town's Heritage Strategic Plan to align with the Sustainability Vision outcomes</p> <p><b>STATUS:</b> Future Priority</p>	<p><b>ACTION:</b> Participate in the Cowichan Communities Health Network</p> <p><b>STATUS:</b> On-going</p>	<p><b>ACTION:</b> Expand the 10% Shift "buy local" program</p> <p><b>STATUS:</b> On-going and expanding to social procurement in 2016</p>	<p><b>ACTION:</b> Make local food available in municipal facilities and community events</p> <p><b>STATUS:</b> On-going</p>	<p><b>ACTION:</b> Promote engagement in the implementation of the Ladysmith Sustainability Action Plan</p> <p><b>STATUS:</b> On-going</p>
<p><b>ACTION:</b> Review and update the 2011 Community resources listing on the Town's website</p> <p><b>STATUS:</b> Complete</p>	<p><b>ACTION:</b> Conduct a community recreational assessment &amp; gap analysis</p> <p><b>STATUS:</b> Completion in 2016</p>	<p><b>ACTION:</b> Continue working on the "Partnership for an Economically Diverse Community"</p> <p><b>STATUS:</b> On-going 2016 – 2019 Council Strategic Priority</p>	<p><b>ACTION:</b> Integrate agricultural opportunities in land use plans, including the update to the Zoning Bylaw</p> <p><b>STATUS:</b> Complete</p>	<p><b>ACTION:</b> Publish the Ladysmith Sustainability Action Plan to the municipal website</p> <p><b>STATUS:</b> Complete</p>
<p><b>ACTION:</b> Enhance public art and experience</p> <p><b>STATUS:</b> On-going; grant funding to Arts Council, including space in municipal building.</p>		<p><b>ACTION:</b> Promote the opportunity for local businesses to calculate their carbon footprint and become carbon neutral</p> <p><b>STATUS:</b> Working with Province and private company to develop a tool.</p>		
		<p><b>ACTION:</b> Support building the green economy</p> <p><b>STATUS:</b> On-going</p>		
		<p><b>ACTION:</b> Support efforts to expand visitor moorage and coordinate on efforts to expand hotel accommodations in the area</p> <p>2013 Marina: 1,665 Visitor night stays  <b>STATUS:</b> 2015 Marina: 2090 Visitor night stays - up 25%</p>		 <p>Town of Ladysmith Sustainability Action Plan 2013 – 2014</p>






# SUSTAINABILITY PROGRESS REPORT

## LONG TERM ACTION ITEMS

Growth & Development	Transportation	Energy & Emissions	Green & Natural Systems	Water & Waste Systems
<p><b>ACTION:</b> Aim for transit-supportive densities in new development areas</p> <p><b>STATUS:</b> Supported by OCP in Downtown and at small lot and higher densities.</p>	<p><b>ACTION:</b> Open discussions with Provincial Transportation Ministries to identify ways to work together on sustainable innovations</p> <p><b>STATUS:</b> On-going</p>	<p><b>ACTION:</b> Explore alternate forms of energy, such as solar, wind and geothermal</p> <p><b>STATUS:</b> On-going with Province and CVRD</p>	<p><b>ACTION:</b> Undertake more detailed mapping of wildlife habitats and corridors</p> <p><b>STATUS:</b> On-going with CVRD</p>	<p><b>ACTION:</b> Explore options for composting of municipal bio-solids</p> <p><b>STATUS:</b> Construction in 2016</p>
<p><b>ACTION:</b> Explore ways to integrate other land uses into or around existing single-use areas</p> <p><b>STATUS:</b> On-going. Commercial land use analysis completed for Holland Creek area</p>	<p><b>ACTION:</b> Consider opportunities to develop new road standards</p> <p><b>STATUS:</b> In five year Financial Plan (Master Transportation Plan and condition assessment)</p>	<p><b>ACTION:</b> Review existing guidelines to support green building directions</p> <p><b>STATUS:</b> On going. Energy conservation guidelines included in new Development Permit Area Guidelines (2014)</p>	<p><b>ACTION:</b> Support the protection of sensitive areas such as wetlands and watersheds</p> <p><b>STATUS:</b> On-going with CVRD</p>	<p><b>ACTION:</b> Expand the curbside recycling program to include glass and Styrofoam</p> <p><b>STATUS:</b> MMBC regulations guide</p>
<p><b>ACTION:</b> Leverage Ladysmith's location along the Island highway corridor</p> <p><b>STATUS:</b> Consider within scope of waterfront plan review in 2016</p>	<p><b>ACTION:</b> Explore the possibility of providing a commuter service between Ladysmith and Duncan and Nanaimo via train or bus</p> <p><b>STATUS:</b> BC Transit considering service changes in 2016</p>	<p><b>ACTION:</b> Use heat from available sources, such as sewage pipes or pumping stations, to heat buildings through district energy systems and encourage new developments to incorporate an alternative energy source</p> <p><b>STATUS:</b> on going and part of new WWTP completed in 2016</p>	<p><b>ACTION:</b> Reduce/eliminate invasive species throughout the community</p> <p><b>STATUS:</b> On-going. Partnerships with volunteers for Earth Day.</p>	<p><b>ACTION:</b> Improve rainwater management</p> <p><b>STATUS:</b> On-going. Included rainwater management in the new Development Permit Area guidelines for commercial , Industrial and multi-unit residential development</p>
<p><b>ACTION:</b> Improve the pedestrian linkage between downtown, the highway and the waterfront</p> <p><b>STATUS:</b> On-going. Partner with ICBC for funding</p>	<p><b>ACTION:</b> Support car-pooling and car co-op programs and look at ways to incorporate connections to regional nodes into these programs</p> <p><b>STATUS:</b> Complete</p>	<p><b>ACTION:</b> Explore opportunities to pursue a pilot project of a Net Zero building/home and neighbourhood</p> <p><b>STATUS:</b> Not started</p>	<p><b>ACTION:</b> Develop and implement landscape design guidelines to provide songbird and butterfly habitat</p> <p><b>STATUS:</b> Complete.</p>	
	<p><b>ACTION:</b> Review existing parking requirements and consider reducing requirements in new developments</p> <p><b>STATUS:</b> Complete</p>			
	<p><b>ACTION:</b> Create an alternate transportation reserve fund</p> <p><b>STATUS:</b> Not started process)</p>			




# SUSTAINABILITY PROGRESS REPORT

## LONG TERM ACTION ITEMS

Culture & Identity	Public Health & Social Development	Economic Development	Local Food & Agriculture	Leadership & Partnerships
<p><b>ACTION:</b> Develop a Volunteer Stewardship Strategy</p> <p><b>STATUS:</b> On-going work with local sports clubs. Watershed roundtable commenced</p>	<p><b>ACTION:</b> Develop ways to ensure that affordable housing is included in new developments</p> <p><b>STATUS:</b> On-going</p>	<p><b>ACTION:</b> Update the Town's Economic Development Strategy</p> <p><b>STATUS:</b> Not started</p>	<p><b>ACTION:</b> Host food workshops, including training for local growers and producers</p> <p><b>STATUS:</b> On-going</p>	<p><b>ACTION:</b> Support regional collaboration where it serves the greater good and promotes long-term sustainability</p> <p><b>STATUS:</b> On-going</p>
<p><b>ACTION:</b> Develop a Public Art Strategy to profile and celebrate the artists and arts in Ladysmith</p> <p><b>STATUS:</b> Not started Strategy. On-going support to Arts Council</p>	<p><b>ACTION:</b> In partnership with VIHA, redesign the Primary Health Centre and improve daycare services and elderly support</p> <p><b>STATUS:</b> On-going support with VIHA.</p>	<p><b>ACTION:</b> Explore opportunities for an eco-industrial project for a new industrial park at South Ladysmith</p> <p><b>STATUS:</b> On-going. Working with First Nations and road realignment in future.</p>	<p><b>ACTION:</b> Facilitate and encourage food sharing</p> <p><b>STATUS:</b> On-going donations to food bank from municipal gardens</p>	<p><b>ACTION:</b> Seek opportunities to leverage more efficient use of community facilities and resources</p> <p><b>STATUS:</b> On-going partnerships</p>
		<p><b>ACTION:</b> Continue to support home-based businesses</p> <p><b>STATUS:</b> Zoning Bylaw regulations updated. Home Based Business Guide produced.</p>	<p><b>ACTION:</b> Support the efforts of community partnerships</p> <p><b>STATUS:</b> On-going. 2016 – 2019 Council Strategic Priority</p>	<p><b>ACTION:</b> Pursue funding opportunities to advance the implementation of more costly aspects of the Sustainability Action Plan</p> <p><b>STATUS:</b> Pursuit of grants on-going</p>
		<p><b>ACTION:</b> Develop, support and promote eco-tourism business possibilities within the community</p> <p><b>STATUS:</b> On-going</p>		
				

# SUSTAINABILITY PROGRESS REPORT

## OBJECTIVES & INDICATORS

Growth & Development	Transportation	Energy & Emissions	Green & Natural Systems	Water & Waste Systems
<p><b>OBJECTIVE:</b> Increased housing diversity across Ladysmith</p> <p><b>INDICATOR:</b> % of type of housing types</p> <p>Target – 70% Single Family /30% Multi-Family (OCP)</p> <p>Current – 75% Single Family / 25% Multi-Family (Statistics Canada 2011)</p> <p>Housing types: 2001 79% SDH 2006 72% SDH (LIVESMART BC)</p>	<p><b>OBJECTIVE:</b> Increase walking</p> <p><b>INDICATOR:</b> #/% of residents who walk to meet daily needs</p> <p>Target – 7% (Provincial Average)</p> <p>Current – 6% of all work trips (2006 Census)</p>	<p><b>OBJECTIVE:</b> Reduce community energy use and GHG emissions</p> <p><b>INDICATOR:</b> Annual total of community energy use (kWh and GJ) and GHG emissions (tonne CO<sub>2</sub>e)</p> <p>Target – 5% reduction by 2012 from 2007 levels; 15% reduction by 2016 from 2007; 33% reduction by 2020 from 2007 levels (OCP)</p> <p>Current: Commercial: 2007 – 14,955 2010 – 16,035 7% increase</p> <p>Residential: 2007 – 10,324 2010 – 9,850 5% reduction</p>	<p><b>OBJECTIVE:</b> Protect parks and natural ecosystems</p> <p><b>INDICATOR:</b> Amount of protected natural greenspace and parkland within the Town</p> <p>Target – To be reviewed and established in PRC Master Plan 2016</p> <p>Current - in progress, completion of PRC Master plan in 2016</p>	<p><b>OBJECTIVE:</b> Encourage water conservation</p> <p><b>INDICATOR:</b> Per capita residential water consumption</p> <p>Target – Current leader in region. Target established in 2015 to be 20% less; 200 liters per capita per day (residential)</p> <p>Current – overall consumption 2015 reduced by 2%</p>
<p><b>OBJECTIVE:</b> More areas with transit supported densities</p> <p><b>INDICATOR:</b> aggregate density of population</p> <p>Target – 17-30 units per hectare (TOD)</p> <p>Current – 3-4 units per hectare (Population density per km<sup>2</sup> - 660.6 (Statistics Canada 2011)</p>	<p><b>OBJECTIVE:</b> Increase cycling</p> <p><b>INDICATOR:</b> #/% of users of Town bike system</p> <p>Target – 2% (Provincial Average)</p> <p>Current – 0.3% of all work trips (2006 Census)</p>	<p><b>OBJECTIVE:</b> Reduce energy use and emissions related to Town operations</p> <p><b>INDICATOR:</b> Annual total of corporate energy use (kWh and GJ) and GHG emissions (tonne CO<sub>2</sub>e)</p> <p>Target – 10% overall reduction in total municipal emission by 2012 from 2007 levels. 20% overall reduction from 2016 from 2007 levels</p> <p>2007 – 410 CO<sub>2</sub>e 2012- 458 CO<sub>2</sub>e *(11% above) *new buildings added</p> <p>Current - 2015 – 322CO<sub>2</sub>e (30% below 2012 – 21% below 2007)</p>	<p><b>OBJECTIVE:</b> Restore the ecological functionality of degraded sensitive ecosystem areas</p> <p><b>INDICATOR:</b> % of degraded sensitive ecosystem areas that have an appropriate level of ecological function restored</p> <p>Target – Not yet established</p>	<p><b>OBJECTIVE:</b> Use best practices in stormwater and wastewater management</p> <p><b>INDICATOR:</b> Streams water quality index</p> <p>Target – Not yet established</p> <p>Current - Completion of Waste Water Plant in 2016</p>
<p><b>OBJECTIVE:</b> More mixed uses in more areas of Ladysmith</p> <p><b>INDICATOR:</b> % of different land uses</p> <p>Target – Not yet established</p> <p>Current – Data not available</p>	<p><b>OBJECTIVE:</b> Increase transit usage</p> <p><b>INDICATOR:</b> # of transit riders on local/inter-municipal system</p> <p>Target – 10% (Provincial Average)</p> <p>Current – 0.5% of all work trips (2006 Census)</p>	<p><b>OBJECTIVE:</b> Reduce, divert and manage solid waste to achieve target of zero waste</p> <p><b>INDICATOR:</b> Amount of solid waste landfilled, per capita</p> <p>Target – Not yet established</p>		<p><b>OBJECTIVE:</b> Reduce the amount of environmentally hazardous substances and waste</p> <p><b>INDICATOR:</b> Hazardous waste generated in tonnes</p> <p>Target – Not yet established</p>
				

# SUSTAINABILITY PROGRESS REPORT

OBJECTIVES & INDICATORS				
Culture & Identity	Public Health & Social Development	Economic Development	Local Food & Agriculture	Leadership & Partnerships
<p><b>OBJECTIVE:</b> Encourage greater participation and appreciation of Ladysmith's arts and cultural events and facilities</p> <p><b>INDICATOR:</b> % of residents actively participating in public celebrations</p> <p>Target – To be reviewed and established in PRC Master Plan 2016</p> <p>Current - in progress. Completion of PRC Master Plan in 2016.</p>	<p><b>OBJECTIVE:</b> Improve physical and social well-being of Ladysmith residents</p> <p><b>INDICATOR:</b> % of population who take part in an activity at a recreation centre at least once a month % of residents actively participating in sports using community facilities</p> <p>Target – To be reviewed and established in PRC Master Plan 2016 Current - in progress. Completion of PRC Master Plan in 2016.</p>	<p><b>OBJECTIVE:</b> Business Diversity</p> <p><b>INDICATOR:</b> # of businesses; % of businesses in target growth sectors</p> <p>#of licensed businesses (not including mobile businesses) – 410</p> <p>% of businesses in target growth sectors: 68%</p>	<p><b>OBJECTIVE:</b> Increase opportunities for local food production, processing, retail and celebration</p> <p><b>INDICATOR:</b> Spending on local food</p> <p>Target – not yet established other than 10% shift</p> <p>Current - not yet established other than 10% shift</p>	<p><b>OBJECTIVE:</b> Actively engage regional partners and stakeholders in planning and decision-making for sustainability initiatives</p> <p><b>INDICATOR:</b> # of sustainability initiatives completed with partners and stakeholder organizations</p> <p>Target – not yet established</p>
<p><b>OBJECTIVE:</b> Preserve and enhance Ladysmith's built heritage</p> <p><b>INDICATOR:</b> # of heritage buildings in various states of repair (excellent, fair, poor); # of heritage buildings restored</p> <p>Target – Complete five SOS over 5 years Current – 22 records on CHR</p>	<p><b>OBJECTIVE:</b> Improve access to affordable housing</p> <p><b>INDICATOR:</b> # of individuals in Core housing need</p> <p>Target – n/a Current – 12% of households in the CVRD (CVRD Housing Indicators Report, April 2014)</p>	<p><b>OBJECTIVE:</b> More money spent at local independent businesses</p> <p><b>INDICATOR:</b> Local spending</p> <p>Target – 10%</p>		<p><b>OBJECTIVE:</b> Actively engage citizens in community building, planning and decision making</p> <p><b>INDICATOR:</b> # of residents participating in public events; visitors to Town website (Sustainability webpages)</p> <p>Target – Not yet established Current – Strategic Priority of Council 2016</p>
<p><b>OBJECTIVE:</b> Enhance support to Ladysmith's diverse arts, cultural and heritage venues and events</p> <p><b>INDICATOR:</b> Dollars spent to provide cultural services Value of arts grants distributed (\$ per resident)</p> <p>Target – To be reviewed in PRC Master Plan Current - in progress. Completion of PRC Master Plan in 2016</p>		<p><b>OBJECTIVE:</b> Increase in tourist visits</p> <p><b>INDICATOR:</b> visits by tourists at visitor's centre and overnight visitor stays at marina</p> <p>Target – 10% growth per year Visitor Centre: 8,535 Marina: 2,090 Visitor night stays, 25% increase over previous year</p>		<p><b>OBJECTIVE:</b> Continue to promote the efficient and effective management of municipal services with the goal of continuous improvement of long-term fiscal sustainability</p> <p><b>INDICATOR:</b> Completion of annual sustainability report (Yes/No)</p> <p>Target – Complete annually</p>

# SUSTAINABILITY PROGRESS REPORT

## FUTURE PRIORITIES

Growth & Development	Transportation	Energy & Emissions	Green & Natural Systems	Water & Waste Systems
<p>Aim for transit-supportive densities in new development areas.</p> <p>On-going</p>	<p>Open discussions with Province to identify ways to work together on sustainable innovations.</p> <p>On-going</p>	<p>Explore alternate forms of energy, such as solar, wind and geothermal that could be adopted by individual houses and specified areas of Ladysmith</p>	<p>Undertake more detailed mapping of wildlife habitats and corridors</p> <p>On-going with CVRD</p>	<p>Explore options for composting of municipal bio-solids</p> <p>Commenced</p>
<p>Explore ways to integrate other land uses into or around existing single-use areas.</p> <p>On-going</p>	<p>Create an alternative transportation reserve fund financed through off-street parking funds to enhance car-free opportunities.</p>	<p>Review existing guidelines to support green building directions in both new construction and renovations or retrofits</p>	<p>Support the protection of sensitive areas such as wetlands and watersheds.</p> <p>On-going. Commenced the watershed Roundtable</p>	<p>Expand the curbside recycling program to include glass and Styrofoam</p>
<p>Implement land use regulations to support the Downtown Plan and Waterfront Plan.</p> <p>Following completion of plans.</p>	<p>Support car-pooling and car co-op programs within the community.</p>	<p>Explore opportunities to pursue a pilot project of a Net Zero building /home and neighbourhood that has no net draw on external energy sources</p>	<p>Reduce/eliminate invasive species throughout the community.</p> <p>On-going Example: knotweed &amp; broom</p>	<p>Improve rainwater management</p>
<p>Leverage Ladysmith's location along the Island highway corridor – pursue addition of appropriate land uses along this corridor.</p> <p>On-going</p>	<p>Consider opportunities to develop new road standards that include narrower streets, bike lanes and other traffic calming provisions.</p> <p>On-going consideration</p>	<p>Use heat from available sources, such as sewage pipes at the WWTP or pumping stations, to heat buildings through district energy systems and encourage new developments to incorporate an alternative energy source or district heating systems</p>		
<p>Improve the pedestrian linkage between downtown, the highway and the waterfront.</p> <p>On-going</p>				



# SUSTAINABILITY PROGRESS REPORT

## FUTURE PRIORITIES

Culture & Identity	Public Health & Social Development	Economic Development	Local Food & Agriculture	Leadership & Partnerships
Develop a Volunteer Stewardship Strategy	Develop ways to ensure that affordable housing is included in new developments	Update the Town's Economic Development Strategy <i>Not started</i>	Host food workshops, including training for local growers and producers  <i>Provide space for farmers market.</i>	Support regional collaboration where it serves the greater good and promotes the long-term sustainability  <i>On-going</i>
Develop a Public Art Strategy to profile and celebrate the artists and arts in Ladysmith	In partnership with VIHA, redesign the Primary Health Centre and improve daycare services and elderly support	Explore opportunities for an eco-industrial project for a new industrial park at South Ladysmith  <i>On-going</i>	Facilitate and encourage food sharing  <i>On-going</i>	Seek opportunities to leverage more efficient use of community facilities and resources  <i>On-going</i>
		Continue to support home-based businesses  <i>On-going.</i>	Support the efforts of community partnerships  <i>On-going</i>	Pursue funding opportunities to advance the implementation of more costly aspects of the Sustainability Action Plan  <i>On-going</i>
		Develop, support and promote eco-tourism business possibilities within the community  <i>On-going.</i>		



# FINANCIAL STATEMENTS

*for Fiscal Year Ending  
December 31, 2015*

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December 31, 2015

## STATEMENT OF MANAGEMENT'S RESPONSIBILITY

The accompanying Consolidated Financial Statements are the responsibility of the management of the Town of Ladysmith and have been prepared in compliance with legislation, and in accordance with Canadian Public Sector Accounting standards.

In carrying out its responsibilities, management maintains appropriate systems of internal and administrative controls designed to provide reasonable assurance that transactions are executed in accordance with proper authorization, that assets are properly accounted for and safeguarded, and that financial information produced is relevant and reliable.

*MNP LLP* as the Municipality's appointed external auditors, have audited the Consolidated Financial Statements. The Auditor's report is addressed to the Mayor and members of Council and appears on the following page. Their opinion is based upon an examination conducted in accordance with Canadian Auditing Standards, performing such tests and other procedures as they consider necessary to obtain reasonable assurance that the Consolidated Financial Statements are free of material misstatement and present fairly the financial position and results of the Municipality in accordance with Canadian Public Sector Accounting Standards.



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Ruth Malli, CPA, CGA  
Chief Administration Officer

# Independent Auditor's Report

To the Mayor and Council of the Town of Ladysmith:

We have audited the accompanying consolidated financial statements of the Town of Ladysmith, which comprise the consolidated statement of financial position as at December 31, 2015 and the consolidated statements of operations, cash flows and changes in net financial assets and related schedules for the year then ended, and a summary of significant accounting policies and other explanatory information.

## *Management's Responsibility for the Consolidated Financial Statements*

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

## *Auditors' Responsibility*

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

## *Opinion*

In our opinion, the consolidated financial statements present fairly, in all material respects, the financial position of the Town of Ladysmith as at December 31, 2015 and the results of its operations, changes in net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Nanaimo, British Columbia

April 18, 2016

  
Chartered Professional Accountants

# Consolidated Statement of Financial Position

*as at December 31, 2015*

	<b>2015</b>	<b>2014</b>
<b>Financial Assets</b>		
Cash and short term deposits (Note 3)	\$ 13,653,298	\$ 12,790,890
Accounts receivable (Note 4)	2,934,237	4,175,786
	16,587,535	16,966,676
<b>Liabilities</b>		
Accounts payable and accrued liabilities (Note 5)	2,030,493	1,734,074
Post-employment benefits (Note 6)	268,000	276,300
Deferred revenue (Note 7)	368,849	311,057
Refundable deposits and other (Note 8)	391,720	333,530
Restricted reserves - other (Note 9)	490,270	480,150
Development cost charge reserve (Note 9)	1,769,872	1,477,171
Federal gas tax reserve (Note 11)	1,060,650	976,699
Obligations under capital lease (Note 12 & Schedule I)	445,707	558,406
Equipment Financing (Note 13)	42,952	-
Short term financing (Note 14 & Schedule II)	4,920,000	-
Debenture debt (Note 15 & Schedule III)	2,976,232	3,231,518
	14,764,745	9,378,905
<b>Net Financial Assets</b>	1,822,790	7,587,771
<b>Non-Financial Assets</b>		
Tangible Capital Assets (Schedule X)	89,175,441	80,163,584
Prepays	107,343	101,293
Inventory	74,792	74,824
	89,357,576	80,339,701
<b>Accumulated Surplus (Note 20)</b>	<b>\$ 91,180,366</b>	<b>\$ 87,927,472</b>

*Commitments and Contingencies (Note 16)*



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Director of Financial Services

*See accompanying notes to the financial statements*

# Consolidated Statement of Operations

For the year ended December 31, 2015

	<u>2015</u>	<u>Budget 2015</u> (Note 21)	<u>2014</u>
<b>Revenue</b>			
Taxes - (Schedule IV)	\$ 9,164,130	\$ 9,162,471	\$ 8,619,254
Fees and charges			
General (Schedule V)	1,894,740	1,758,454	1,735,798
Sewer (Schedule V)	791,347	767,278	741,877
Water (Schedule V)	713,268	765,290	713,777
Investment Income	132,452	105,000	130,693
Penalty and interest on tax	123,546	123,000	123,986
Grants (Schedule VIII)	2,534,795	4,330,519	3,504,463
Donations and contributed tangible capital assets	241,914	128,700	143,043
Gain on foreign exchange	131,994	-	95,762
Gain (loss) on disposal of tangible capital assets	164,961	-	(35,830)
Municipal Finance Authority refunds	47,299	-	-
Development fees	108,075	108,075	111,625
Local area improvements	-	-	8,922
Gas tax funds utilized	299,363	755,400	261,684
	<u>16,347,884</u>	<u>18,004,187</u>	<u>16,155,054</u>
<b>Expenses</b>			
General government services	2,270,072	2,361,001	2,240,654
Protective services	1,901,564	1,985,484	1,805,295
Transportation services	1,971,138	2,334,276	2,172,972
Garbage services	485,293	553,020	454,278
Cemetery services	21,492	30,072	23,999
Development services	516,386	691,077	560,900
Recreation and cultural services	2,387,738	2,527,052	2,342,825
Parks operation services	894,327	903,188	836,094
Sewer	1,274,354	1,664,386	1,074,454
Water	1,372,626	1,246,229	975,569
	<u>13,094,990</u>	<u>14,295,785</u>	<u>12,487,040</u>
Annual Surplus	3,252,894	3,708,402	3,668,014
Accumulated Surplus, beginning of year	<u>87,927,472</u>	<u>87,927,472</u>	<u>84,259,458</u>
Accumulated Surplus - end of year	<u>\$ 91,180,366</u>	<u>\$ 91,635,874</u>	<u>\$ 87,927,472</u>

See accompanying notes to the financial statements



# Consolidated Statement of Cash Flows

For the Year Ended December 31, 2015

	<u>2015</u>	<u>2014</u>
Operating Transactions		
Annual Surplus	\$ 3,252,894	\$ 3,668,014
Less non-cash items included in surplus:		
Amortization	2,512,157	2,436,048
Loss (gain) on disposal of tangible capital assets	(164,961)	35,830
Actuarial adjustments on debenture debt	(88,962)	(78,504)
Contributed tangible capital assets	(127,251)	(110,215)
	<u>5,383,877</u>	<u>5,951,173</u>
Accounts receivable	1,241,549	(1,275,040)
Prepaid expenses	(6,050)	17,356
Inventory	32	9,251
Accounts payable and accrued liabilities	296,420	171,550
Post employment benefits	(8,300)	50,400
Deferred revenues	57,792	81,817
Refundable deposits and other	58,190	(62,712)
Restricted reserves	10,120	5,937
Development cost charge reserve	292,701	(40,519)
Gas tax reserve	83,951	121,711
Cash provided by operating transactions	<u>7,410,282</u>	<u>5,030,925</u>
Capital Transactions		
Proceeds on sale of tangible capital assets	166,975	6,426
Cash used to acquire tangible capital assets	(11,398,779)	(4,606,232)
	<u>(11,231,804)</u>	<u>(4,599,806)</u>
Financing		
Proceeds of short-term financing	4,920,000	-
Repayment of long-term debt and capital leases	(236,071)	(231,251)
Net (Decrease) Increase in cash from financing	<u>4,683,929</u>	<u>(231,251)</u>
Increase in Cash and Short Term Deposits	862,407	199,868
Cash and Short Term Deposits - Beginning of Year	12,790,890	12,591,022
Cash and Short Term Deposits - End of Year	<u>\$ 13,653,298</u>	<u>\$ 12,790,890</u>

See accompanying notes to the financial statements

# Consolidated Statement of Changes in Net Financial Assets

For the Year Ended December 31, 2015

	<u>2015</u>	<u>Budget 2015</u> (Note 21)	<u>2014</u>
Annual Surplus	\$ 3,252,894	\$ 3,708,402	\$ 3,668,014
Acquisition of tangible capital assets	(11,526,030)	(16,657,483)	(4,764,215)
Amortization of tangible capital assets	2,512,157	2,485,372	2,436,048
Loss (gain) on sale of tangible capital assets	(164,961)	-	35,830
Proceeds from sale of tangible capital assets	166,975	-	6,429
Decrease (Increase) in inventories	32	-	9,251
Decrease (Increase) in prepaids	(6,050)	-	17,356
Change in Net Financial Assets	<u>(5,764,982)</u>	<u>(10,463,709)</u>	<u>1,408,713</u>
Net Financial Assets, beginning of year	<u>7,587,771</u>		<u>6,179,058</u>
Net Financial Assets, end of year	<u>\$ 1,822,790</u>		<u>\$ 7,587,771</u>

See accompanying notes to the financial statements

# Notes to the Consolidated Financial Statements

*For the Year Ended December 31, 2015*

## 1. General

The Town of Ladysmith was incorporated under the provisions of the British Columbia Municipal Act. Its principal activities are the provision of local government services in the Town, as governed by the Community Charter and the Local Government Act.

The notes to the consolidated financial statements are an integral part of these financial statements. They provide detailed information and explain the significant accounting and reporting policies and principles that form the basis of these statements. They also provide relevant supplementary information and explanations which cannot be expressed in the consolidated financial statements.

## 2. Significant Accounting Policies

### (a) Basis of Presentation

It is the Town's policy to follow Canadian public sector accounting standards for local governments and to apply such principles consistently. The financial resources and operations of the Town have been consolidated for financial statement purposes and include the accounts of all of the funds of the Town.

The consolidated financial statements are prepared using the accrual basis of accounting. The accrual basis of accounting records revenue as it is earned and measurable. Expenses are recognized as they are incurred and measurable based upon the receipt of goods and services or the creation of an obligation to pay.

The consolidated financial statements reflect the assets, liabilities, revenues and expenses and changes in fund balances and financial position of the Town. These consolidated financial statements consolidate the following operations:

*General Revenue Fund*  
*Water Revenue Fund*  
*Sewer Revenue Fund*  
*Reserve Fund*

*General Capital Fund*  
*Water Capital Fund*  
*Sewer Capital Fund*

### (b) Reporting Entity

The consolidated financial statements include the assets, liabilities, revenue and expenses of the reporting entity. The reporting entity is comprised of all the funds, agencies, local boards, and committees of the Council which are controlled by the Town. Control is defined as the power to govern the financial and reporting policies of another organization with the expected benefits or risk of loss to the Town. The controlled organizations are consolidated after adjusting their accounting policies to a basis consistent with the accounting policies of the Town. Interfund and intercompany balances and transactions have been eliminated. The controlled organizations include DL 2016 Holdings Corporation, a wholly owned subsidiary of the Town.

*These notes form an integral part of these financial statements*

# Notes to the Consolidated Financial Statements

For the Year Ended December 31, 2015

## 2. Significant Accounting Policies (continued)

### (c) Tangible Capital Assets

Tangible capital assets are recorded at cost less accumulated amortization and are classified according to their functional use. Cost includes all amounts that are directly attributable to the acquisition, construction, development or betterment of the asset. Donated assets are recorded at their estimated fair value upon acquisition. Certain tangible capital assets for which historical cost information is not available have been recorded at current fair market values discounted by a relevant inflation factor. Certain assets are disclosed at a nominal value as the determination of current fair market value was not available. The Town does not capitalize interest charges as part of the cost of its tangible capital assets.

Tangible capital assets are amortized over their estimated useful life, with a half-year's provision in the year of acquisition, on the straight-line method at the following annual rates:

#### General Tangible Capital Assets

Land	Indefinite
Land Improvements	15 to 75 years
Buildings	25 to 40 years
Equipment, Furniture and Vehicles	5 to 60 years

#### Engineering Structures

Roads and Sidewalks	20 to 75 years
Storm and Sewer	25 to 75 years
Water	20 to 80 years

Constructions in progress contain capital projects underway but not yet complete or put into use. Once put into use, the asset will be amortized based on the above annual rates for the applicable category of work performed.

Certain assets have historical or cultural value including works of art, historical documents as well as historical and cultural artifacts that are not recognized as tangible capital assets because a reasonable estimate of the future benefits associated with such property cannot be made. Intangibles, Crown lands and other natural resources are not recognized as tangible capital assets.

### (d) Cash and Short-Term Deposits

Cash and short-term deposits have maturities of three months or less from the date of acquisition, reported in Canadian funds using the exchange rate of the prescribed bank as of December 31.

# Notes to the Consolidated Financial Statements

*For the Year Ended December 31, 2015*

## 2. Significant Accounting Policies (continued)

### (e) Restricted Reserves and Deferred Revenues

Receipts which are restricted by the legislation of senior governments or by agreement with external parties are deferred and reported as restricted reserves. When qualifying expenses are incurred, restricted reserves are brought into revenue at equal amounts, in accordance with Revenue Recognition policy 2 (h). These revenues are comprised of the amounts shown in Note 9.

Revenues received from non-government sources in advance of expenses which will be incurred in a later period are deferred until the associated purchase or expense is incurred.

### (f) Use of Estimates

The preparation of financial statements in accordance with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expense during the reporting period. Significant areas requiring the use of management estimates relate to the collectability of accounts receivable, accrued liabilities, post-employment benefits, provisions for contingencies and amortization rates, useful lives and salvage values for determining tangible capital asset values. Actual results could differ from those estimates. Liabilities for contaminated sites are estimated based on the best information available regarding potentially contaminated sites that the Town is responsible for. Adjustments, if any, will be reflected in operations in the period of settlement.

### (g) Leases

Leases are classified as capital or operating leases. Leases which transfer substantially all of the benefits and risks incidental to the ownership of property are accounted for as capital leases. All other leases are accounted for as operating leases and the related lease payments are charged to expenses as incurred.

Rental payments under operating leases are expensed as incurred.

The Town currently rents property at 132c and 33 Roberts Street for office space as well as 17 and 25 Roberts Street for a parking lot. Total lease payments expensed for the year were \$ 75,837. The operating leases are annual agreements, and the Town does not expect significant variation from the annual amounts in future years.

### (h) Revenue Recognition

Taxation revenues are recognized at the time of issuing the property tax notices for the fiscal year. Fees and charges revenue are recognized when the services are rendered. Investment income is accrued as earned. Gain on foreign exchange has been recognized in the Statement of Operations using the exchange rate in effect on December 31, 2015.

Other revenues are recognized when earned in accordance with the terms of the agreement, when the amounts are measurable and when collection is reasonably assured.

*These notes form an integral part of these financial statements*

# Notes to the Consolidated Financial Statements

*For the Year Ended December 31, 2015*

## **2. Significant Accounting Policies (continued)**

The Town recognizes a government transfer as revenue when the transfer is authorized and all eligibility criteria, if any, have been met. Grants and donations are recognized in the financial statements in the period which the events giving rise to the transfer occur, eligibility criteria are met, and reasonable estimates of the amount can be made. A government transfer with stipulations giving rise to an obligation that meets the definition of a liability is recognized as a liability (deferred revenue). In such circumstances, the Town recognizes the revenue as the liability is settled.

Deferred revenue represents user charges and other fees which have been collected, for which the related services have yet to be provided. These amounts will be recognized as revenue in the fiscal year the services are provided.

### **(i) Non-financial Assets**

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations. The change in non-financial assets during the year, together with the excess of revenues over expenses, provides the change in net financial assets for the year.

### **(j) Inventory**

Inventory is valued at the lower of cost and net realizable value, determined on an average cost basis.

### **(k) Liability for contaminated sites**

A liability for remediation of a contaminated site is recognized at the best estimate of the amount required to remediate the contaminated site when contamination exceeding an environmental standard exists, the Town of Ladysmith is either directly responsible or accepts responsibility, it is expected that future economic benefits will be given up, and a reasonable estimate of the amount is determinable. The best estimate of the liability includes all costs directly attributable to remediation activities and is reduced by expected net recoveries based on information available at December 31, 2015.

The Town has determined that no owned properties meet the criteria to recognize a liability for contaminated sites.

At each financial reporting date, the Town of Ladysmith reviews the carrying amount of the liability. Any revisions required to the amount previously recognized is accounted for in the period revisions are made. If applicable, the Town of Ladysmith will recognize the liability until it is settled or otherwise extinguished. Disbursements made to settle the liability are deducted from the reported liability when they are made.

# Notes to the Consolidated Financial Statements

*For the Year Ended December 31, 2015*

## 2. Significant Accounting Policies (continued)

### (I) Recent Accounting Pronouncements

#### ***PS 2200 Related Party Disclosures***

In March 2015, as part of the CPA Canada Public Sector Accounting Handbook Revisions Release No. 42, the Public Sector Accounting Board issued a new standard, PS 2200 Related Party Disclosures.

This new Section defines related party and established disclosures required for related party transactions. Disclosure of information about related party transactions and the relationship underlying them is required when they have occurred at a value different from that which would have been arrived at if the parties were unrelated, and they have, or could have, a material financial effect on the financial statements.

This section is effective for fiscal years beginning on or after April 1, 2017. Early adoption is permitted.

The Town does not expect application of the new Standard to have a material effect on the consolidated financial statements.

#### ***PS 3210 Assets***

In June 2015, new PS 3210 Assets was included in the CPA Canada Public Sector Accounting Handbook. The new Section provides guidance for applying the definition of assets set out in PS 1000 Financial Statement Concepts. The main features of this standard are as follows:

Assets are defined as economic resources controlled by a government as a result of past transactions or events and from which future economic benefits are expected to be obtained.

Economic resources can arise from such events as agreements, contracts, other government's legislation, the government's own legislation, and voluntary contributions.

The public is often the beneficiary of goods and services provided by a public sector entity. Such assets benefit public sector entities as they assist in achieving the entity's primary objective of providing public goods and services.

A public sector entity's ability to regulate an economic resource does not, in and of itself, constitute control of an asset, if the interest extends only to the regulatory use of the economic resource and does not include the ability to control access to future economic benefits.

A public sector entity acting as a trustee on behalf of beneficiaries specified in an agreement or statute is merely administering the assets, and does not control the assets, as future economic benefits flow to the beneficiaries.

An economic resource may meet the definition of an asset, but would not be recognized if there is no appropriate basis for measurement and a reasonable estimate cannot be made, or if another Handbook Section prohibits its recognition. Information about assets not recognized should be disclosed in the notes.

*These notes form an integral part of these financial statements*

# Notes to the Consolidated Financial Statements

*For the Year Ended December 31, 2015*

## 2. Significant Accounting Policies (continued)

The standard is effective for fiscal years beginning on or after April 1, 2017. Earlier adoption is permitted.

The Town does not expect application of the new Standard to have a material effect on the consolidated financial statements.

### **PS 3320 Contingent Assets**

In June 2015, new PS 3320 Contingent Assets was included in the CPA Canada Public Sector Accounting Handbook. The new Section establishes disclosure standards on contingent assets. The main features of this Standard are as follows:

Contingent assets are possible assets arising from existing conditions or situations involving uncertainty. That uncertainty will ultimately be resolved when one or more future events not wholly within the public sector entity's control occurs or fails to occur. Resolution of the uncertainty will confirm the existence or non-existence of an asset.

Passing legislation that has retroactive application after the financial statement date cannot create an existing condition or situation at the financial statement date.

Elected or public sector entity officials announcing public sector entity intentions after the financial statement date cannot create an existing condition or situation at the financial statement date.

Disclosures should include existence, nature, and extent of contingent assets, as well as the reasons for any non-disclosure of extent, and the bases for any estimates of extent made.

When a reasonable estimate can be made, disclosure should include a best estimate and a range of possible amounts (or a narrower range of more likely amounts), unless such a disclosure would have an adverse impact on the outcome.

The standard is effective for fiscal years beginning on or after April 1, 2017. Earlier adoption is permitted. The Town does not expect application of the new Standard to have a material effect on the consolidated financial statements.

### **PS 3380 Contractual Rights**

In June 2015, new PS 3380 Contractual Rights was included in the CPA Canada Public Sector Accounting Handbook. This new Section establishes disclosure standards on contractual rights, and does not include contractual rights to exchange assets where revenue does not arise. The main features of this Standard are as follows:

Contractual rights are rights to economic resources arising from contracts or agreements that will result in both an asset and revenue in the future.

Until a transaction or event occurs under a contract or agreement, an entity only has a contractual right to an economic resource. Once the entity has received an asset, it no longer has a contractual right.

*These notes form an integral part of these financial statements*



# Notes to the Consolidated Financial Statements

*For the Year Ended December 31, 2015*

## 2. Significant Accounting Policies (continued)

Contractual rights are distinct from contingent assets as there is no uncertainty related to the existence of the contractual right.

Disclosures should include descriptions about nature, extent, and timing.

The standard is effective for fiscal years beginning on or after April 1, 2017. Earlier adoption is permitted.

The Town does not expect application of the new Standard to have a material effect on the consolidated financial statements.

### ***PS 3430 Restructuring Transactions***

In June 2015, new PS 3430 Restructuring Transactions was included in the CPA Canada Public Sector Accounting Handbook. The new Section establishes disclosure standards on contingent assets. The main features of this Standard are as follows:

A restructuring transaction is defined separately from an acquisition. The key distinction between the two is the absence of an exchange of consideration in a restructuring transaction.

A restructuring transaction is defined as a transfer of an integrated set of assets and/or liabilities, together with related program or operating responsibilities that does not involve an exchange of consideration.

Individual assets and liabilities transferred in a restructuring transaction are derecognized by the transferor at their carrying amount and recognized by the recipient at their carrying amount with applicable adjustments.

The increase in net assets or net liabilities resulting from recognition and derecognition of individual assets and liabilities received from all transferors, and transferred to all recipients in a restructuring transaction, is recognized as revenue or as an expense.

Restructuring-related costs are recognized as expenses when incurred.

Individual assets and liabilities received in a restructuring transaction are initially classified based on the accounting policies and circumstances of the recipient at the restructuring date.

The financial position and results of operations prior to the restructuring date are not restated. Disclosure of information about the transferred assets, liabilities and related operations prior to the restructuring date by the recipient is encouraged but not required.

The Section is effective for new restructuring transactions that occur in fiscal periods beginning on or after April 1, 2018. Earlier application is encouraged.

The Town does not expect application of the new Standard to have a material effect on the consolidated financial statements.

*These notes form an integral part of these financial statements*

# Notes to the Consolidated Financial Statements

For the Year Ended December 31, 2015

### 3. Cash and Short Term Deposits

Cash and short term deposits were comprised as follows:

	<u>2015</u>	<u>2014</u>
Cash	\$ 12,886,680	\$ 12,030,766
Short term deposits	766,618	760,124
	<u>\$ 13,653,298</u>	<u>\$ 12,790,890</u>

Included in Cash is a deposit of \$1,157,870 (the equivalent of \$852,854 US Funds based on the exchange rate at the Ladysmith and District Credit Union on December 31, 2015). Short term deposits consist of short term investments in the Municipal Finance Authority of B.C. money market fund. The market value is equal to the carrying value.

Included in cash and short term deposits are the following restricted amounts that can only be expended in accordance with the terms of the restricted reserves.

	<u>2015</u>	<u>2014</u>
Restricted reserves - other	\$ 490,270	\$ 480,150
Federal gas tax reserve	1,060,650	976,699
Development cost charges reserve	1,769,872	1,477,171
	<u>\$ 3,320,793</u>	<u>\$ 2,934,020</u>

### 4. Accounts Receivable

	<u>2015</u>	<u>2014</u>
Property taxes	\$ 1,243,983	\$ 1,277,401
Other government	1,031,001	2,258,560
User fees and other	631,823	615,204
Developer receivables	16,253	16,253
Employee receivables	11,177	8,369
	<u>\$ 2,934,237</u>	<u>\$ 4,175,786</u>

These notes form an integral part of these financial statements

# Notes to the Consolidated Financial Statements

For the Year Ended December 31, 2015

## 5. Accounts Payable and Accrued Liabilities

	<u>2015</u>	<u>2014</u>
General	\$ 1,007,433	\$ 1,284,364
Other governments	1,151	1,039
Salaries and wages	194,764	188,300
Contractor holdbacks	786,222	219,448
Accrued interest	<u>40,923</u>	<u>40,923</u>
	<u>\$ 2,030,493</u>	<u>\$ 1,734,074</u>

## 6. Post-Employment Benefits

The Town provides compensated absences to its employees to a maximum of 120 days. The Town also allows employees to defer unused vacation without any maximum. Any deferred vacation time remaining at retirement or termination is paid out at that time. The amount recorded for these benefits is based on an actuarial evaluation done by an independent firm using a projected benefit actuarial valuation method prorated on services. The last actuarial valuation was calculated at August 31, 2014 and has been extrapolated to December 31, 2015. The change in the liability in the financial statements in respect of obligations under the plan amounts to \$8,300. (\$50,400 - 2014).

The accrued post-employment benefits are as follows:

	<u>2015</u>	<u>2014</u>
Balance, beginning of year	\$ 276,300	\$ 225,900
Current service costs	30,400	29,200
Benefits paid	(32,700)	(13,700)
Actuarial (gain)/loss	<u>(6,000)</u>	<u>34,900</u>
Balance, end of year	<u>\$ 268,000</u>	<u>\$ 276,300</u>

The significant actuarial assumptions adopted in measuring the Town's post-employment benefits are as follows:

	<u>2015</u>	<u>2014</u>
Discount Rate	3.10%	3.10%
Expected Inflation Rate and Wage & Salary Increases	2.50%	2.50%

*These notes form an integral part of these financial statements*

# Notes to the Consolidated Financial Statements

For the Year Ended December 31, 2015

## 7. Deferred Revenue

	<u>2015</u>	<u>2014</u>
Licence fees & charges	\$ 6,133	\$ 5,961
Rental payments	589	37,957
Prepaid property tax	243,115	163,609
Subdivision tree prepayment	45,604	35,105
Recreation prepayment	32,399	26,928
Utilities	26,249	26,102
Other	14,759	15,396
	<u>\$ 368,849</u>	<u>\$ 311,057</u>

## 8. Refundable Deposits and Other

	<u>2015</u>	<u>2014</u>
Developer performance deposits	\$ 212,120	\$ 159,780
Damage deposits	179,400	173,550
Other	200	200
	<u>\$ 391,720</u>	<u>\$ 333,530</u>

These notes form an integral part of these financial statements

# Notes to the Consolidated Financial Statements

## For the Year Ended December 31, 2015

### 9. Restricted Reserves and Development Cost Charges Reserve

Restricted reserves include Development Cost Charges (DCC's) which are charged to developers and utilized for infrastructure development. There are two reserves, LRC Capital and B&G Capital for the replacement of specific building components located at 630 2<sup>nd</sup> Avenue and 220 High Street.

Description	Balance Dec. 31, 2014	Interest	Contributions	Expenditures	Balance Dec. 31, 2015
DCC - Water	\$ 258,136	\$ 3,134	\$ 141,386	\$ -	\$ 402,656
DCC - Parks	270,463	2,682	45,360	-	318,504
DCC - Roads	431,985	3,923	96,180	(108,075)	424,013
DCC - Sewer	176,721	1,826	95,377	-	273,925
DCC - Storm	339,867	3,287	7,620	-	350,774
	<u>1,477,171</u>	<u>14,853</u>	<u>385,924</u>	<u>(108,075)</u>	<u>1,769,872</u>
Parking	72,304	694	-	-	72,998
Green Streets	1,427	14	-	-	1,441
Amphitheatre	14,725	146	1,200	-	16,071
LRC - Capital	369,197	283	2,480	-	371,960
B&G - Capital	22,497	240	5,064	-	27,801
	<u>480,150</u>	<u>1,377</u>	<u>8,744</u>	<u>-</u>	<u>490,270</u>
TOTAL	<u>\$ 1,957,321</u>	<u>\$ 16,229</u>	<u>\$ 394,667</u>	<u>\$ (108,075)</u>	<u>\$ 2,260,142</u>

### 10. Financial Instruments

The Town as part of its operations carries a number of financial instruments. It is management's opinion the Town is not exposed to significant interest, currency or credit risk arising from these financial instruments, except as otherwise disclosed. The Town is exposed to currency risk on its US dollar bank account, as described in Note 3. Unless otherwise noted, the fair value of these financial instruments approximates their carrying values.

# Notes to the Consolidated Financial Statements

For the Year Ended December 31, 2015

## 11. Federal Gas Tax Reserve

Gas Tax funding is provided by the Government of Canada. The use of the funding is established by a funding agreement between the Town and the Union of British Columbia Municipalities. Gas Tax funding may be used towards designated public transit, community energy, water, wastewater, solid waste and capacity building projects, as specified in the funding agreements. The funds are recorded on the financial statements as a restricted reserve.

	<u>2015</u>	<u>2014</u>
Opening balance of unspent funds	\$ 976,699	\$ 854,988
Add: Amounts received during the year	374,048	374,048
Interest earned	9,265	9,347
Less: Gas tax funds utilized	(299,363)	(261,684)
	<u>                    </u>	<u>                    </u>
Closing balance of unspent funds	<u>\$ 1,060,650</u>	<u>\$ 976,699</u>

## 12. Obligations under Capital Lease

There are six leases payable to the Municipal Finance Authority. The future minimum lease payments, including PST, under the capital lease obligation are as follows:

2016	\$ 61,317
2017	48,872
2018	332,139
2019	3,379
2020	-
Thereafter	-

Debt interest, less actuarial adjustments in the consolidated statement of financial activities, is calculated as \$8,673 (\$10,812 - 2014).

# Notes to the Consolidated Financial Statements

*For the Year Ended December 31, 2015*

## 12. Obligations under Capital Lease (continued)

The Town has entered into capital leases for the following purchases:

- 1) A five year capital lease agreement with the Municipal Finance Authority of British Columbia which commenced on August 2011 for the purchase of a Photocopier. The remaining obligation will be repaid with monthly lease payments in the amount of \$329 including interest at 1.70% per annum. The balance of the capital lease at December 31, 2015, which is included in obligation under capital leases, is \$2,416. Lease to expire July 2016. (\$6,559 - 2014)
- 2) A five year capital lease agreement with the Municipal Finance Authority of British Columbia which commenced on April 2012 for the purchase of a 4X4 fire truck. The remaining obligation will be repaid with monthly lease payments in the amount of \$1,381 including interest at 1.70% per annum. The balance of the capital lease at December 31, 2015, which is included in obligation under capital leases, is \$24,752. Lease to expire May 2017. (\$41,870 - 2014)
- 3) A five year capital lease agreement with the Municipal Finance Authority of British Columbia which commenced on June 2012 for the purchase of a photocopier. The remaining obligation will be repaid with monthly lease payments in the amount of \$111 including interest at 1.70% per annum. The balance of the capital lease at December 31, 2015, which is included in obligation under capital leases, is \$2,212. Lease to expire July 2017. (\$3,587 - 2014)
- 4) A five year capital lease agreement with the Municipal Finance Authority of British Columbia which commenced on March 28, 2013 for the purchase of a fire truck. The remaining obligation will be repaid with monthly lease payments in the amount of \$2,718 including interest at 1.70% per annum. The balance of the capital lease at December 31, 2015, which is included in obligation under capital leases, is \$378,241. Lease to expire March 2018. (\$406,075 - 2014)
- 5) A five year capital lease agreement with the Municipal Finance Authority of British Columbia which commenced on February 2, 2014 for the purchase of a photocopier. The remaining obligation will be repaid with monthly lease payments in the amount of \$147 including interest at 1.70% per annum. The balance of the capital lease at December 31, 2015, which is included in obligation under capital leases, is \$5,781. Lease to expire February 2019. (\$7,546 - 2014)
- 6) A five year capital lease agreement with the Municipal Finance Authority of British Columbia which commenced on April 25, 2014 for the purchase of fitness equipment. The remaining obligation will be repaid with monthly lease payments in the amount of \$782 including interest at 1.70% per annum. The balance of the capital lease at December 31, 2015, which is included in obligation under capital leases, is \$32,305. Lease to expire April 2019. (\$41,678 - 2014)

*These notes form an integral part of these financial statements*

# Notes to the Consolidated Financial Statements

For the Year Ended December 31, 2015

## 13. Equipment Financing

A new five year equipment financing agreement with the Municipal Finance Authority of British Columbia commenced on September 28, 2015 for the financing of a fire truck. The remaining obligation will be repaid with monthly payments in the amount of \$776 including interest at 1.24% per annum. The balance of the loan at December 31, 2015 is \$42,952. Loan to expire September 30, 2020.

The future minimum principal payments are:

2016	\$	8,769
2017		8,889
2018		9,015
2019		9,143
2020		7,136
Thereafter		-

## 14. Short-Term Debt

The Town executed short term borrowing of \$4,000,000 to construct the upgrade of the Waste Water Treatment Plant. An additional \$3,000,000 was executed in 2016.

The Town also executed short term borrowing of \$920,000 to purchase the properties at 12, 20, and 26 Buller Street and 721 First Avenue.

Principal Payments payable over the next five years:

	2016	2017	2018	2019	2020
Waste Water Treatment Plant	\$4,000,000	-	-	-	-
Buller Street Properties	-	-	-	-	\$ 920,000



# Notes to the Consolidated Financial Statements

## For the Year Ended December 31, 2015

### 15. Debenture Debt

The total long term debt issued and outstanding as at December 31, 2015 was \$2,976,232 (\$3,231,518 as at December 31, 2014). There is an additional \$10 million dollars authorized to fund the upgrade of the Waste Water Treatment Plant.

The following principal amounts are payable over the next five years.

#### Principal repayments

	2016	2017	2018	2019	2020	Thereafter
General	\$ 66,033	\$ 66,033	\$ 66,033	\$ 66,033	\$ 66,033	\$ 726,362
Water	24,012	24,012	24,012	24,012	24,012	408,204
Sewer	-	-	-	-	-	-
	<u>\$ 90,045</u>	<u>\$ 90,045</u>	<u>\$ 90,045</u>	<u>\$ 90,045</u>	<u>\$ 90,045</u>	<u>\$ 1,134,566</u>

#### Actuarial sinking fund earnings

	2016	2017	2018	2019	2020	Thereafter
General	\$ 27,953	\$ 31,712	\$ 35,622	\$ 39,688	\$ 43,917	\$ 815,770
Water	2,998	4,078	5,202	6,371	7,586	370,544
Sewer	-	-	-	-	-	-
	<u>\$ 30,951</u>	<u>\$ 35,790</u>	<u>\$ 40,824</u>	<u>\$ 46,059</u>	<u>\$ 51,503</u>	<u>\$ 1,186,314</u>
	<u>\$120,996</u>	<u>\$125,835</u>	<u>\$130,869</u>	<u>\$136,104</u>	<u>\$141,548</u>	<u>\$2,320,880</u>

Debt interest, less actuarial adjustments in the consolidated statement of financial activities, is determined as follows:

	Interest	Actuarial Adjustment	2015 Net	2014 Net
General - Interest	\$ 219,463	\$ 83,177	\$ 136,286	\$ 145,380
Water - Interest	34,000	1,959	32,041	33,040
Sewer - Interest	725	3,826	(3,101)	(1,263)
	<u>\$ 254,188</u>	<u>\$ 88,962</u>	<u>\$ 165,226</u>	<u>\$ 177,156</u>

### 16. Commitments and Contingencies

#### (a) Contingent Liabilities

- i) The Town, as a member of the Cowichan Valley Regional District, is jointly and severally liable for operational deficits or long term debt related to functions in which it participates.
- ii) The loan agreements with the Municipal Finance Authority provide that if the Authority does not have sufficient funds to meet payments on its obligations it shall make payments from the Debt Reserve Fund which in turn is established by a similar Debt Reserve Fund in the Town and all other borrowing participants. If the Debt Reserve Fund is deficient the Authority's obligations become a liability of the regional district and may become a liability of the participating municipalities.
- iii) Various claims have been made against the Town as at December 31, 2015 for incidents which arose in the ordinary course of operations. In the opinion of management and legal counsel, the

*These notes form an integral part of these financial statements*

# Notes to the Consolidated Financial Statements

*For the Year Ended December 31, 2015*

## 16. Commitments and Contingencies (Continued)

outcomes of the lawsuits, now pending, are not determinable. As the outcomes are not determinable at this time, no amount has been accrued in the financial statements. Should any loss result from the resolution of these claims, such loss will be charged to operations in the year of resolution.

### (b) Pension Liability

The employer and its employees contribute to the Municipal Pension Plan (a jointly trustee pension plan). The board of trustees, representing plan members and employers, is responsible for administering the plan, including investment of assets and administration of benefits. The Plan is a multi-employer defined benefit pension plan. Basic pension benefits are based on a formula. As at December 31, 2014, the Plan has about 185,000 active members and approximately 80,000 retired members. Active members include approximately 37,000 contributors from local governments.

Every three years, an actuarial valuation is performed to assess the financial position of the plan and adequacy of plan funding. The actuary determines an appropriate combined employer and member contribution rate to fund the plan. The actuary's calculated contribution rate is based on the entry-age normal cost method, which produces the long-term rate of member and employer contributions sufficient to provide benefits for average future entrants to the plan. This rate is then adjusted to the extent there is amortization of any funding deficit.

The most recent valuation for the Municipal Pension Plan as of December 31, 2012, indicated a \$1.37 billion funding deficit for basic pension benefits on a going concern basis.

The next valuation will be as at December 31, 2015, with results available in 2016.

Employers participating in the plan record their pension expense as the amount of employer contributions made during the fiscal year (defined contribution pension plan accounting). This is because the plan records accrued liabilities and accrued assets for the plan in aggregate, resulting in no consistent and reliable basis for allocating the obligation, assets and cost to individual employers participating in the plan.

The Town of Ladysmith paid \$430,067 (2014 - \$408,683) for employer contributions to the Plan in fiscal 2015.

### (c) Reciprocal Insurance Exchange Agreement

The Town is a subscribed member of the Municipal Insurance Association of British Columbia (The "Exchange") as provided by Section 3.02 of the Insurance Act of the Province of British Columbia. The main purpose of the Exchange is to pool the risks of liability so as to lessen the impact upon any subscriber. Under the Reciprocal Insurance Exchange Agreement the Town is assessed a premium and specific deductible for its claims based on population. The obligation of the Town with respect to the Exchange and/or contracts and obligations entered into by the Exchange on behalf of its subscribers in connection with the Exchange are in every case several, and not joint and several. The Town irrevocably and unconditionally undertakes and agrees to indemnify and save harmless the other subscribers against liability losses and costs which the other subscriber may suffer.

# Notes to the Consolidated Financial Statements

For the Year Ended December 31, 2015

## 17. Significant Taxpayers

The Town is reliant upon 10 taxpayers for approximately 20.72% (21.19% - 2014) of the total property tax revenue which includes Western Forest Products at approximately 12.6% (13.1% - 2014) of the total property tax revenue.

## 18. Funds Held in Trust

These funds account for assets which must be administered as directed by agreement or statute for certain beneficiaries; in particular, these funds are for the Cemetery Trust Fund. In accordance with PSAB recommendations on financial statement presentation, trust funds are not included in the Town's Financial Statements. A summary of trust fund activities by the Town is as follows:

	<u>2015</u>	<u>2014</u>
<b>Assets</b>		
Cash and short term investment	\$ 147,252	\$ 143,932
<b>Equity</b>		
Opening balance	\$ 143,932	\$ 141,707
Interest	1,474	1,583
Transfer interest to fund cemetery costs	(1,474)	(1,583)
Contributions	3,320	2,225
Balance, end of year	<u>\$ 147,252</u>	<u>\$ 143,932</u>

## 19. Comparative Figures

Certain comparative figures have been reclassified to conform to the current year's presentation.

*These notes form an integral part of these financial statements*

# Notes to the Consolidated Financial Statements

For the Year Ended December 31, 2015

## 20. Accumulated Surplus

The Town segregates its accumulated surplus in the following categories:

	<u>2015</u>	<u>2014</u> (Restated)
Unappropriated equity	\$ 3,733,297	\$ 3,301,039
Appropriated equity (Schedule VI)	<u>5,612,326</u>	<u>7,307,629</u>
	<u>9,345,623</u>	<u>10,608,668</u>
<b>Capital Funds</b>		
General capital fund	127,404	113,288
Sewer capital fund	17,419	834
Water capital fund	<u>612,520</u>	<u>595,935</u>
	<u>757,344</u>	<u>710,057</u>
<b>Reserve Funds</b>		
Reserve funds (Schedule VI)	<u>286,847</u>	<u>235,633</u>
Equity in Tangible Capital Assets	<u>80,790,552</u>	<u>76,373,114</u>
Total Accumulated Surplus	<u>\$ 91,180,366</u>	<u>\$ 87,927,472</u>

## 21. Annual Budget

Fiscal plan amounts represent the Financial Plan Bylaw adopted by Council on May 11, 2015.

The Financial Plan anticipated the use of surpluses accumulated in previous years to balance against current year expenses in excess of current year revenues. In addition, the Financial Plan anticipated capital expenses rather than amortization expense.

The following shows how these amounts were combined:

Financial Plan Balance for the year	\$ -
Add back:	
Amortization	(2,485,372)
Proceeds from new debt	(9,800,000)
Transfers to/from own funds	(1,140,829)
Less:	
Principal payments on debt	477,120
Capital expenditures per budget	17,448,403
Capital Expenditures expensed according to Tangible Capital Asset Policy	<u>(790,920)</u>
Adjusted Annual Surplus	<u>\$ 3,708,402</u>

These notes form an integral part of these financial statements

# Notes to the Consolidated Financial Statements

*For the Year Ended December 31, 2015*

## 22. DL 2016 Holdings Corporation (“DL 2016”)

The Town of Ladysmith has an investment in DL 2016 Holdings Corporation, a wholly owned subsidiary company of the Town.

The Town of Ladysmith leases portions of its waterfront from the Province of British Columbia parts of which are subleased to DL 2016 for use as a marina.

DL 2016 has entered into operation and maintenance agreement and a license agreement with the Ladysmith Maritime Society (LMS) for the operation and management of the lease area.

Pursuant to these agreements DL 2016 could provide security for debt financing in order for LMS to implement capital improvements to the lease area.

## 23. Segmented Information

The Town is a diversified municipal government institution that provides a wide range of services to its citizens such as roads, water, sewer and drainage infrastructure, fire protection, police protection (RCMP), cemetery, recreation centre, garbage collection and parkland. Distinguishable functional segments have been separately disclosed in the segmented information. The nature of the segments and the activities they encompass are as follows:

### General Government Services

The City Manager is the liaison between Council and the Town departments and staff. The Corporate Services Department supports the legislated activities of Council, and provides information to citizens with respect to Council/Committee processes, reporting procedures and decisions, and Town activities. Also included in General Government Services is the Finance Department, Information Technology and Human Resources.

### Protective Services

Protection is comprised of fire protection, policing, bylaw enforcement and building inspection.

- Bylaw enforcement administers, monitors, and seeks compliance with the bylaws enacted by the Mayor and Council to regulate the conduct of affairs in the Town of Ladysmith.
- Fire protection is provided by the fire department, whose volunteer members receive compensation for each callout in which they take part.

*These notes form an integral part of these financial statements*

# Notes to the Consolidated Financial Statements

*For the Year Ended December 31, 2015*

## 23. Segmented Information (Continued)

- Policing is provided under contract with the RCMP operating from a detachment building located in and owned by the Town of Ladysmith.
- The Town of Ladysmith's Development Services and Public Works Departments work together to regulate all construction within the Town. This is achieved through the use of the Town of Ladysmith's Building and Plumbing Bylaw, the British Columbia Building Code, the British Columbia Fire Code and other related bylaws and enactments with the Town of Ladysmith.

### Transportation, Garbage and Cemetery

The Transportation (Public Works) Department is responsible for the infrastructure of the Town:

- Ensuring clean and safe water to the Town, supplied through underground pipes and reservoirs,
- Maintaining a separate system of underground pipes to collect sewer or waste water for proper treatment prior to discharging it,
- Providing and maintaining the Town's roads, sidewalks, street lights, signage and line markings, storm drainage and hydrants,
- Providing other key services including street cleaning and the operation of a local bus service.

Garbage Services (Public Works) is responsible for the garbage collection and compost and recycling programs operating in the Town of Ladysmith. Garbage and recycling collection is performed by a contractor.

Cemetery (Public Works) Department provides cemetery services including the maintenance of the cemetery grounds.

### Development

The Development Services Department provides short-term and long-term land use planning services.

- Long-term Planning includes work with the community on reviewing the Town's Official Community Plan, developing new Neighbourhood Plans, the Trail Plan and the review of relevant bylaws.
- Short term Planning includes the processing of development applications.

# Notes to the Consolidated Financial Statements

*For the Year Ended December 31, 2015*

## 23. Segmented Information (Continued)

### Recreation and Culture

The Parks, Recreation and Culture Department contribute to the quality of life and personal wellness of the community through the provision of a variety of special events, programs, services and facilities. The Frank Jameson Community Centre is the location where the majority of the programs are offered.

### Parks

Parks includes and provides maintenance of beach area, trails, golf course, spray-park, ball parks, and any other civic grounds.

### Water

Water includes all of the operating activities related to the treatment and distribution of water throughout the Town.

### Sewer

Sewer includes all of the operating activities related to the collection and treatment of waste water (sewage) throughout the Town.

## 24. Subsequent Events

Subsequent to year end, the Town borrowed an additional \$3,000,000 for a total of \$7,000,000 of the approved \$10,000,000 loan through the Municipal Finance Authority for the construction of the third phase of the wastewater treatment plant.

## 25. Changes in Accounting Policies

### ***PS 3260 Liabilities for Contaminated Sites***

Effective January 1, 2015, the Town of Ladysmith adopted the recommendations in PS 3260 Liabilities for Contaminated Sites, as set out in the Canadian public sector accounting standards. Pursuant to the recommendations, the change was applied prospectively, and prior periods have not been restated.

Previously, no accounting policy existed to account for a liability for contaminated sites. Under the new recommendations, the Town of Ladysmith is required to recognize a liability for contaminated sites when economic benefits will be given up, as described in Note 2 (k), Significant Accounting Policies.

There was no effect on the Town's financial statements from adopting the above-noted change in accounting policy.

*These notes form an integral part of these financial statements*

## Schedule of Obligations Under Capital Leases

For the Year Ended December 31, 2015 -- Schedule I

	<u>Term</u>	<u>Original Amount</u>	<u>Balance Dec 31, 2014</u>	<u>Principal Payments</u>	<u>Net Interest<sup>(1)</sup></u>	<u>Balance Dec 31, 2015</u>	<u>Interest Rate</u>
Spartan Fire Truck	2010-15	\$ 312,258	\$ 51,091	\$ 51,091	\$ 618	\$ -	1.70%
City Hall Copier	2011-16	19,780	6,559	4,143	79	\$ 2,416	1.70%
Fire Bush Truck	2012-17	83,652	41,870	17,118	575	\$ 24,752	1.70%
Spartan Fire Truck	2013-18	452,066	406,075	27,834	6,608	\$ 378,241	1.70%
P.W. Copier	2012-17	6,748	3,587	1,375	50	\$ 2,212	1.70%
Ricoh Copier - FJCC	2014-19	8,967	7,546	1,765	113	\$ 5,781	1.70%
Fitness Equip - FJCC	2014-19	47,765	41,678	9,373	630	\$ 32,305	1.70%
		<u>\$ 931,236</u>	<u>\$ 558,406</u>	<u>\$ 112,698</u>	<u>\$ 8,673</u>	<u>\$ 445,707</u>	

<sup>(1)</sup> Interest, net of actuarial adjustments



# Schedule of Short Term Debt

*For the Year Ended December 31, 2015 -- Schedule II*

## **SCHEDULE II**

	<u>Term</u>	<u>Original Amount</u>	<u>Balance Dec 31, 2014</u>	<u>Principal Payments</u>	<u>Net Interest <sup>(1)</sup></u>	<u>Balance Dec 31, 2015</u>	<u>Interest Rate</u>
<b><u>General Capital Fund</u></b>							
2015 Buller Street Properties	5 years	\$ 920,000	\$ -	\$ -	\$ 5,318	\$ 920,000	1.30%
<b><u>Sewer Capital Fund</u></b>							
2015 Waste Water Treatment Plant	5 years	4,000,000	-	-	22,564	4,000,000	1.30%
		<b><u>\$ 4,920,000</u></b>	<b><u>\$ -</u></b>	<b><u>\$ -</u></b>	<b><u>\$ 27,881</u></b>	<b><u>\$ 4,920,000</u></b>	

<sup>(1)</sup> Interest, net of actuarial adjustments

# Schedule of Debenture Debt

*For the Year Ended December 31, 2015 -- Schedule III*

	<u>Issue #</u>	<u>Term</u>	<u>Original Amount</u>	<u>Balance Dec 31, 2014</u>	<u>Principal Payments</u>	<u>Net Interest <sup>(1)</sup></u>	<u>Balance Dec 31, 2015</u>	<u>Interest Rate</u>
<b><u>General Capital Fund</u></b>								
2000 First Avenue	73	2000-15	\$ 1,438,000	\$ 130,462	\$ 130,462	\$ 32,474	\$ -	6.35%
2006 RCMP Building	97	2006-31	2,750,000	2,141,558	90,371	103,812	2,051,187	4.66%
<b><u>Water Capital Fund</u></b>								
2012 Water Improvements	118	2012-37	1,000,000	951,016	25,971	32,041	925,044	3.40%
<b><u>Sewer Capital Fund</u></b>								
2000 Sewer Improvements	72	2000-15	93,500	8,483	8,483	(3,101)	-	6.45%
			<b>\$ 5,281,500</b>	<b>\$ 3,231,518</b>	<b>\$ 255,287</b>	<b>\$ 165,226</b>	<b>\$ 2,976,232</b>	

<sup>(1)</sup> Interest, net of actuarial adjustments

# Schedule of Tax Revenues

For the Year Ended December 31, 2015 -- Schedule IV

	<u>Actuals 2015</u>	<u>Budget 2015</u>	<u>Actuals 2014</u>
<b>General Taxes</b>			
General municipal purposes	\$ 7,456,243	\$ 7,458,863	\$ 7,022,129
Grants in lieu and 1% utility tax	165,762	164,115	165,983
Water and sewer parcel tax	1,542,125	1,539,493	1,431,141
	<u>\$ 9,164,130</u>	<u>\$ 9,162,471</u>	<u>\$ 8,619,254</u>
<b>Collections for other governments:</b>			
School district	\$ 2,993,017	\$ 2,990,048	\$ 3,028,714
Regional hospital district	694,246	693,237	642,775
Regional district	1,139,643	1,138,082	1,018,087
BCAA and MFA	82,205	82,122	85,103
Library	340,973	341,052	328,044
	<u>\$ 5,250,083</u>	<u>\$ 5,244,541</u>	<u>\$ 5,102,722</u>
<b>Less:</b>			
<b>Transmission of taxes levied for other agencies:</b>			
School district	\$ 2,993,017	\$ 2,990,048	\$ 3,028,714
Regional hospital district	694,246	693,237	642,775
Regional district	1,139,643	1,138,082	1,018,087
BCAA and MFA	82,205	82,122	85,103
Library	340,973	341,052	328,044
	<u>\$ 5,250,083</u>	<u>\$ 5,244,541</u>	<u>\$ 5,102,722</u>
<b>Net Taxation</b>	<u>\$ 9,164,130</u>	<u>\$ 9,162,471</u>	<u>\$ 8,619,254</u>

## Schedule of Fees and Charges

For the Year Ended December 31, 2015 -- Schedule V

	<u>Actuals 2015</u>	<u>Budget 2015</u>	<u>Actuals 2014</u>
Licences and fines	\$ 85,957	\$ 79,650	\$ 81,540
Garbage services	638,647	621,750	595,863
General government services	110,514	77,773	124,753
Cemetery services	33,095	30,072	27,630
Recreation services	674,765	632,242	599,304
Permits and Fees	116,344	78,900	72,197
Protective Services	235,418	238,067	234,511
Water Utility Fees	713,268	765,290	713,777
Sewer Utility Fees	791,347	767,278	741,877
	<u>\$ 3,399,355</u>	<u>\$ 3,291,022</u>	<u>\$ 3,191,452</u>

# Continuity Schedule of Reserves and Appropriated Equity

For the Year Ended December 31, 2014 - Schedule VI (Unaudited)

## Restated

	Balance Dec. 31, 2014	Interest Allocated	Contributions	Funding	Balance Dec. 31, 2015
<b>RESERVES</b>					
Tax Sale	\$ 25,430	\$ 264	\$ -	\$ -	\$ 25,694
Perpetual Safety Fund	12,654	132	-	-	12,786
Sale Real Property	-	-	-	-	-
Municipal Office Building	115,000	-	60,000	-	175,000
Amenity Funds	82,549	818	-	10,000	73,367
<b>TOTAL RESERVES</b>	<b>\$ 235,633</b>	<b>\$ 1,214</b>	<b>\$ 60,000</b>	<b>\$ 10,000</b>	<b>\$ 286,847</b>
<b>APPROPRIATED EQUITY - OPERATIONS</b>					
General Operating Fund					
Future Projects	1,135,134	-	691,679	270,964	1,555,849
Equipment	788,967	-	328,070	153,683	963,354
Land & Building	71,235	-	157,360	14,200	214,395
Tax Contingency	107,986	-	-	100,000	7,986
Snow & Ice Removal	30,000	-	-	-	30,000
Infrastructure Deficit	140,140	-	178,039	-	318,179
Multi-Materials BC Rebate	60,800	-	89,040	3,127	146,713
	<u>2,334,262</u>	<u>-</u>	<u>1,444,188</u>	<u>541,974</u>	<u>3,236,476</u>
Water Operating Fund					
Capital Expenditures	778,003	-	151,450	125,545	803,908
MFA Surplus Refunds	524,076	-	-	-	524,076
Total Water Operating Fund	<u>1,302,079</u>	<u>-</u>	<u>151,450</u>	<u>125,545</u>	<u>1,327,984</u>
Sewer Operating Fund					
Capital Expenditures	3,064,935	-	784,996	3,414,009	435,922
MFA Surplus Refunds	606,353	-	5,591	-	611,944
Total Sewer Operating Fund	<u>3,671,288</u>	<u>-</u>	<u>790,587</u>	<u>3,414,009</u>	<u>1,047,866</u>
<b>TOTAL APPROPRIATED EQUITY</b>	<b>\$ 7,307,629</b>	<b>\$ -</b>	<b>\$ 2,386,225</b>	<b>\$ 4,081,528</b>	<b>\$ 5,612,326</b>
<b>TOTAL RESERVES AND APPROPRIATED EQUITY</b>	<b>\$ 7,543,262</b>	<b>\$ 1,214</b>	<b>\$ 2,446,225</b>	<b>\$ 4,091,528</b>	<b>\$ 5,899,173</b>

# Schedule of Restricted Reserves, Reserves and Equity by Fund

*For the Year Ended December 31, 2013 - Schedule VII*

## SCHEDULE VII

(Unaudited)

	Restricted Reserves	Allocated Reserves	Appropriated Equity	Unappropriated Equity	Capital Funds Equity	Total
General operating fund	\$ -	\$ -	\$ 3,236,476	\$ 875,140	\$ -	\$ 4,111,616
Water operating fund	-	-	1,327,984	511,306	-	1,839,290
Sewer operating fund	-	-	1,047,866	2,346,851	-	3,394,717
Reserve fund	490,270	286,847	-	-	-	777,118
General capital fund	-	-	-	-	127,404	127,404
Water capital fund	-	-	-	-	612,520	612,520
Sewer capital fund	-	-	-	-	17,419	17,419
<b>Total</b>	<b>\$ 490,270</b>	<b>286,847</b>	<b>\$ 5,612,326</b>	<b>\$ 3,733,297</b>	<b>\$ 757,344</b>	<b>\$ 10,880,085</b>

## Schedule of Grant Revenue

*For the Year Ended December 31, 2015 -- Schedule VIII*

	<u>Actuals 2015</u>	<u>Budget 2015</u>	<u>Actuals 2014</u>
<b>Operating Grants</b>			
Traffic Fines Revenue	\$ 54,572	\$ 43,000	\$ 31,650
Small Communities	472,265	450,000	295,191
CVRD Recreation	126,890	125,545	125,545
Other	31,728	11,865	16,138
	<u>685,455</u>	<u>630,410</u>	<u>468,524</u>
<b>Capital Grants</b>			
Composting Facility	\$ -	\$ 500,000	\$ -
Energy and Facility Assessment	-	10,000	-
Frank Jameson Energy Upgrades	-	-	353,021
ICBC Sign Incentive	14,830	-	-
Signage Initiative	-	8,400	-
Stz' uminus First Nation Cooperation Protocol	3,849	9,000	19,037
Transfer Beach Parking Lot Railing	6,000	6,000	-
Upper Transfer Beach Improvements	-	6,000	-
Wastewater Treatment Plant Upgrade	1,824,661	3,110,709	2,640,221
Waterfront Area Plan	-	50,000	-
Zoning Bylaw	-	-	23,660
	<u>1,849,340</u>	<u>3,700,109</u>	<u>3,035,939</u>
	<u>\$ 2,534,795</u>	<u>\$ 4,330,519</u>	<u>\$ 3,504,463</u>

# Statement of Operations by Segment

*For the Year Ended December 31, 2015 -- Schedule IX*

	General Government		Protective Services		Transportation, Garbage & Cemetery Services		Development Services	
	2015	2014	2015	2014	2015	2014	2015	2014
<b>REVENUE</b>								
Tax	\$ 7,622,005	\$ 7,188,113	-	-	-	-	-	-
Fees & Charges	43,014	61,945	400,413	323,687	635,876	632,516	102,522	62,561
Investment income & MFA Refunds	176,832	127,922	-	-	-	-	-	-
Penalty & Interest on tax	123,546	123,987	-	-	-	-	-	-
Grants	477,748	312,515	54,572	31,650	23,194	8,836	8,436	24,091
Donations & contributed property	-	-	-	-	48,790	107,082	-	14,327
Gain (loss) on foreign exchange	131,994	95,762	-	-	-	-	-	-
Gain (loss) on disposal	153,676	(5,000)	-	-	(20,861)	(7,281)	-	-
Development fees	-	-	-	-	108,075	108,075	-	3,550
Local area improvements	-	-	-	-	-	-	-	-
Gas tax fund utilized	-	-	-	-	132,702	63,000	-	-
<b>Total revenue</b>	<b>8,728,816</b>	<b>7,905,242</b>	<b>454,985</b>	<b>355,337</b>	<b>927,776</b>	<b>912,228</b>	<b>110,958</b>	<b>104,529</b>
<b>EXPENSES</b>								
Contracted Services	412,266	268,542	1,034,050	982,236	633,798	580,734	123,103	182,456
Grants In Aid	100,250	98,156	11,000	11,000	-	-	-	-
Insurance	57,060	63,494	24,803	25,650	3,304	7,756	1,360	-
Interest	5,397	164	111,766	117,144	32,524	38,172	-	-
Materials & Supplies	36,567	34,475	80,549	63,294	141,790	119,298	6,103	7,049
Utilities & Telephone	18,203	18,662	47,739	46,967	136,773	144,910	6,639	6,160
Wages & Benefits	1,537,277	1,432,762	383,637	345,527	701,923	810,731	366,143	359,036
Other	(103,477)	134,334	43,996	44,146	(16,192)	108,629	13,038	6,198
Amortization	206,529	190,066	164,024	169,332	844,004	841,019	-	-
<b>Total expenses</b>	<b>2,270,072</b>	<b>2,240,654</b>	<b>1,901,564</b>	<b>1,805,295</b>	<b>2,477,923</b>	<b>2,651,249</b>	<b>516,386</b>	<b>560,899</b>
<b>Surplus (Deficit)</b>	<b>\$ 6,458,744</b>	<b>\$ 5,664,588</b>	<b>\$ (1,446,579)</b>	<b>\$ (1,449,958)</b>	<b>\$ (1,550,147)</b>	<b>\$ (1,739,021)</b>	<b>\$ (405,428)</b>	<b>\$ (456,370)</b>



# Statement of Operations by Segment

*For the Year Ended December 31, 2015 -- Schedule IX (cont'd.)*

Recreation & Culture Services		Parks Operations Services		Sewer Operations Services		Water Operations Services		Total Actual	Total Actual
2015	2014	2015	2014	2015	2014	2015	2014	2015	2014
-	-	-	-	\$ 964,365	\$ 962,751	\$ 577,760	\$ 468,390	\$ 9,164,130	\$ 8,619,254
712,913	655,089	-	-	791,347	741,877	713,268	713,777	3,399,353	3,191,452
-	-	-	-	2,920	-	-	2,772	179,752	130,693
-	-	-	-	-	-	-	-	123,546	123,987
141,184	487,151	5,000	-	1,824,661	2,640,221	-	-	2,534,795	3,504,463
73,711	10,500	110,963	8,000	-	-	8,450	3,133	241,914	143,043
-	-	-	-	-	-	-	-	131,994	95,762
-	(23,549)	-	-	16,585	-	15,560	-	164,961	(35,830)
-	-	-	-	-	-	-	-	108,075	111,625
-	-	-	-	-	8,922	-	-	-	8,922
10,777	192,674	155,885	6,011	-	-	-	-	299,363	261,684
<b>938,585</b>	<b>1,321,864</b>	<b>271,847</b>	<b>14,011</b>	<b>3,599,878</b>	<b>4,353,771</b>	<b>1,315,038</b>	<b>1,188,072</b>	<b>16,347,884</b>	<b>16,155,054</b>
146,226	123,047	41,747	25,128	106,434	93,091	335,078	193,539	2,832,702	2,448,773
-	-	-	-	-	-	-	-	111,250	109,156
35,037	43,087	5,478	-	12,329	13,899	3,861	4,353	143,232	158,239
743	712	-	-	19,462	(1,263)	32,041	33,040	201,933	187,968
131,336	105,344	100,537	85,655	109,228	97,799	86,797	36,198	692,907	549,112
138,627	138,689	5,014	11,569	60,850	59,659	11,628	8,643	425,473	435,259
1,626,835	1,638,725	384,944	373,228	358,628	318,913	394,910	348,105	5,754,297	5,627,026
81,302	74,975	99,159	89,106	163,158	50,624	140,056	27,447	421,040	535,459
227,632	218,246	257,448	251,408	444,265	441,733	368,255	324,244	2,512,157	2,436,048
<b>2,387,738</b>	<b>2,342,825</b>	<b>894,327</b>	<b>836,094</b>	<b>1,274,354</b>	<b>1,074,455</b>	<b>1,372,626</b>	<b>975,569</b>	<b>13,094,990</b>	<b>12,487,040</b>
<b>\$ (1,449,153)</b>	<b>\$ (1,020,961)</b>	<b>\$ (622,479)</b>	<b>\$ (822,083)</b>	<b>\$ 2,325,524</b>	<b>\$ 3,279,316</b>	<b>\$ (57,588)</b>	<b>\$ 212,503</b>	<b>\$ 3,252,894</b>	<b>\$ 3,668,014</b>

# Consolidated Statement of Tangible Capital Assets

For the Year Ended December 31, 2015 -- Schedule X

	<u>Land</u>		<u>Land Improvements</u>		<u>Buildings</u>		<u>Vehicle Furniture &amp; Equipment</u>		<u>Transportation</u>
	<u>2015</u>	<u>2014</u>	<u>2015</u>	<u>2014</u>	<u>2015</u>	<u>2014</u>	<u>2015</u>	<u>2014</u>	<u>2015</u>
<b>COST</b>									
Opening Balance	\$ 8,566,085	\$ 8,566,085	\$ 7,960,932	\$ 7,776,566	\$ 19,684,792	\$ 17,719,021	\$ 5,705,958	\$ 5,542,685	\$ 25,876,555
Add: Additions	716,098	-	172,298	184,366	457,394	1,988,628	599,622	230,549	315,628
Less: Disposals	-	-	14,582	-	-	22,857	210,986	67,276	20,613
Less: Write-downs	-	-	-	-	-	-	-	-	-
Closing Balance	<u>9,282,183</u>	<u>8,566,085</u>	<u>8,118,648</u>	<u>7,960,932</u>	<u>20,142,186</u>	<u>19,684,792</u>	<u>6,094,594</u>	<u>5,705,958</u>	<u>26,171,570</u>
<b>ACCUMULATED AMORTIZATION</b>									
Opening Balance	-	-	2,528,342	2,298,880	4,458,227	3,970,876	3,343,537	3,129,672	13,543,624
Add: Amortization	-	-	229,546	229,462	535,958	492,230	277,599	271,507	633,515
Less: Write-downs	-	-	-	-	-	-	-	-	-
Less: Disposals	-	-	14,582	-	-	4,879	177,309	57,642	20,461
Closing Balance	<u>-</u>	<u>-</u>	<u>2,743,306</u>	<u>2,528,342</u>	<u>4,994,185</u>	<u>4,458,227</u>	<u>3,443,827</u>	<u>3,343,537</u>	<u>14,156,678</u>
<b>Net Book Value</b>	<u>\$ 9,282,183</u>	<u>\$ 8,566,085</u>	<u>\$ 5,375,342</u>	<u>\$ 5,432,590</u>	<u>\$ 15,148,001</u>	<u>\$ 15,226,565</u>	<u>\$ 2,650,767</u>	<u>\$ 2,362,421</u>	<u>\$ 12,014,892</u>

Included in the tangible capital assets are leased and financed assets with a total cost of \$931,236 - (2014 - \$931,236) and accumulated amortization of \$185,490 - (2014 - \$144,607)

# Consolidated Statement of Tangible Capital Assets

*For the Year Ended December 31, 2015 -- Schedule X (cont'd.)*

## Linear Infrastructure

Transportation	Sanitary Sewer		Storm		Water		Assets Under Construction		Total	
	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015
\$ 25,543,068	\$ 19,996,796	\$ 19,996,796	\$ 8,123,714	\$ 7,938,726	\$ 16,374,424	\$ 15,908,724	\$ 3,755,487	\$ 2,395,942	\$ 116,044,743	\$ 111,387,613
333,487	56,962	-	70,422	201,939	80,015	465,700	9,123,785	2,734,450	11,592,224	6,139,119
-	-	-	1,020	16,951	3,989	-	33,024	1,374,905	284,214	1,481,989
-	-	-	-	-	-	-	-	-	-	-
<u>25,876,555</u>	<u>20,053,758</u>	<u>19,996,796</u>	<u>8,193,116</u>	<u>8,123,714</u>	<u>16,450,450</u>	<u>16,374,424</u>	<u>12,846,248</u>	<u>3,755,487</u>	<u>127,352,752</u>	<u>116,044,743</u>
12,935,018	5,719,947	5,286,007	1,974,264	1,869,229	4,313,218	4,020,252	-	-	35,881,159	33,509,934
608,606	427,006	433,940	109,782	107,634	298,751	292,966	-	-	2,512,157	2,436,345
-	-	-	-	-	-	-	-	-	-	-
-	-	-	689	2,599	2,964	-	-	-	216,005	65,120
<u>13,543,624</u>	<u>6,146,953</u>	<u>5,719,947</u>	<u>2,083,357</u>	<u>1,974,264</u>	<u>4,609,005</u>	<u>4,313,218</u>	<u>-</u>	<u>-</u>	<u>38,177,311</u>	<u>35,881,159</u>
<u>\$ 12,332,931</u>	<u>\$ 13,906,805</u>	<u>\$ 14,276,849</u>	<u>\$ 6,109,759</u>	<u>\$ 6,149,450</u>	<u>\$ 11,841,445</u>	<u>\$ 12,061,206</u>	<u>\$ 12,846,248</u>	<u>\$ 3,755,487</u>	<u>\$ 89,175,441</u>	<u>\$ 80,163,584</u>

## Permissive Tax Exemptions for 2015

Organization/ Property Owner	Address	2015 Municipal Tax Exemption
Anglican Synod Diocese of BC	314 Buller St	\$1,339
Arts Council of Ladysmith	Units J, K & L - 610 Oyster Bay Rd	770
Boys & Girls Club	220 High St	6,422
Canadian Legion Branch #171	621 1st Ave	149
Eco-Tourism Building	Transfer Beach	2,033
Island Corridor Foundation		15,046
Ladysmith & District Historical Society	1115A - 1st Ave	2,873
Ladysmith & District Credit Union - Museum	721 1st Ave	4,812
Ladysmith & District Credit Union - Alcoholics Anon.	12 Buller St	1,111
Ladysmith Fellowship Baptist Church	381 Davis Rd	1,745
Ladysmith Festival of Lights	1163 4th Ave	7,278
Ladysmith Golf Club Society	380 Davis Rd	2,944
Ladysmith Health Care Auxiliary	910 1st Ave	5,487
Ladysmith Maritime Society	616 Oyster Bay Dr	1,783
Ladysmith Maritime Society	Units C, I & M 610 Oyster Bay Dr	1,579
Ladysmith Maritime Society	611 Oyster Bay Dr	9,153
Ladysmith Resource Centre Association	630 2nd Ave	11,752
Ladysmith Seniors Centre Society	630 2nd Ave	11,752
Ladysmith Senior Citizens Housing Society	207 Jamison Rd	1,539
Ladysmith Senior Citizens Housing Society	101 1st Ave	7,144
Municipal Parking lot	17 & 25 Roberts St	4,051
Pentecostal Assemblies	1149 4th Ave	5,466
St John's Masonic Temple	26 Gatacre St	2,406
St. Mary's Catholic Church	1135 4th Ave	7,397
United Church of Canada	232 High Street	1,053
<b>Total</b>		<b>\$117,082</b>
<b>Revitalization Exemptions</b>		
Beantime Restaurant/ Nordic Holdings Ltd	18 High St	295
Futureworks Consulting	411 1st Ave & 30 Roberts St	1,799
Antique Addict	12 Roberts St	459
Terra-North Inc	1030 Oyster Bay Dr	29,028
<b>Total</b>		<b>\$31,582</b>
<b>Total Exemptions</b>		<b>\$148,663</b>

## Grants-in-Aid for 2015

Arts on the Avenue	1,000
Ladysmith & District Historical Society - Archives	15,000
Ladysmith & District Historical Society - Museum	10,000
Ladysmith Celebrations Society	8,000
Festival of Lights Society	12,000
Ladysmith Fire Rescue Santa Parade	1,000
Ladysmith Show & Shine	500
<b>Total Celebrations</b>	<b>47,500</b>
Ladysmith & District Marine Rescue Society	2,000
Ladysmith Maritime Society	1,500
<b>Total Harbour Functions</b>	<b>3,500</b>
Ladysmith Resources Centre Association - General Programming	8,000
Ladysmith Resources Centre Association - Victim Services	11,000
Ladysmith Resources Centre Association - Family Support Services	8,000
Ladysmith Resources Centre Association - Youth at Risk	8,000
<b>Total Resources Centre</b>	<b>35,000</b>
Arts Council of Ladysmith & District	1,000
Arts Council of Ladysmith & District (Disability access)	2,500
Community groups using Town facilities	2,500
Ladysmith Citizens on Patrol	1,500
Ladysmith Downtown Business Association	1,000
Ladysmith Community Gardens Society	1,000
Ladysmith Search & Rescue Society	5,000
St John the Evangelist Anglican Church	500
<b>Total Other</b>	<b>15,000</b>
Vancouver Island Crisis Society	500
<b>Total Social Services</b>	<b>500</b>
Ladysmith Ambassador Program	1,000
Ladysmith Family & Friends (LAFF)	2,500
Ladysmith Secondary School - Frank Jameson Bursary	1,500
Gordon's Peacock Society	1,500
Cowichan Therapeutic Riding Association	1,000
<b>Total Youth, Education &amp; Sport</b>	<b>7,500</b>
<b>TOTAL GRANTS-IN-AID</b>	<b>\$109,000</b>

# FEEDBACK AND ENGAGEMENT



## We Value Your Feedback

This is a living document, one we will continue to update in response to your input and to changing circumstances in our community. Share your comments or suggestions by e-mail to [info@ladysmith.ca](mailto:info@ladysmith.ca) or by calling City Hall at **250.245.6400**.

## Citizen and Stakeholder Engagement are Vital

Successful civic engagement ensures that our citizens' and stakeholders' views, values, needs and concerns are identified before and during decision making.

Being a part of this two-way process gives our residents the opportunity to contribute and connect with the Town. We encourage our citizens to engage their family, friends and colleagues in discussions and actions that improve our community.

We want to hear what you have to say. Connect with us in the following ways:



Send an E-mail to [info@ladysmith.ca](mailto:info@ladysmith.ca)



Mail a Note to Town of Ladysmith City Hall, 410 Esplanade, Box 220, Ladysmith, B.C. V9G 1A2



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