

**A REGULAR MEETING OF THE
COUNCIL OF THE TOWN OF LADYSMITH
TO BE HELD IN COUNCIL CHAMBERS AT CITY HALL ON
MONDAY, JULY 16, 2018
7:00 P.M.**

AGENDA

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

1. AGENDA APPROVAL

2. MINUTES

- 2.1. Minutes of the Special Meeting and Workshop of Council held June 25, 2018..... 1 - 2
- 2.2. Minutes of the Special Meeting and Workshop of Council held June 28, 2018..... 3 - 4
- 2.3. Minutes of the Special Meeting of Council held July 9, 2018 5 - 9

3. DELEGATION

- 3.1. Alex Stuart and Mike Hooper, Nanaimo Airport Commission
Nanaimo Airport Project Update

4. PROPERTY MAINTENANCE MATTER: 317 DOGWOOD DRIVE

- 4.1. Report – R. MacNair, Bylaw Compliance Officer 10 - 15
- 4.2. Hearing

Staff Recommendation:

That Council:

- 1. Hear the representation from the Owners and/or Occupier of 317 Dogwood Drive.
- 2. Consider directing staff to issue a Notice to the Owners of the property,



situated at 317 Dogwood Drive, Ladysmith, BC (legally described as Lot 24, District Lot 56, Oyster District, Plan 956A lying to the North West of a boundary equidistant between the North Westerly and South Easterly boundaries of said lot) to clean up the unsightly accumulation on the property and remove the unlicensed vehicles, refuse, discarded material, overgrown grass and weeds within twenty-one (21) days of receipt of the Notice to do so, pursuant to the provisions of the “Town of Ladysmith Property Maintenance Bylaw 2015, No. 1894.”

3. Authorize the work to be carried out by the Town or its contractors, if the Owner is in default of such removal being undertaken within twenty-one (21) days of receipt of Notice to do so, and the expense charged to the Owner of the property. If unpaid on December 31st in the year in which the work is done, the expenses shall be added to and form part of the taxes payable on that real property as taxes in arrears.

5. DEVELOPMENT APPLICATIONS

- 5.1. **Coach House Intensive Residential Development Permit Application–
332 Warren Street (Gary Sayers, GMS Contracting)**
**Subject Property: Lot 9, Block 79 of an unnumbered portion of Oyster
District, Plan 703A 16 - 23**

Staff Recommendation:

That Council:

1. Issue Development Permit 3060-18-05 to permit the issuance of a building permit for the construction of a coach house dwelling on Lot 9, Block 79 of an unnumbered portion of Oyster District, Plan 703A (332 Warren Street); and
2. Authorize the Mayor and Corporate Officer to sign the Development Permit.

- 5.2. **Temporary Use Permit Application – 941 Oyster Bay Drive (GlenCar
Consultants)**
Subject Property: Lot B, District Lot 24, Oyster District, Plan VIP83303..... 24 - 28

Staff Recommendation:

That Council:

1. Consider issuing Temporary Use Permit 3340-18-01 to allow an applicant to obtain the necessary permits to locate a mobile home for residential use at 941 Oyster Bay Drive (Lot B, District Lot 24, Oyster District, Plan VIP83303) for three years with one renewal, subject to the conditions of the Temporary Use Permit; and
2. Authorize the Mayor and Corporate Officer to sign Temporary Use Permit 3340-18-01.

- 5.3. Riparian Development Permit Application – 10910 Westdowne Road (Van Isle Storage Ltd.)
Subject Property: Lot B, District Lot 72, Oyster District, Plan EPP20506 29 - 37**

Staff Recommendation:

That Council:

1. Issue Development Permit 3060-18-06 to permit land clearing and riparian restoration on Lot B, District Lot 72, Oyster District, Plan EPP20506 (10910 Westdowne Road); and
2. Authorize the Mayor and Corporate Officer to sign Development Permit 3060-18-06.

6. BYLAWS – OFFICIAL COMMUNITY PLAN AND ZONING - none

7. REPORTS

- 7.1. Town of Ladysmith 2017 Annual Report 38 - 128**

Staff Recommendation:

That Council approve the Town of Ladysmith 2017 Annual Report.

- 7.2. Community Public Arts Strategy..... 129 - 131**

Staff Recommendation:

That Council authorize the awarding of the contract to the Ladysmith Arts Council for the development of a Community Public Arts Strategy for the Town of Ladysmith.

- 7.3. 2018 Outstanding Business Licences..... 132 - 133**

Staff Recommendation:

That Council receive for information purposes the listing of outstanding Business Licenses for 2018.

8. BYLAWS

- 8.1. Town of Ladysmith Fees and Charges Bylaw 2008, No. 1644, Amendment Bylaw 2018, No. 1969..... 134 - 136**

The purpose of Bylaw 1969 is to update some fees and provide further clarification of some of the current charges.

Staff Recommendation:

That Council adopt “Town of Ladysmith Fees and Charges Bylaw 2008, No. 1644, Amendment Bylaw 2018, No.1969”.

9. CORRESPONDENCE

- 9.1. **Cowichan Valley Regional District
Island Corridor Foundation Licence of Occupation for Trail and Municipal
Infrastructure..... 137 - 159**

Staff Recommendation:

That Council endorse the Cowichan Valley Regional District’s Licence of Occupation agreement with Island Corridor Foundation and agree to be a signatory.

- 9.2. **Cowichan Valley Regional District
Cowichan 2050: Request for Endorsement 160 - 162**

Staff Recommendation:

That Council endorse the Cowichan 2050 regional planning framework.

- 9.3. **Cathy Peters, BC Anti-Human Trafficking Advocate
Request for a Letter of Support 163 - 165**

Staff Recommendation:

That Council send a letter to the Union of British Columbia Municipalities (UBCM) supporting the request by Cathy Peters in her correspondence dated June 26, 2018, to deliver a presentation regarding BC Child Sex Trafficking at the UBCM annual convention in Whistler, September 10-14, 2018

- 9.4. **Ladysmith Lions Club
Request for Signage at Little League Baseball Park 166 - 167**

Staff Recommendation:

That Council approve the installation of the proposed sign at the Little League baseball park on High Street, as requested by the Ladysmith Lions Club in their correspondence dated July 4, 2018.

- 9.5. **Ladysmith Chamber of Commerce
Request for Letter of Support 168 - 198**

Staff Recommendation:

That Council:

1. Provide a letter of support for the Ladysmith Chamber of Commerce to accompany their application for funding to ICET for a walking tour application for smartphones; and
2. Direct staff to work with the Ladysmith Chamber of Commerce to determine an appropriate contribution to the initiative of not more than \$10,000, with the funds to come from the Tourism budget.

10. NEW BUSINESS

10.1. Logger Sport Poles at Ladysmith Amphitheatre

Staff Recommendation:

That Council:

1. Accept with gratitude the proposed donation by Otter Point Timber of the value of two new poles for logger sports at the Transfer Beach Amphitheatre for a value of \$9,260.
2. Approve the removal of the existing logger sport poles and installation of the new poles at the Transfer Beach Amphitheatre for a total up to \$2,000 plus applicable taxes, with funds to come from surplus; and
3. Direct staff to amend the Financial Plan accordingly

11. UNFINISHED BUSINESS

11.1. Sonic the Hedgehog Movie (report to be circulated separately)

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

**MINUTES OF A SPECIAL MEETING & WORKSHOP OF COUNCIL
MONDAY, JUNE 25, 2018
CALL TO ORDER 5:03 P.M.
COUNCIL CHAMBERS, CITY HALL**

COUNCIL MEMBERS PRESENT:

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

COUNCIL MEMBERS ABSENT:

Councillor Carol Henderson

STAFF PRESENT:

Guillermo Ferrero Felicity Adams Erin Anderson
Geoff Goodall Joanna Winter

GUESTS PRESENT:

Sherry Hurst, Leftside Partners Inc.

CALL TO ORDER Mayor Stone called this Special Meeting of Council to order at 5:03 p.m.

AGENDA APPROVAL

CS 2018-218 *Moved and seconded:*
That Council approve the agenda for this Special Meeting and Workshop of Council for Monday, June 25, 2018.
Motion carried.

PRESENTATION AND DISCUSSION **Development Cost Charges Review 2018 – Part One**

Staff and the consultant gave a presentation regarding the Development Cost Charges program and reviewed the proposed DCC program with a list of DCC-eligible projects currently contemplated.

Staff responded to questions from Council.

ADJOURNMENT

CS 2018-219 *Moved and seconded:*
That this Special Meeting of Council adjourn at 6:20 p.m.
Motion carried.

CERTIFIED CORRECT:

Mayor (A. Stone)

Corporate Officer (J. Winter)

Subject to Adoption

**MINUTES OF A SPECIAL MEETING & WORKSHOP OF COUNCIL
THURSDAY, JUNE 28, 2018
CALL TO ORDER 5:04 P.M.
COUNCIL CHAMBERS, CITY HALL**

COUNCIL MEMBERS PRESENT:

Mayor Aaron Stone Councillor Steve Arnett Councillor Cal Fradin
Councillor Joe Friesenhan Councillor Duck Paterson

COUNCIL MEMBERS ABSENT:

Councillor Carol Henderson Councillor Rob Hutchins

STAFF PRESENT:

Guillermo Ferrero Felicity Adams Erin Anderson
Geoff Goodall Joanna Winter

GUESTS PRESENT:

Sherry Hurst, Leftside Partners Inc.

CALL TO ORDER

Mayor Stone called this Special Meeting of Council to order at 5:04 p.m.

CLOSED SESSION**CS 2018-239**

Moved and seconded:

That Council retire into closed session at 5:05 p.m. in order to hold a workshop on solid waste management in accordance with section 90(1)(k) of the *Community Charter* (discussions related to the proposed provision of a municipal service).

RISE AND REPORT

Council rose from Closed Session at 6:15 p.m. without report.

AGENDA APPROVAL**CS 2018-240**

Moved and seconded:

That Council approve the agenda for this Special Meeting and Workshop of Council for Thursday, June 28, 2018.

Motion carried.

**PRESENTATION
AND DISCUSSION**

Development Cost Charges Review 2018 – Part Two

Staff gave a presentation regarding the Development Cost Charges

program and reviewed the proposed municipal assist and benefit factors for the program.

Staff responded to questions from Council.

Moved and seconded:

That the small lot Development Cost Charges exemption be removed.

Motion carried.

Moved and seconded:

That council direct staff to draft a development cost charges program with a charge between \$18,000 and \$22,000 per single family lot, and vary the Municipal Assist Factor to achieve this rate.

Motion carried.

ADJOURNMENT

CS 2018-241

Moved and seconded:

That this Special Meeting of Council adjourn at 6:20 p.m.

Motion carried.

CERTIFIED CORRECT:

Mayor (A. Stone)

Corporate Officer (J. Winter)

**MINUTES OF A SPECIAL MEETING OF COUNCIL
MONDAY, JULY 9, 2018
CALL TO ORDER 5:01 P.M.
COUNCIL CHAMBERS, CITY HALL**

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:

| | |
|--|----------------|
| Clayton Postings (Acting Chief Administrative Officer) | Felicity Adams |
| Erin Anderson | Joanna Winter |
| | Sue Bouma |

CALL TO ORDER

Mayor Stone called this Special Meeting of Council to order at 5:01 p.m., recognizing the traditional unceded territory of the Stz'uminus First Nation and the Coast Salish people and expressing gratitude to be here.

AGENDA APPROVAL

CS 2018-242

Moved and seconded:

That Council approve the agenda for this Special Meeting of Council for July 9, 2018 with the following amendments:

- Add item 7.1. (New Business), "Volleyball Court Sand"
- Add item 7.2. (New Business), "Road Closure Notifications"

*Motion carried.***MINUTES**

CS 2018-243

Moved and seconded:

That Council approve the minutes of the Public Hearing and Special Meeting of Council held June 25, 2018.

Motion carried.

REPORTS

Facility Condition Assessments

Kevin Grasty, Consultant for WSP, presented the Facility Condition Assessments report to Council, noting that the scope of the assessments involved gathering repair and renewal requirement information on 43 buildings and sites, estimating remaining service, and consolidating the information to assist in planning future capital repairs. These repairs were forecasted over the next 15 years and resulted in 5.9 million dollars in potential capital projects, with 58 per cent of the projects to be carried out in the next five years, and 90 per cent of the projects associated with the portfolio of community centres, office buildings and emergency services.

Mr. Grasty and his associate Jessica Coburn responded to Council's questions and thanked staff for their assistance with the assessments. Council commended the team for their comprehensive and accessible report and presentation.

Moved and seconded:

CS 2018-244

That Council receive the Facility Condition Assessment Report, and direct staff to develop a capital and financial plan for implementing recommendations contained in the report.

Motion carried.

Park Asset Inventory and Condition Assessment

Moved and seconded:

CS 2018-245

That Council receive the Park Asset Inventory and Condition Assessment Report, and direct staff to develop a capital and financial plan for implementing recommendations contained in the report.

Motion carried.

Coach House Consultation 2018

Moved and seconded:

CS 2018-246

That Council:

1. Receive the staff report dated July 9, 2018 summarizing the coach house consultation 2018 results
2. Direct staff to amend the 'Fees and Charges' bylaw such that a reduced application fee of \$1,000 is applied for coach house rezoning applications on an R-1 zoned lot.

Motion carried.

OPPOSED: Councillors Fradin, Friesenhan and Henderson

CS 2018-247 *Moved and seconded:*
That Council direct staff to prepare a report to Council with recommendations for conducting further community consultation on coach houses in the R-1 zone, focusing specifically on R-1 zone residents as they are directly impacted by the proposal to permit coach houses in the R-1 zone.
Motion carried.

Film Permit Application - Sonic the Hedgehog

CS 2018-248 *Moved and seconded:*
That Council:
1. Approve in principle the requests for the closure of 1st Avenue between Roberts and High Streets, and Gatacre Street between 1st Avenue and the laneway, between September 13 and 24 for the days and times as outlined in the filming schedule provided by the producers of The Sonic Movie, subject to final confirmation of filming arrangements.
Motion carried.

CS 2018-249 *Moved and seconded:*
That Council refer to staff the requests for use of other Town sites for parking, catering, lighting and related production vehicles as outlined in the documents entitled "Proposed Essential Works Trucks Parking" in order to investigate and report back to the next meeting of Council with any alternatives.
Motion carried.

Mayor Stone and Councillor Hutchins declared a conflict of interest with the next aspects of the agenda item due to their business ownership on 1st Avenue and left the meeting.

The Corporate Officer presided over the election of a chair for this part of the meeting, in the absence of both the Mayor and Deputy Mayor.

CS 2018-250 *Moved and seconded:*
That Councillor Paterson assume the chair of the meeting.
Motion carried.

Councillor Paterson assumed the chair.

CS 2018-251 *Moved and seconded:*
That Council confirm that approval of the requests for street

closures and parking in Ladysmith during filming of the Sonic the Hedgehog movie is subject to:

- a. Confirmation by the applicant that the film company has designated a community liaison to be on site at all times to act as liaison between Town residents and businesses and the film company; and
- b. Commitment by the applicant to ensure detailed signage with respect to parking closures and alternatives, “Open for Business” signs listing businesses within the street closure area in key locations.
- c. Confirmation that the applicant has contacted all businesses and residents in the affected area with information, alternative arrangements if required, and a satisfactory compensation package.

Motion carried.

Mayor Stone and Councillor Hutchins returned to the meeting. Mayor Stone resumed the chair.

BYLAWS

Town of Ladysmith Fees and Charges Bylaw 2008, No. 1644, Amendment Bylaw 2018, No. 1969

Moved and seconded:

CS 2018-252

That Council give first three readings to “Town of Ladysmith Fees and Charges Bylaw 2008, No.1644, Amendment Bylaw 2018, No.1969”.

Motion carried.

NEW BUSINESS

Volleyball Court Sand

Councillor Friesenhan made recommendations regarding the use of sand from the volleyball courts to extend the sandy beach at Transfer Beach Park.

Moved and seconded:

CS 2018-253

That Council direct staff to investigate the feasibility of building a retaining wall above the beach at Transfer Beach Park and depositing sand from the temporary Beach volleyball Courts installed for the BC Summer Games in order to expand the sandy beach.

Motion carried.

Road Closures

Councillor Fradin discussed the recent closing of the crosswalk on Gatacre, noting that businesses were not notified.

QUESTION PERIOD

Members of the public complimented Council on a well-run and thoughtful meeting, and enquired about the status of the Ladysmith Golf Course Clubhouse and whether there were plans to provide access from Gourley Jane Park to the beach.

ADJOURNMENT

CS 2018-254

Moved and seconded:

That this Special Meeting of Council adjourn at 7:44 p.m.

Motion carried.

CERTIFIED CORRECT:

Mayor (A. Stone)

Corporate Officer (J. Winter)

Subject to Adoption

STAFF REPORT TO COUNCIL

From: Robin MacNair, Bylaw Compliance Officer
Meeting Date: July 16, 2018
File No: 4020-20 – Property Maintenance
RE: **317 DOGWOOD DRIVE, LADYSMITH, BC**

RECOMMENDATION:

That Council:

1. Hear the representation from the Owners and/or Occupier of 317 Dogwood Drive.
2. Consider directing staff to issue a Notice to the Owners of the property, situated at 317 Dogwood Drive, Ladysmith, BC (legally described as Lot 24, District Lot 56, Oyster District, Plan 956A lying to the North West of a boundary equidistant between the North Westerly and South Easterly boundaries of said lot) to clean up the unsightly accumulation on the property and remove the unlicensed vehicles, refuse, discarded material, overgrown grass and weeds within twenty-one (21) days of receipt of the Notice to do so, pursuant to the provisions of the "Town of Ladysmith Property Maintenance Bylaw 2015, No. 1894."
3. Authorize the work to be carried out by the Town or its contractors, if the Owner is in default of such removal being undertaken within twenty-one (21) days of receipt of Notice to do so, and the expense charged to the Owner of the property. If unpaid on December 31st in the year in which the work is done, the expenses shall be added to and form part of the taxes payable on that real property as taxes in arrears.

PURPOSE:

The purpose of this staff report is to have Council consider having the property located at 317 Dogwood Drive brought into a condition which meets the community standards and the regulations of the Property Maintenance Bylaw 2015, No. 1894 (the Bylaw).

PREVIOUS COUNCIL DIRECTION:

None.

INTRODUCTION/BACKGROUND:

The Bylaw Officer has received several complaints regarding the unsightly condition of the property situated at 317 Dogwood Drive, Ladysmith, BC, legally described as Lot 24, District Lot 56, Oyster District, Plan 956A lying to the North West of a boundary equidistant between the North Westerly and South Easterly boundaries of said lot.

A letter was forwarded to the owners of the property on January 26, 2018 requesting that the premises be cleaned up (copy attached). There were also several phone calls to the owner during the past five months requesting that the property be cleaned up. Since that time, the owner has made efforts to have garbage, debris, junk and derelict and unlicensed vehicles removed from the property and other garbage, debris, junk and derelict vehicles have appeared on the property. More recently, some of these items have been removed but at the time of writing this report, its condition does not meet the minimum standard in the Bylaw. Photographs of the current condition of the property will be presented at the Council meeting.

The Bylaw Compliance Officer requests that Council proceed with Notice to the owner giving them twenty-one (21) days to effect a clean-up or the work will be done by the Town of Ladysmith or by its authorized agents or contractors.

ALTERNATIVES:

Council can choose to:

1. Provide a longer time period for the clean-up.
2. Not proceed with the Notice if the property has been satisfactorily cleaned-up prior to the hearing.

FINANCIAL IMPLICATIONS:

If the Town of Ladysmith is required to effect cleanup of the property, the bill for such work will be forwarded to the owners and if not paid can be applied to the taxes for the property at 317 Dogwood Drive.

LEGAL IMPLICATIONS:

A hearing is required and is scheduled for tonight's Council meeting. Notice of the hearing provided to the owner and occupant is attached to this report.

CITIZEN/PUBLIC RELATIONS IMPLICATIONS:

This property has been an ongoing problem which has had negative effects on the neighbourhood. The cleanup of this property will be much appreciated by the residents.

INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS:

None.

ALIGNMENT WITH SUSTAINABILITY VISIONING REPORT:

- | | |
|--|--|
| <input type="checkbox"/> Complete Community Land Use | <input type="checkbox"/> Low Impact Transportation |
| <input type="checkbox"/> Green Buildings | <input type="checkbox"/> Multi-Use Landscapes |
| <input type="checkbox"/> Innovative Infrastructure | <input type="checkbox"/> Local Food Systems |
| <input type="checkbox"/> Healthy Community | <input type="checkbox"/> Local, Diverse Economy |
| <input checked="" type="checkbox"/> Not Applicable | |

ALIGNMENT WITH STRATEGIC PRIORITIES:

- Employment & Tax Diversity
- Watershed Protection & Water Management
- Communications & Engagement

- Natural & Built Infrastructure
- Partnerships
- Not Applicable

SUMMARY:

Council is being requested to issue an order for the clean-up of the property located at 317 Dogwood Drive. The owner and occupier have been notified of the hearing scheduled for tonight's Council meeting.

Report prepared by:



for: Robin MacNair, Bylaw Compliance Officer

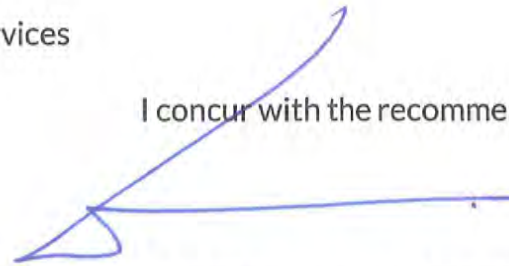
July 9, 2018

Director Approval:



Felicity Adams, Director of Development Services

I concur with the recommendation.



Guillermo Ferrero, City Manager

ATTACHMENTS:

- Letter to Owner dated January 26, 2018
- Notice of Hearing dated June 22, 2018

January 26, 2018

Our File: 4020-20

Ajit and Meeto Lalri
PO Box 1255 Stn Main
Ladysmith, BC
V9G 1A8

Dear Mr. and Mrs. Lalri:

RE: 317 DOGWOOD, LADYSMITH, BC

This letter is to advise you that the Town of Ladysmith, Bylaw Services has received a formal complaint regarding the unsightly condition of your property. A recent inspection revealed that there was garbage, junk and debris as well as derelict vehicles on your property.

The purpose of the Town's Property Maintenance Bylaw is to regulate, prohibit, and impose minimum standards relating to the upkeep of real property.

Your immediate attention to this matter is required as I am providing you notice that, under section 5 of the Property Maintenance Bylaw, you have 21 days within which to remediate the unsightly conditions of your property.

Failure to comply can result in the laying of charges for violating section 5(c) of the Property Maintenance Bylaw. Under the Ticket Information Utilization Bylaw a penalty of \$200.00 per day can be assessed. In addition, the Town may order and enter upon the property to undertake the work at your expense in accordance with section 7 of the Property Maintenance Bylaw.

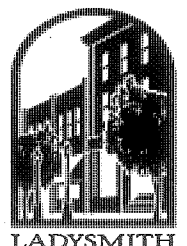
If you have any questions or concerns, please do not hesitate to contact me directly by telephone at 250-245-6446 or by email at rmacnair@ladysmith.ca.

Your attention to this matter is appreciated.

Sincerely,



Robin MacNair
Bylaw Officer



DELIVERED BY REGISTERED MAIL AND BY HAND

IN THE MATTER OF SECTIONS 8(3)(h) and 64 *Community Charter*

S.B.C. 2003 CHAPTER 26

AND

**IN THE MATTER OF THAT PART OF LOT 24,
D.L. 56, OYSTER DISTRICT, PLAN 965A LYING TO THE NORTH WEST OF A
BOUNDARY EQUIDISTANCE BETWEEN THE NORTH WESTERLY AND SOUTH
EASTERLY BOUNDARIES OF SAID LOT**

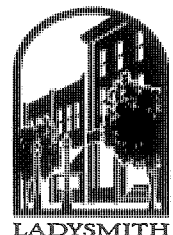
TO: Ajit Singh Lalri and Meeto Kaur Lalri
PO BOX 1255, STN MAIN
LADYSMITH, BC V9G 1A8
(Owner)

Tenant – 317 Dogwood Drive, Ladysmith, V9G 1T5
(Occupier)

NOTICE OF HEARING

TAKE NOTICE that the Municipal Council of the Town of Ladysmith pursuant to Sections 8(3)(h) and 64 of the *Community Charter* and Ladysmith Property Maintenance Bylaw 2015, No. 1894, will at the hour of **7:00pm** on the **16th day of July, 2018** in the Council Chambers at the City Hall, 410 Esplanade, Ladysmith, British Columbia hear representations by Town staff as to whether, with respect to the lands more particularly described above, the Owner/Occupier shall be required to remove the accumulation thereon of **unlicensed vehicles, refuse, discarded material, overgrown grass and weeds.**

AND FURTHER TAKE NOTICE that should Council require the Owner/Occupier to remove the described accumulation, and the Owner/Occupier defaults, the Council may direct its employees and others to enter and effect the removal at the expense of the Owner. The charges for doing so, if unpaid on December 31st in the year in which the Town

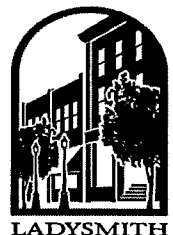


of Ladysmith effects the removal, shall be added to and form part of the taxes payable in respect of the real property in question, as taxes in arrears.

AND FURTHER TAKE NOTICE that should you wish to make representation to the Council regarding the lands and premises listed above, you should appear at that time, date and place to make your presentation to Council.

THIS NOTICE is given by the Municipal Council of the Town of Ladysmith this 22nd of June, 2018.


Corporate Officer (J. Winter)



STAFF REPORT TO COUNCIL

From: Angela Davies, Planner
 Meeting Date: July 16, 2018
 File No: 3060-18-05

RE: COACH HOUSE INTENSIVE RESIDENTIAL DEVELOPMENT PERMIT APPLICATION (GARY SAYERS, GMS CONTRACTING)

SUBJECT PROPERTY: LOT 9, BLOCK 79 OF AN UNNUMBERED PORTION OF OYSTER DISTRICT, PLAN 703A (332 WARREN STREET)

RECOMMENDATION:

That Council:

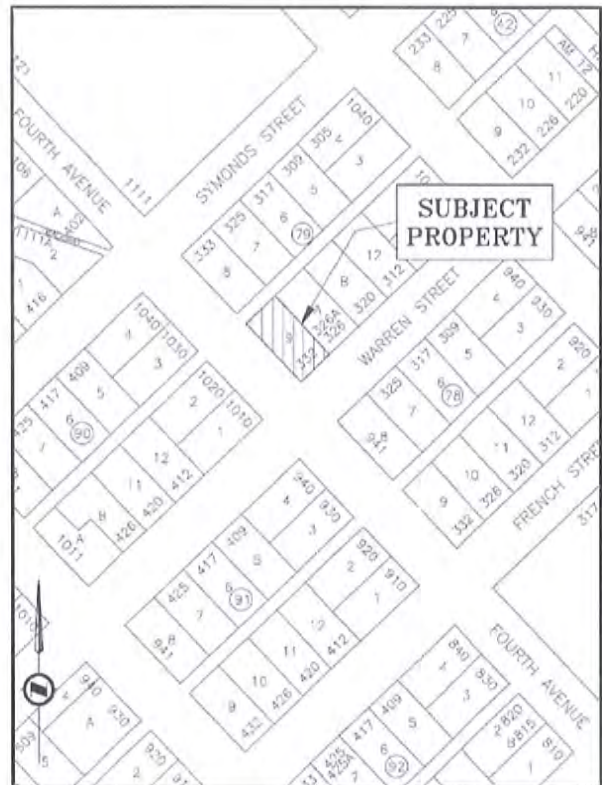
1. Issue Development Permit 3060-18-05 to permit the issuance of a building permit for the construction of a coach house dwelling on Lot 9, Block 79 of an unnumbered portion of Oyster District, Plan 703A (332 Warren Street); and
2. Authorize the Mayor and Corporate Officer to sign the Development Permit.

PURPOSE:

The purpose of this staff report is to present for Council’s consideration a Coach House Intensive Residential Development Permit application for a proposed coach house at 332 Warren Street.

PREVIOUS COUNCIL DIRECTION

None.



INTRODUCTION/BACKGROUND:

The applicant has submitted a development permit application for the form and character of a coach house dwelling unit at 332 Warren Street. The subject property is 669m² in size, and is located at the corner of Warren Street and Fourth Avenue, with a lane at the rear of the property. Currently a single unit dwelling and shed are located on the property. An application has been submitted for coach house to be located on the second floor of a two-storey



accessory building. The subject property is zoned R-2 Old Town Residential, and a coach house dwelling unit is permitted.



Figure 1: Existing frontage of 332 Warren St



Figure 2: Existing lane frontage of 332 Warren St

SCOPE OF WORK

The property falls within the 'Coach House Intensive Residential Development Permit Area' (DPA 10). The objective of DPA 10 is to establish good neighbour design standards, as well as encourage building character and sustainable design for coach houses. The proposed coach house design has been reviewed in relation to the DPA 10 guidelines.

Building Character & Design Guidelines

- The accessory building is proposed to be 2-storey, 6.5 metres in height, 60 m² in size, with a pitched roof.
- The coach house is to be located in the rear yard and the existing shed will be removed.
- While the proposed building will be higher than the principal dwelling onsite, it is not out of scale as a variety of building heights exist in the neighbourhood.
- The proposed balcony faces the interior of the lot, minimizing overlook on adjacent properties. While not a Juliette style balcony, it is within the maximum permitted size in the Zoning Bylaw.
- The coach house exterior will be hardieplank siding. The building design and colour are complementary to the principal residential building and the character of the neighbourhood.

Accessibility & Livability Guidelines

- The coach house will be located more than 6m from the existing dwelling.
- The coach house will be easily accessed by emergency services from Fourth Avenue.
- Lighting will be provided at the coach house entry.

Landscaping Guidelines

- Fencing will be installed in the rear yard to create a private yard for the coach house residents, and will screen the coach house from the principal dwelling for privacy.
- The existing trees on the south and west of the property will be retained.

- Permeable paver surfacing will provide a parking space for the coach house resident and access to the garage.
- A garbage and recycling area will be provided under the coach house staircase, and will be screened from view.

Energy and Water Conservation Guidelines

- Energy conservation will be considered in the design and construction.

The proposed coach house complies with the Zoning Bylaw, and the DPA 10 coach house guidelines.

ALTERNATIVES:

While the issuance of a Development Permit is not a completely discretionary decision of Council, Council may decide to not issue Development Permit 3060-18-05 where the refusal is based upon a determination that the development permit application does not meet the Development Permit Area guidelines. If the Development Permit is refused then reasons must be given. The determination by Council must be in good faith and it must be reasonable, not arbitrary.

FINANCIAL IMPLICATIONS:

None.

LEGAL IMPLICATIONS:

A Development Permit is required prior to issuance of a building permit to construct the coach house dwelling.

CITIZEN/PUBLIC RELATIONS IMPLICATIONS:

Development Permit applications do not require statutory notice. Public input was received during the preparation of the coach house development permit guidelines.

INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS:

The Development Permit application was referred to the Infrastructure Services Department and to the Building Inspector for review. Their comments have been integrated into the site design.

ALIGNMENT WITH SUSTAINABILITY VISIONING REPORT:

- | | |
|---|--|
| <input checked="" type="checkbox"/> Complete Community Land Use | <input type="checkbox"/> Low Impact Transportation |
| <input type="checkbox"/> Green Buildings | <input type="checkbox"/> Multi-Use Landscapes |
| <input type="checkbox"/> Innovative Infrastructure | <input type="checkbox"/> Local Food Systems |
| <input type="checkbox"/> Healthy Community | <input type="checkbox"/> Local, Diverse Economy |
| <input type="checkbox"/> Not Applicable | |


ALIGNMENT WITH STRATEGIC PRIORITIES:

- | | |
|--|---|
| <input checked="" type="checkbox"/> Employment & Tax Diversity | <input type="checkbox"/> Natural & Built Infrastructure |
| <input type="checkbox"/> Watershed Protection & Water Management | <input type="checkbox"/> Partnerships |
| <input type="checkbox"/> Communications & Engagement | <input type="checkbox"/> Not Applicable |

SUMMARY:

An application has been submitted for 322 Warren Street for a Coach House Intensive Residential Development Permit. The proposal has been reviewed utilizing the DPA 10 guidelines.

Reviewed by:

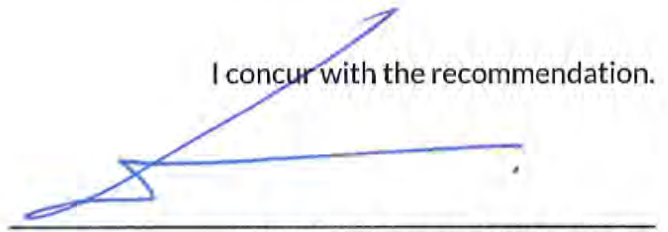


Felicity Adams, Director of Development Services

July 9, 2018

Date Signed

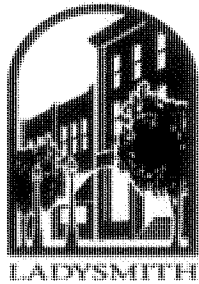
I concur with the recommendation.



Guillermo Ferrero, City Manager

ATTACHMENTS:

Development Permit 3060-18-05



**TOWN OF LADYSMITH
DEVELOPMENT PERMIT**
(Section 489 Local Government Act)

FILE NO: 3060-18-05

DATE: July 16, 2018

Name of Owner(s) of Land (Permittee): Philip Michael Andrew Richardson

Applicant: Gary Sayers (GMS Contracting)

Subject Property (Civic Address): 332 Warren Street

1. This Development Permit is subject to compliance with all of the bylaws of the Town of Ladysmith applicable thereto, except as specifically varied by this Permit.
2. This Permit applies to and only to those lands within the Town of Ladysmith described below, and any and all buildings structures and other development thereon:

Lot 9
Block 79 of an unnumbered portion of Oyster District
Plan 703A
PID# 0008-5706-131
(referred to as the "Land")

3. This Permit has the effect of authorizing the issuance of a building permit for the construction of a building on the Land in accordance with the plans and specifications attached to this Permit, and subject to all applicable laws except as varied by this Permit, subject to the conditions, requirements and standards imposed and agreed to in Section 5 of this Permit.
4. The Permittee does not have the effect of varying the use or density of the Land specified in Town of Ladysmith Zoning Bylaw 2014, No. 1860.
5. The Permittee, as a condition of the issuance of this Permit, agrees:
 - (a) To construct a two-storey accessory building on the Land, with a coach house on the upper floor that is a maximum of 60 square metres in size, in accordance with the building designs shown in **Schedule A: Building Elevations**.
 - (b) To develop the Land as shown in **Schedule B: Site Plan** including:

- i. A private yard that is screened from the primary dwelling with a fence 1.2m minimum in height;
 - ii. A second storey deck/balcony that is a maximum of 2.9 square metres in size;
 - iii. Placing an address so that it is visible from Fourth Avenue; and
 - iv. Provision of a screened area for garbage and recycling.
- 6. If the Permittee does not substantially start any construction permitted by this Permit within **two years** of the date of this Permit as established by the authorizing resolution date, this Permit shall lapse.
- 7. The plans and specifications attached to this Permit are an integral part of this Permit.
- 8. Notice of this Permit shall be filed in the Land Title Office at Victoria under s.503 of the *Local Government Act*, and upon such filing, the terms of this Permit **(3060-18-05)** or any amendment hereto shall be binding upon all persons who acquire an interest in the land affected by this Permit.
- 9. This Permit prevails over the provisions of the Bylaw in the event of conflict.
- 10. Despite issuance of this permit, construction may not start without a Building Permit or other necessary permits.

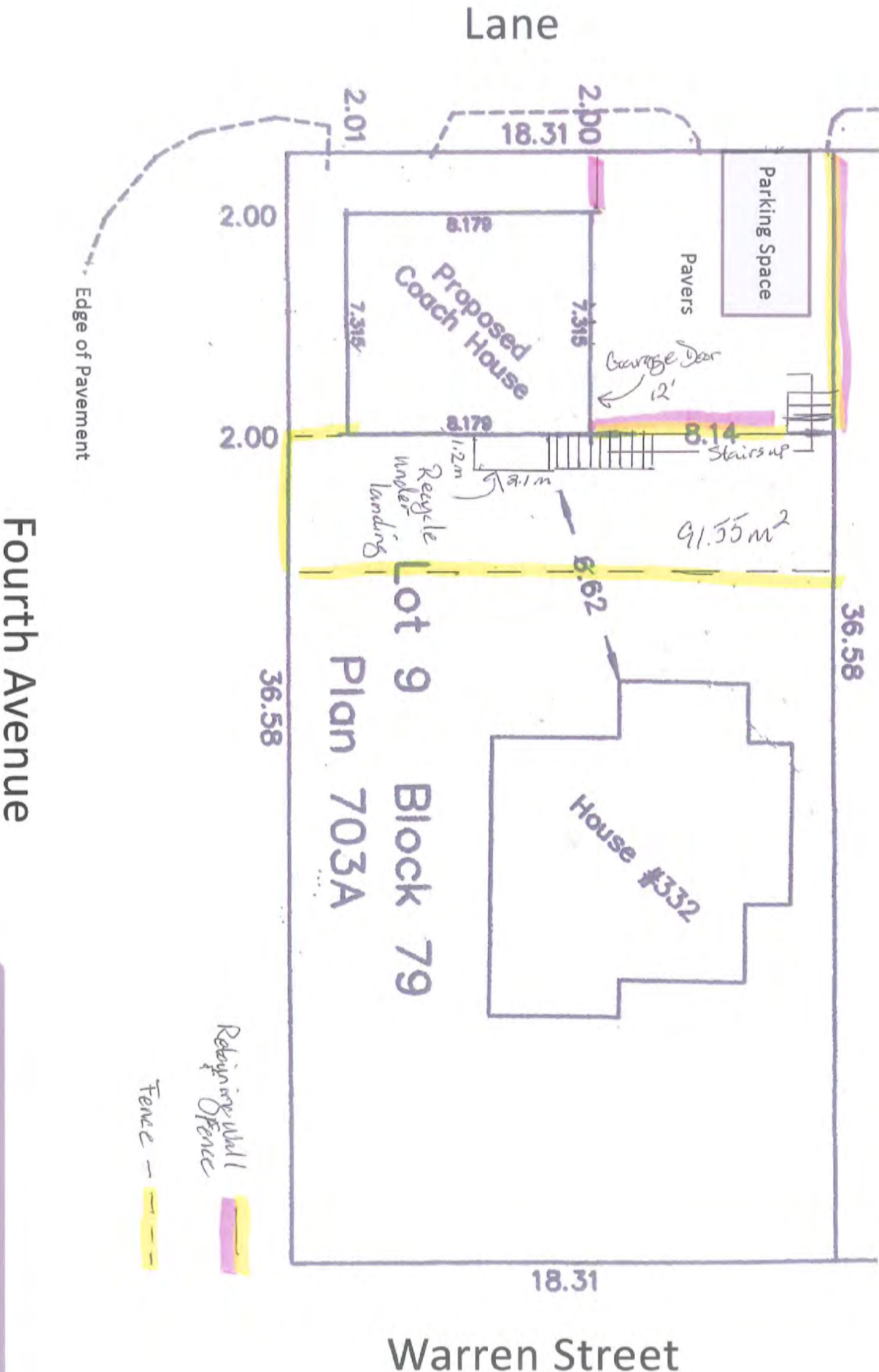
**AUTHORIZING RESOLUTION PASSED BY THE COUNCIL OF THE TOWN OF LADYSMITH
ON THE DAY OF 2018.**

MAYOR

CORPORATE OFFICER

OWNER

PLEASE PRINT NAME



Schedule B: Site Plan
 3060-18-05
 332 Warren Street (GMS Contracting)

STAFF REPORT TO COUNCIL

From: Lisa Brinkman, Senior Planner
 Meeting Date: July 16, 2018
 File No: 3340-18-01
**RE: TEMPORARY USE PERMIT APPLICATION – GlenCar Consultants
 Lot B, District Lot 24, Oyster District, Plan VIP83303 (941 Oyster Bay Dr.)**

RECOMMENDATION:

That Council:

1. Consider issuing Temporary Use Permit 3340-18-01 to allow an applicant to obtain the necessary permits to locate a mobile home for residential use at 941 Oyster Bay Drive (Lot B, District Lot 24, Oyster District, Plan VIP83303) for three years with one renewal, subject to the conditions of the Temporary Use Permit;

AND THAT the Mayor and Corporate Officer be authorized to sign Temporary Use Permit 3340-18-01.

PURPOSE:

The purpose of this staff report is present Temporary Use Permit (TUP) 3340-18-01 to allow a mobile home for residential use to be located at 941 Oyster Bay Drive.

PREVIOUS COUNCIL DIRECTION

| <i>Meeting date</i> | <i>Motion</i> |
|----------------------------------|--|
| June 18, 2018 CS 2018-202 | That Council direct staff to proceed with statutory notice for a Temporary Use Permit application (3340-18-01) to allow an applicant to obtain the necessary permits to locate a mobile home for residential use at 941 Oyster Bay Drive (Lot B, District Lot 24, Oyster District, Plan VIP83303). |

INTRODUCTION/BACKGROUND:

The stage of this application is to consider issuing the TUP for a mobile home residential use at 941 Oyster Bay Drive for a three year period. The TUP is attached to this report and includes the requirement for a \$10,000 security deposit to be submitted to the Town to ensure the removal of the mobile home at the end of the permit term.

The mobile home is currently located on the adjacent industrial property at 930 Ludlow Road. The applicant wishes to move the mobile home to 941 Oyster Bay Drive on a temporary basis. The current owner of the mobile home does not wish to end the tenancy and would like to secure accommodation for the tenant for a few more years as the tenant assists with the



'Wash Me on Ludlow' business. However, a caretaker unit already exists at 930 Ludlow Road in the second storey of the 'Wash Me on Ludlow' building. Generally, residential use of industrial land is not recommended. The Zoning Bylaw requires that caretaker dwelling units on industrial properties are only permitted within the principal industrial building, not as a detached dwelling.

OCP and Zoning: 941 Oyster Bay Drive

| | |
|-------------------------|--|
| OCP Land Use | Industrial |
| Development Permit Area | DPA 5 – Industrial DPA 7 – Hazard Lands |
| Zone | Light Industrial (I-1) |

ALTERNATIVES:

Council can choose to not proceed with TUP application 3340-18-01.

FINANCIAL IMPLICATIONS:

None.

LEGAL IMPLICATIONS:

A TUP may be issued by Council by resolution. It can provide for a temporary use for a three year period, with one renewal permitted. Statutory notice is required. This is a discretionary decision of Council.

CITIZEN/PUBLIC RELATIONS IMPLICATIONS:

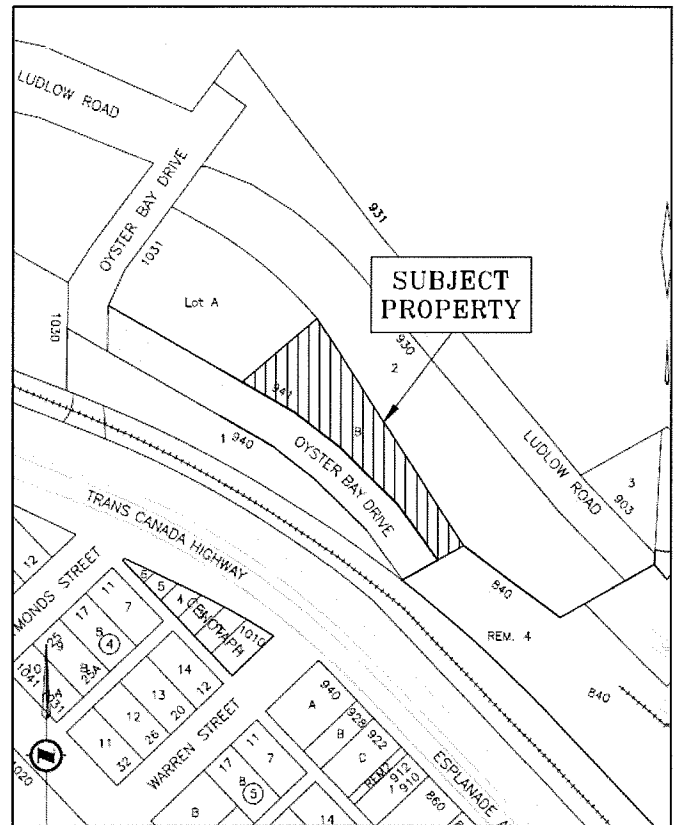
The statutory notice regarding TUP 3340-18-01 was sent to the neighbourhood on June 28, 2018 and was placed in the Chronicle newspaper on July 4, 2018. A notice sign was posted on the property on June 28, 2018. At the time of writing this report no comments have been received.

INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS:

A building permit and driveway access permit will be required to locate the mobile home at 941 Ludlow Road. Sanitary, storm and water services would also need to be provided to the mobile home.

ALIGNMENT WITH SUSTAINABILITY VISIONING REPORT:

- | | |
|--|--|
| <input type="checkbox"/> Complete Community Land Use | <input type="checkbox"/> Low Impact Transportation |
| <input type="checkbox"/> Green Buildings | <input type="checkbox"/> Multi-Use Landscapes |
| <input type="checkbox"/> Innovative Infrastructure | <input type="checkbox"/> Local Food Systems |
| <input type="checkbox"/> Healthy Community | <input checked="" type="checkbox"/> Local, Diverse Economy |
| <input type="checkbox"/> Not Applicable | |



ALIGNMENT WITH STRATEGIC PRIORITIES:

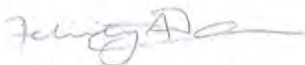
- Employment & Tax Diversity
- Watershed Protection & Water Management
- Communications & Engagement

- Natural & Built Infrastructure
- Partnerships
- Not Applicable

SUMMARY:

Council may consider issuing TUP 3340-18-01 to allow a mobile home residential use at 941 Oyster Bay Drive for a three year term.

Reviewed by:



Felicity Adams
Director of Development Services

July 9, 2018

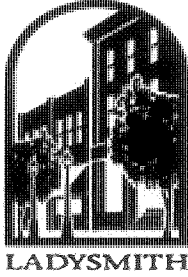
I concur with the recommendation.



Guillermo Ferrero, City Manager

ATTACHMENTS:

Temporary Use Permit 3340-18-01



TOWN OF LADYSMITH TEMPORARY USE PERMIT

FILE NO: 3340-18-01

DATE: July 16, 2018

Name of Owner(s) of Land (permittee): Dunsmuir Investments Ltd.

Applicant: GlenCar Consultants Inc.

Subject Property: Lot B, District Lot 24, Oyster District, Plan VIP83303 (941 Oyster Bay Drive)

1. This permit is issued subject to compliance with all Town of Ladysmith bylaws that apply to this permit.
2. This permit applies to the lands described below, and any buildings, structures, and other development thereon (hereinafter called the Land).

**Lot B, District Lot 24, Oyster District, Plan VIP83303 (941 Oyster Bay Drive)
PID: 027-104-788**

3. Pursuant to Division 8 in Part 14 of the *Local Government Act*, this Temporary Use Permit authorizes the owner of the Land or authorized agent to obtain the necessary permits to locate a Mobile Home for residential use on the Land on a temporary basis subject to the following condition:
 - a) **At the end of the term the owner of the Land shall fully remove the mobile home from the Land.**
4. This Permit is issued on the condition that the Permittee has provided to the Town of Ladysmith security in the form of an irrevocable Letter of Credit to guarantee the performance of the condition in section 3 of this Permit and to correct any unsafe condition which may result from a contravention of a condition of this Permit. The Letter of Credit shall be for a period of four years, shall be automatically extended, and shall be in the amount of \$10,000.
5. Should the Permittee fail to satisfy the conditions referred to in section 3 and 4 of this Permit, the Town of Ladysmith may undertake and complete the works required to satisfy the conditions or carry out any work required to correct the unsafe conditions, at the cost of the Permittee, and may apply the security in payment of the cost of the work, with any excess to be returned to the Permittee.
6. This permit is not a development permit, building permit or driveway access permit.
7. This permit was approved on _____, 20____ and issued on _____, 20____

8. Notice of this Permit shall be filed in the Land Title Office at Victoria under s.503 of the *Local Government Act*, and upon such filing, the terms of this Permit **(3340-18-01)** or any amendment hereto shall be binding upon all persons who acquire an interest in the land affected by this Permit.
9. Pursuant to section 497 of the *Local Government Act*, this permit lapses **three years** from the date of issuance of this permit.
10. This permit may be renewed once only.

Town of Ladysmith

Corporate Officer

Date Permit Issued

Mayor

Applicant

Applicant

STAFF REPORT TO COUNCIL

From: Lisa Brinkman, Senior Planner
 Meeting Date: July 16, 2018
 File No: 3060-18-06
 RE: Riparian Development Permit Application – Van Isle Storage Ltd.

Subject Property: Lot B, District Lot 72, Oyster District, Plan EPP20506
 (10910 Westdowne Road)

RECOMMENDATION:

That Council:

1. Issue Development Permit 3060-18-06 to permit land clearing and riparian restoration on Lot B, District Lot 72, Oyster District, Plan EPP20506 (10910 Westdowne Road); and
2. Authorize the Mayor and Corporate Officer to sign Development Permit 3060-18-06.

PURPOSE:

The purpose of this staff report is to present a Riparian Development Permit application for 10910 Westdowne Road.

PREVIOUS COUNCIL DIRECTION

none

INTRODUCTION/BACKGROUND:

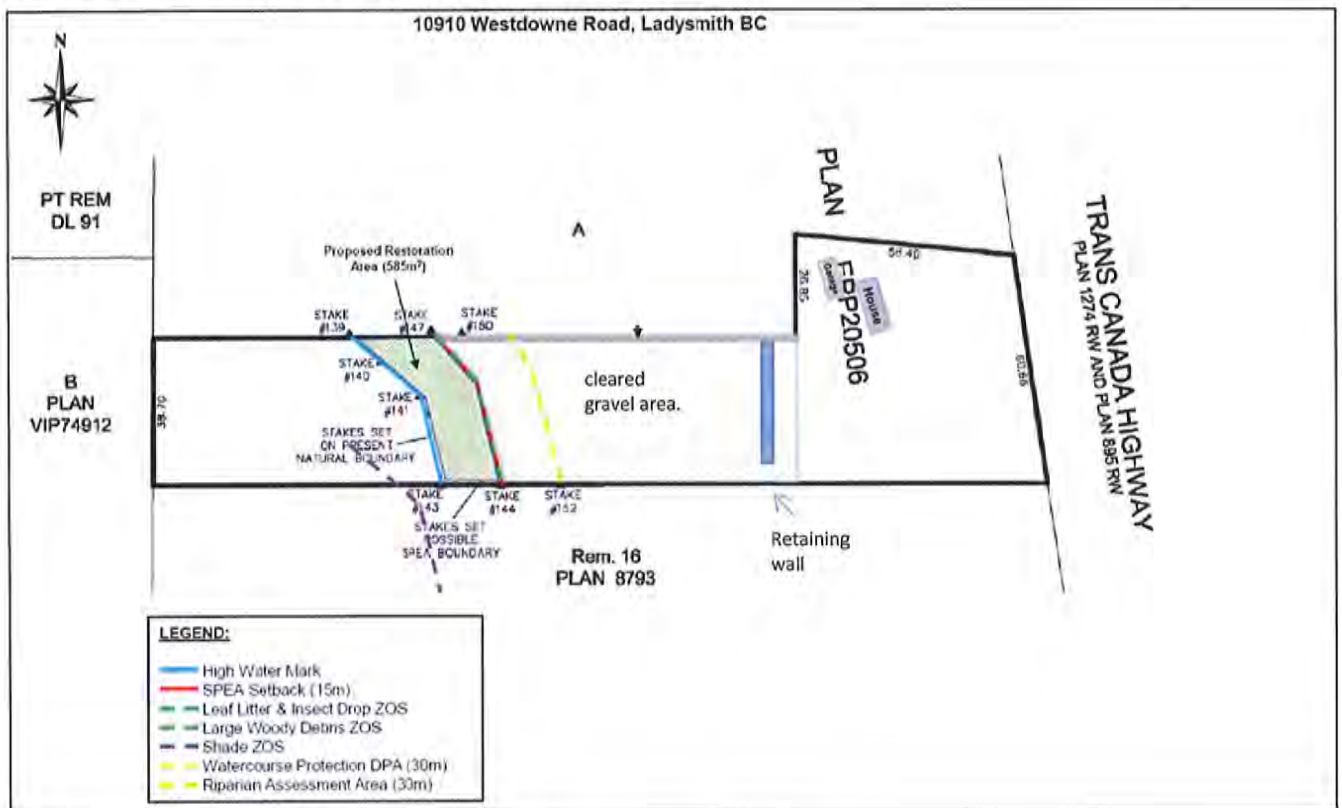
The subject property is 1 ha (2.5 acres) in size and is zoned “Light Industrial” (I-1) and falls within the Industrial (DPA 5) and Riparian (DPA 6) Development Permit Area. The applicant, Ryan Bishop, has recently purchased the property with the future intention of building a commercial indoor storage facility. At this time the applicant has commenced work to excavate the property to clear overgrowth, to level and gravel a portion of the land, and has constructed a retaining wall. The property contains a wetland thus a riparian development permit is required prior to land alteration.



The applicant retained Biologist Sarah Bonar to complete a Riparian Assessment Report for the property. The wetland on the property is a portion of the tributary to Stocking Creek which is a fish-bearing watercourse. A Streamside Protection and Enhancement Area (SPEA) was identified on the property to be 15 metres from high water mark of the eastern side of the wetland as shown in Figure 1. The report includes the following recommendations which have been integrated into the attached Development Permit 3060-18-06:

- Clearing within the SPEA is limited to removal of invasive plants (i.e. blackberry bushes) and is recommended to be completed during the dry summer months.
- Fencing or other permanent demarcation suitable to the site should be installed along the SPEA boundary after restoration is complete to prevent further encroachment. Demarcation ideas include fencing, row of boulders or a hedge.
- Invasive species regrowth should be removed.
- Riparian restoration and native plantings will be completed within the SPEA (585m²) on the east side of the wetland in the fall. A landscape bond will be retained to ensure success of the plantings.

Figure 1: Location of SPEA and Restoration Area



ALTERNATIVES:

While the issuance of a Development Permit is not a completely discretionary decision of Council, Council may decide to not issue Development Permit 3060-18-06 where the refusal is based upon a determination that the application does not meet the Development Permit guidelines. If the Development Permit is refused then reasons must be given. The determination by Council must be in good faith and it must be reasonable, not arbitrary.

FINANCIAL IMPLICATIONS:

None.

LEGAL IMPLICATIONS:

A Riparian Development Permit is required prior to vegetation removal and clearing the land.

CITIZEN/PUBLIC RELATIONS IMPLICATIONS:

None.

INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS:

The building inspector is working with the owners regarding a building permit for the retaining wall.

ALIGNMENT WITH SUSTAINABILITY VISIONING REPORT:

- | | |
|--|--|
| <input type="checkbox"/> Complete Community Land Use | <input type="checkbox"/> Low Impact Transportation |
| <input type="checkbox"/> Green Buildings | <input checked="" type="checkbox"/> Multi-Use Landscapes |
| <input type="checkbox"/> Innovative Infrastructure | <input type="checkbox"/> Local Food Systems |
| <input type="checkbox"/> Healthy Community | <input type="checkbox"/> Local, Diverse Economy |
| <input type="checkbox"/> Not Applicable | |

ALIGNMENT WITH STRATEGIC PRIORITIES:

- | | |
|--|---|
| <input type="checkbox"/> Employment & Tax Diversity | <input type="checkbox"/> Natural & Built Infrastructure |
| <input type="checkbox"/> Watershed Protection & Water Management | <input type="checkbox"/> Partnerships |
| <input type="checkbox"/> Communications & Engagement | <input checked="" type="checkbox"/> Not Applicable |

SUMMARY:

It is recommended to support Development Permit 3060-18-06.

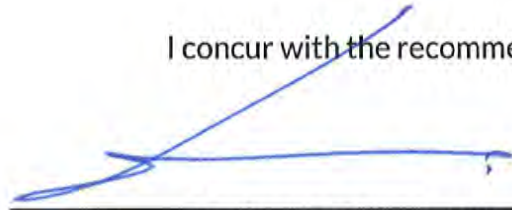
Reviewed By:



Felicity Adams
Director of Development Services

July 10, 2018

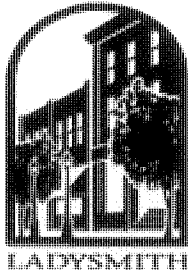
I concur with the recommendation.



Guillermo Ferrero, City Manager

ATTACHMENTS:

Development Permit 3060-18-06



**TOWN OF LADYSMITH
DEVELOPMENT PERMIT**
(Section 489 Local Government Act)

FILE NO: 3060-18-06

DATE: July 16, 2018

Name of Owner(s) of Land (Permittee): Van-Isle Storage Ltd.

Applicant: Ryan Bishop and Chris Ronald

Subject Property (Civic Address): 10910 Westdowne Road

1. This Development Permit is subject to compliance with all of the bylaws of the Town of Ladysmith applicable thereto, except as specifically varied by this Permit.
2. This Permit applies to and only to those lands within the Town of Ladysmith described below, and any and all buildings structures and other development thereon:

**Lot B
District Lot 72
Oyster District
Plan EPP20506
PID# 028-923-669**
(referred to as the "Land")
3. This Permit has the effect of authorizing the alteration of land designated in the *Official Community Plan* under section 488(1)(a) of the *Local Government Act*; subject to the conditions, requirements and standards imposed and agreed to in section 5 of this Permit.
4. This Permit does not have the effect of varying the use or density of the Land specified in Zoning Bylaw 2014, No. 1860.
5. The Permittee, as a condition of the issuance of this Permit, agrees:
 - i. To protect the Streamside Protection and Enhancement Area (SPEA) which is 15 metres from the highwater mark on the eastern side of the wetland on the Land as shown in **Figure 1** within this Permit.

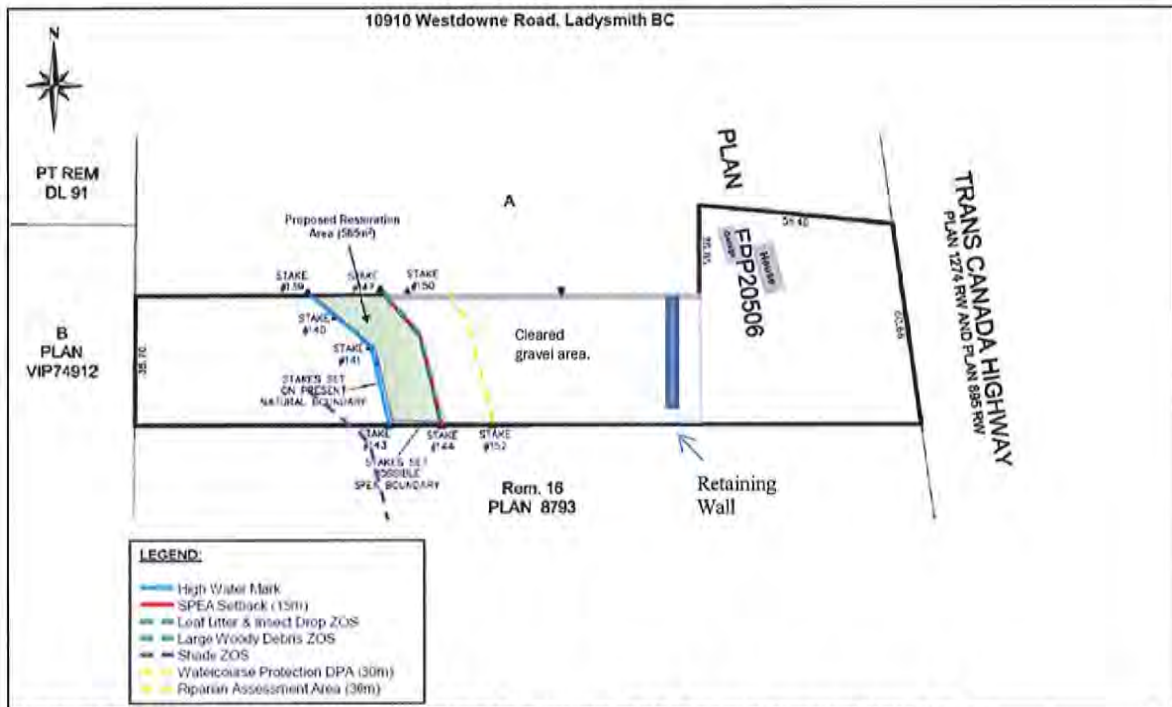


Figure 1: 10910 Westdowne Road - Location of SPEA and Restoration Area

- ii. That no encroachment or development activities may take place within the SPEA except for the removal of invasive species (i.e. blackberry bushes) and SPEA restoration.
- iii. That prior to land clearing outside of the SPEA:
 - a) Provide a survey to the Town showing the location of the SPEA.
 - b) Place snow fencing around the drip line of the trees in the SPEA to ensure the trees are not damaged during land clearing.
 - c) Install a silt fence along the SPEA boundary to ensure that no deleterious substances may enter the SPEA.
- iv. That after land clearing and prior to SPEA restoration:
 - a) Remove invasive species within the SPEA during dry weather.
 - b) Place a layer of straw over the exposed soils within the SPEA until replanting can occur.
- v. To restoration of the SPEA as follows:
 - a) Where there are existing native trees and shrubs within the SPEA new plantings are to occur interspersed.
 - b) Plant placement should mimic natural growth patterns, i.e. clusters of the same species.
 - c) Plant placement shall be generally as shown in **Schedule A: Planting Illustration** attached to this Permit.

- d) Installation of vegetation within the SPEA must be completed in the fall or early spring and must be maintained and irrigated as necessary for optimal survival.
- e) The required species and numbers of plants required to be planted in the SPEA are shown in Table 1.

Table 1: Plants Required for the ~585m2 SPEA restoration area

| PLANT COMMON NAME | SPECIES | SPACING BETWEEN PLANTS | POT SIZE | REQUIRED NUMBER OF PLANTS |
|----------------------|--|------------------------------|-------------|---------------------------------|
| Salmonberry | <i>Rubus spectabilis</i> | 1 m ² | #1 | 75 |
| Red elderberry | <i>Sambucus racemosa ssp. pubens</i> | 5m ² | #5 | 4 |
| Nootka rose | <i>Rosa nutkana</i> | 1 m ² | #1 | 40 |
| Snowberry | <i>Symphoricarpos albus</i> | 1 m ² | #1 | 40 |
| Red-osier dogwood | <i>Cornus sericea</i> | 2 m ² | #1 | 10 |
| Sword fern | <i>Polystichum munitum</i> | 1 m ² | #1 | 30 |
| Western redcedar | <i>Thuja plicata</i> | 5 m ² | #1 | 6 |
| TOTAL | | | | 205 |

- vi. After restoration of the SPEA:
 - a) Install fencing or other permanent demarcation suitable to the site along the SPEA boundary to prevent further encroachment. Demarcation options include fencing, a row of boulders or a hedge.
 - vii. The land clearing activity and restoration plantings shall be monitored by a Qualified Environmental Professional (QEP) and a completion inspection report from the QEP confirming compliance with the conditions in Section 5 of this Permit must be submitted to the Town prior to the release of the security referred to in Section 6 of this Permit.
6. This Permit is issued on the condition that the Permittee has provided to the Town of Ladysmith security in the form of an irrevocable Letter of Credit to guarantee the performance of the conditions in section 5 of this Permit. The Letter of Credit shall be for a period of one year, shall be automatically extended, and shall be in the amount of \$2,400.
 7. Should the Permittee fail to satisfy the conditions referred to in section 5 and 6 of this Permit, the Town of Ladysmith may undertake and complete the works required to satisfy the landscaping conditions at the cost of the Permittee, and may apply the security in payment of the cost of the work, with any excess to be returned to the Permittee.
 8. Should there be no default as herein provided, or where a Permit lapses, the Town of Ladysmith shall return any security provided to the Permittee.

9. If the Permittee does not substantially start any land clearing permitted by this Permit within **two years** of the date of this Permit as established by the authorizing resolution date, this Permit shall lapse.
10. The plans and specifications attached to this Permit are an integral part of this Permit.
11. Notice of this Permit shall be filed in the Land Title Office at Victoria under s.503 of the *Local Government Act*, and upon such filing, the terms of this Permit **(3060-18-06)** or any amendment hereto shall be binding upon all persons who acquire an interest in the land affected by this Permit.
12. This Permit prevails over the provisions of the Bylaw in the event of conflict.
13. Despite issuance of this permit, construction may not start without a Building Permit or other necessary permits.

**AUTHORIZING RESOLUTION PASSED BY THE COUNCIL OF THE TOWN OF LADYSMITH
ON THE ____ DAY OF _____ 201__.**

MAYOR

CORPORATE OFFICER

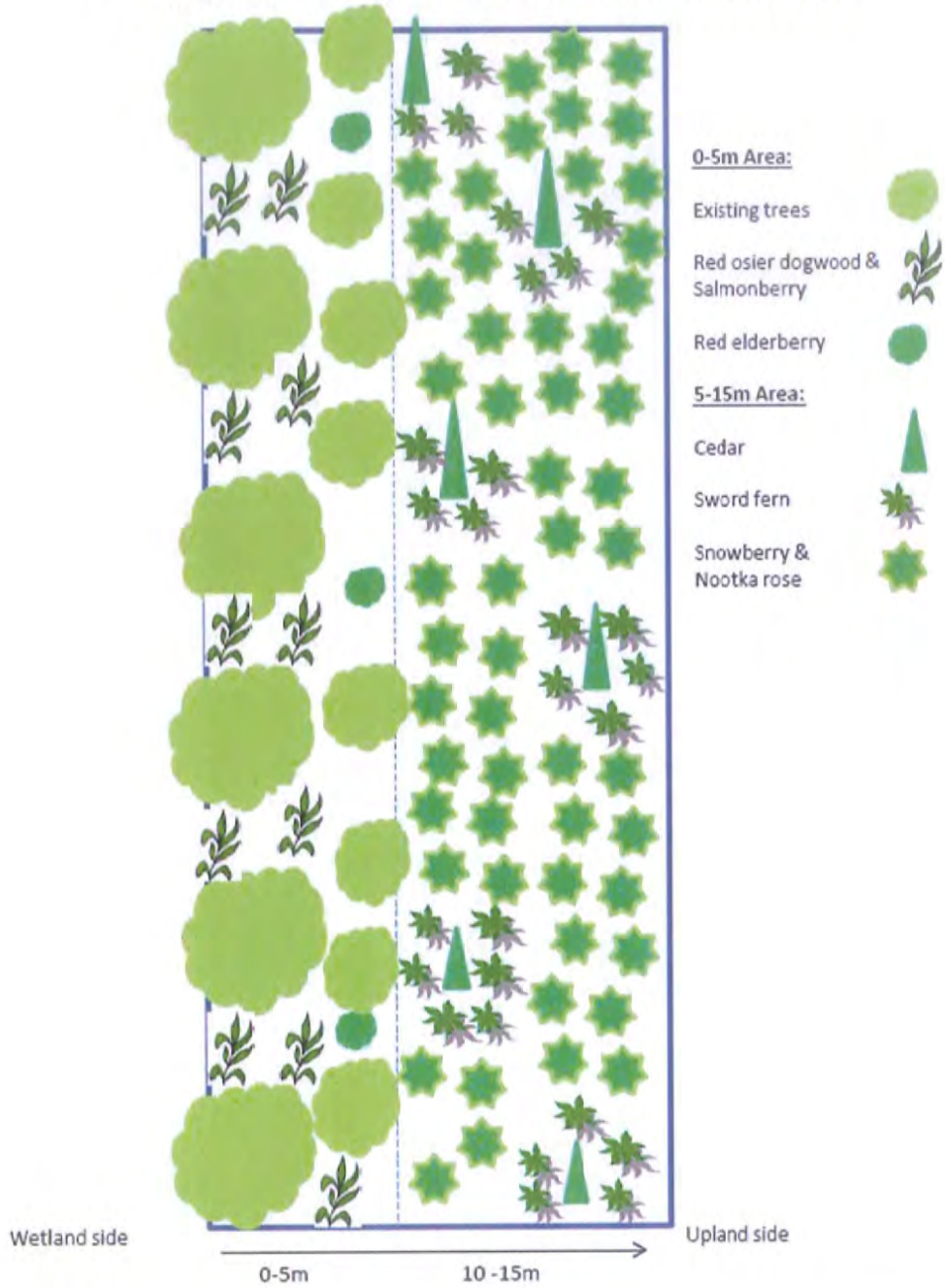
OWNER

PLEASE PRINT NAME

OWNER

PLEASE PRINT NAME

Planting Illustration – Typical Section to Locate Species by Area



Schedule A: Planting Illustration
 DP 3060-18-06
 10910 Westdowne Road
 Van Isle Storage Ltd.

TOWN OF LADYSMITH

2017 Annual Report

DRAFT



Working together to build our future



Table of Contents

| | |
|---|----|
| Message from the Mayor..... | 2 |
| Ladysmith Council..... | 4 |
| Council / Public Advisory Bodies..... | 6 |
| Message from the Chief Administrative Officer | 8 |
| Civic Officials..... | 9 |
| Staff | 10 |
| Staff Committees..... | 13 |
| Summary of Services | 14 |
| Regional Relationships | 15 |
| Strategic Plan and Priorities..... | 16 |
| 2017 By the Numbers..... | 18 |
| Reporting Out | 20 |
| 2017 Financial Statements..... | 31 |
| 2017 Permissive Tax Exemptions..... | 74 |
| 2017 Grants-in-Aid..... | 75 |
| 2018 Community Profile | 76 |
| Feedback / Contact Us | 86 |



Heritage by the Sea



Nestled on the eastern shores of spectacular Vancouver Island, Ladysmith features all the warmth and charm of a small town, yet offers its residents a full range of services, amenities and world class municipal infrastructure typically found in larger urban centres. Ladysmith is a growing community (population 8,949 in 2017, BC Stats) located just 88 km (55 miles) north of Victoria and 23 km (14 miles) south of Nanaimo.

Ladysmith residents place a very high value on preserving the storied chronicle of this community, actively celebrating the town's intriguing heritage while respectfully acknowledging the more than 5000 years of history of the first residents of this land, the Stz'uminus First Nation. The town's strong sense of pride for its past is also evident in its well-maintained architecture and colourful streetscapes. First Avenue, a major thoroughfare, was nationally recognized in 2017 as Canada's Great Street by the Canadian Institute of Planners.



Message from the Mayor



On behalf of Town Council, I am honoured to provide this message for the 2017 Annual Report for the Town of Ladysmith.

I am proud to call Ladysmith my home. This picturesque seaside community has continued to cement its position as a welcoming, progressive and resilient place where people are valued and the achievements of our community are recognized and celebrated. One of our most notable achievements last year was when our very own First

Avenue was named Canada’s Great Street during the Great Places in Canada contest. This incredible honour showcased the pivotal role First Avenue has played in helping to shape Ladysmith’s identity as a charming, diverse and vibrant west coast community.

Of course there are challenges with running a town and working cooperatively with Council members, Town staff, and our stakeholders, including the Stz’uminus First Nation, to make numerous and often difficult decisions that affect our thousands of residents. However, we do this work because we are committed to building and maintaining a solid foundation for the future of this community. To this end, in 2017 we made progress on several important initiatives. They included:

- Near completion of our new state of the art bio-solids composting facility
- Plans with our Stz’uminus partners and others to create a new formal economic development strategy for the Town
- Application to the federal Abandoned Boats Program for an initial removal of up to ten boats littering our shoreline
- Launch of the Ladysmith Youth



Plan project

- Creation of a new Waterfront Area Plan following significant public consultation
- Installation of our first ever rainbow crosswalk at the corner of 1st Avenue and Gatacre Street

Guided by our current Strategic Priorities and supported by dedicated Town staff and a year round roster of community volunteers, Ladysmith Council continues to place a strong emphasis on the value of partnerships. With the assistance of our partners and stakeholders, we are continuing to strike a balance between fiscal accountability and thoughtful, balanced action aimed at helping us to achieve our vision for a thriving and sustainable community now and years from now.

I would like to thank our Town staff for their continued commitment to providing excellence in service to our residents. I am grateful to our many individual and community volunteers for their selfless service year after year. And I would like to extend my appreciation to my fellow Council members for their enduring dedication to Ladysmith and its residents. It's the combined effort of everyone working together that allows our community to thrive and flourish.

Aaron Stone, Mayor



Ladysmith Council

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
Waterfront Area Plan Project Leadership Committee
Stocking Lake Advisory Committee
Ladysmith Chamber of Commerce



Councillor Steve Arnett

- Municipal Services Committee
- Parcel Tax Review Panel
- Vancouver Island Regional Library Board
- Advisory Planning Commission
- Parks, Recreation and Culture Advisory Committee (alternate)
- Liquid Waste Management Committee
- Stocking Lake Advisory Committee



Councillor Joe Friesenhan

- Deputy Mayor (June 1 to December 1, 2017)
- Cowichan Valley Regional District (Alternate Director to May 31, 2017)
- Municipal Services Committee (Vice Chair)
- Waterfront Area Plan Project Leadership Committee
- Waterfront Design Charrette Committee
- Liquid Waste Management Committee
- Festival of Lights
- Ladysmith Downtown Business Association
- Advisory Planning Commission (alternate)
- Protective Services Committee (alternate)
- Ladysmith Early Years Partnership (alternate)



Councillor Cal Fradin

- Deputy Mayor (to May 31, 2017)
- CVRD Community Safety Advisory Commission
- Municipal Services Committee
- Protective Services Committee (Chair)
- Liquid Waste Management Committee
- Ladysmith Celebrations Committee
- Ladysmith Downtown Business Association (alternate)
- Advisory Design Panel (alternate)
- Social Planning Cowichan (alternate)
- Invasive Species Committee (alternate)
- Ladysmith Interagency Committee (alternate)
- Social Planning Cowichan



Councillor Rob Hutchins

- Parcel Tax Review Panel
- Municipal Services Committee (Chair)
- Waterfront Area Plan Project Leadership Committee
- Waterfront Design Charrette Committee
- Heritage Revitalization Advisory Commission



Councillor Carol Henderson

- Municipal Services Committee
- Invasive Species Advisory Committee
- Ladysmith Interagency Committee
- Ladysmith Early Years Partnership
- Social Planning Cowichan
- Ladysmith Community Justice Program
- Vancouver Island Regional Library Board (alternate)
- CVRD Community Safety Advisory Committee (alternate)



Councillor Duck Paterson

- Cowichan Valley Regional District Alternate Director (June 1 to December 31, 2017)
- Advisory Design Panel
- Protective Services Committee
- Parks, Recreation and Culture Advisory Committee
- Heritage Revitalization Advisory Commission (alternate)
- Ladysmith Chamber of Commerce (alternate)
- Ladysmith Celebrations Committee (alternate)
- Festival of Lights (alternate)

**All appointments as of December 1, 2016*

2017 Town Advisory Bodies

Council also appoints citizens to serve on local advisory commissions and committees. Their role 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. Rob Hutchins, Chair

All members of Council

Guillermo Ferrero, Management Liaison

Heritage Revitalization Advisory Commission

Marnie Craig (Chair)

Tamara Hutchinson

Robert J (Bob) Darling

Jennifer Robinson (Lush) (term ended 2017)

Marina Sacht

Harald Cowie

Rob Johnson

Ann Rogers, Historical Society Liaison

Bernardien Knol

Coun. Rob Hutchins, Council Liaison

Coun. Duck Paterson, Alternate Liaison

Felicity Adams, Management Liaison

Angela Davies, Staff Liaison

Advisory Planning Commission

Linda Mix, Chair

Mayo McDonough

Tina Donovan

D. Brian McLaurin

Bruce Laxdal

Christy Villiers

Jon Steininger

Coun. Cal Fradin, Council Liaison (term ended 2017)

Coun. Steve Arnett (appointed 2017)

Coun. Joe Friesenhan, Alternate Liaison

Felicity Adams, Management Liaison

Lisa Brinkman, Staff Liaison

Advisory Design Panel

Brian Childs, Chair

Ron Kinney (term ended 2017)

Kaien Shimizu (term ended 2017)

Harald Cowie, HRAC Liaison

Lorne Shaw (appointed 2017)

Lacey McRae Williams (appointed 2017)

Michelle Munro (appointed 2017)

Mayor Aaron Stone, Council Liaison

Coun. Carol Henderson, (alternate)

Lisa Brinkman, Staff Liaison

Board of Variance

Jan Christensen

Tim Horner

Terry Doherty

Parks, Recreation & Culture Advisory Committee

Tim Richards, Chair

Jim Allair

Gord Horth

Roger Kimmerly

Bruce Mason

Tara Pollock

Coun. Duck Paterson, Council Liaison

Coun. Steve Arnett (alternate)

Clayton Postings, Management Liaison

Julie Tierney, Staff Liaison

Invasive Species Advisory Committee

Chantal Blumel

April Marrington

Gail Pasaluko

Coun. Carol Henderson, Council Liaison

Coun. Cal Fradin (alternate)

Clayton Postings, Management Liaison

Glen Britton, Staff Liaison

Anita McLeod, Staff Liaison

Protective Services Committee

Coun. Cal Fradin, Chair
Sybille Sanderson, CVRD - Regional Emergency Coordinator
Ken Hamilton, COPS
Don Watson, COPS
Allen McDermid, Ladysmith Search and Rescue
Bill Drysdale, Search and Rescue Alternate
S/Sgt. Ken Brissard, RCMP
Steve VanderMinne, BC Ambulance Service
Eric Kesteloot, Stz'uminus First Nation (term ended 2017)
Chris Baker, Stz'uminus First Nation (appointed 2017)
Coun. Cal Fradin, Council Liaison
Coun. Joe Friesenhan, Alternate Liaison
Coun. Duck Paterson, Alternate Liaison (appointed 2017)
Ray Delcourt, Chief, Ladysmith Fire/Rescue
Guillermo Ferrero, Management Liaison
Geoff Goodall, Management Liaison

Liquid Waste Management Committee

John T. Wilson, Chair (appointed 2017)
Gerry Clarke
Jim Cram
Ross Davis
Greg Edwards
Nick Meijerdrees
Lorena Mueller
David Brown
Ray Gauthier, Stz'uminus First Nation
Blake Medlar, Ministry of Environment
David Leitch, Cowichan Valley Regional District
Coun. Joe Friesenhan, Council Liaison
Coun. Steve Arnett, Council Liaison (appointed 2017)
Coun. Cal Fradin, Council Liaison
Coun. Rob Hutchins, Council Liaison (term ended 2017)
Geoff Goodall, Management Liaison
Curtis Baker, Staff Liaison



Message from the CAO



Thank you for your interest in the Town of Ladysmith's 2017 Annual Report. This document provides a snapshot of the Town's achievements over the past year and details our strong financial position.

Now in my second year as the Town's Chief Administrative Officer, I continue to be impressed by this vibrant and growing community, its residents, businesses and visitors. Ladysmith remains dedicated to honouring its heritage while also setting its sights on opportunities for economic development and sustainable growth.

I am proud to say that Town of Ladysmith staff is second to none. This dedicated group of professionals helps me to ensure the Town's financial, capital and operational activities run smoothly year round and that our citizens, visitors and Council consistently experience excellence in service delivery. I am grateful to Town staff for the quality of the work they do and for their tremendous commitment to the Town and its residents.

As senior staff leader, the CAO's role is to provide leadership and direction to staff on the continued delivery of essential services, as well as implementation of Council's clear set of priorities as set out in the 2016-2019 Strategic Priorities document. In 2017, we made steady progress on action items related to all five strategic priorities and I look forward to continuing along this positive path.

I would also like to take this opportunity to acknowledge the hard work and unwavering commitment of Ladysmith's Mayor and Council. Their dedication to this wonderful community is resulting in a vision for the future that will continue to benefit Ladysmith, its residents, and its partners and stakeholders for years to come.

Guillermo Ferrero



Civic Officials

The organizational structure of the Town is made up of five departments in three divisions:

- Corporate Services (Administration and Legislative Services and Communications)
- Development Services (Planning, Building, Bylaw Compliance and Economic Development)
- Financial Services (includes Human Resources and Information Technology)
- Infrastructure Services (Public Works, Utilities, Parks Maintenance and Engineering)
- Parks, Recreation and Culture

Each department is overseen by a Director, who reports to the Chief Administrative Officer (CAO). The CAO reports to Council, and is responsible for ensuring that the strategic priorities and decisions established by Council are carried out by staff.

| | |
|--|---------------------|
| Chief Administrative Officer | Guillermo Ferrero |
| Director of Infrastructure Services (Core Services) | Geoff Goodall |
| Director of Parks, Recreation & Culture (Community Services) | Clayton Postings |
| Director of Development Services (Community Services) | Felicity Adams |
| Director of Financial Services (Corporate Services) | Erin Anderson |
| Manager of Accounting Services (Corporate Services) | Gerald Fukakusa |
| Manager of Legislative Services (Corporate Services) | Joanna Winter |
| Manager of Human Resources (Corporate Services) | Ian Paydli |
| Manager of Operations (Core Services) | Kevin Goldfuss |
| Executive Liaison: | Donna Smith |
| Approving Officer | Geoff Goodall |
| Chief, Ladysmith Fire-Rescue (Core Services) | Ray Delcourt |
| Officer in Charge, RCMP Ladysmith Detachment | S/Sgt. Ken Brissard |

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

Auditor: MNP LLP

(all positions as at December 31, 2017)



Town Departments & Staff



City Hall

Front Row: Andrea Hainrich, Aria MacColl, Guillermo Ferrero, Ian Paydli, Camelia Copp, Donna Smith, Joanna Winter

Second Row, L to R: Shawna Cadieux, Sam Eck, Sue Bouma, Meagan Randle

Third Row, L to R: Gerry Fukakusa, Joan Ogden, Kari-Anne McLennan, Pam Ferreira, Erin Anderson

Corporate Services

This department is headed by the Chief Administrative Officer (CAO). He reports directly to Council and is responsible for ensuring that all decisions of Council are carried out. The CAO also directly manages corporate strategic projects. The Legislative Services Team and Executive Liaison are part of the Corporate Services Department.

The Legislative Services team supports the work of Council and is responsible for records management. The team is also responsible for communications and engagement, informing the citizens and other stakeholders of the activities of the Town and seeking input and feedback.

Financial Services

The Financial Services department is responsible for financial planning and reporting as well as processing payroll, accounts payable, accounts receivable, and purchasing and carries out the calculation and collection of all property tax and utility billing as well as invoices for business licences. This department is also responsible for information technology and oversees all matters related to human resources for the Town.

Development Services

The Development Services department leads long range and current planning, urban design, and heritage preservation, providing advice to Council on development matters. The department also processes applications regarding land use, and supports economic development. Through the issuance of building permits and inspections carried out at various stages of construction, the department works to ensure that new construction and renovations meet the standards of the BC Building Code and the Town's land use regulations. The Department also provides information and education for the public about Town land use policies and regulations and works to obtain compliance with Town bylaws.

Development Services

Top Row: Colin Bollinger

Third Row, L to R: Angela Davies, Diane Webber

Second Row, L to R: Robin MacNair

Front Row, L to R: Lisa Brinkman, Felicity Adams



Town Departments & Staff

Parks, Recreation and Culture



Parks, Recreation and Culture

The Town is committed to providing quality recreational facilities and services to support community wellness. The Parks, Recreation and Culture department develops recreation programs and events, through either direct provision or partnering with various community groups, efficiently and effectively delivering optimum services to the community as a whole. Parks planning, capital improvements and parks program delivery are incorporated into the department, with a focus on ensuring the community has a positive experience in both the natural and built environments. The department is also responsible for maintaining the Town's 17 buildings.



Left to Right: Len Manuel, Robyn McAdam, Sue Glenn, Shannon Wilson, Tami-Lyn Stephen, Danielle Winter, Tiffany Wong, Clayton Postings, Anita McLeod

Town Departments & Staff



Infrastructure Services

The Infrastructure Services department is responsible for all public works, and for maintaining the Town's infrastructure: roads, sidewalks, parks and trails, water and storm sewer mains, the wastewater treatment plant, the bio-solids composting facility and the Town's water supply system. The department also oversees solid waste management (garbage and recycling services), operates the Ladysmith Cemetery and provides engineering services.



Infrastructure Services

Back Row, L to R: Rocky Coussens, Shawn Freer, Geoff Goodall, Neil Bouma, Mike Morgan, Wolf Winter, Curtis Baker, Mike Brown, Martin Barney, Shane Lassam, Ron Vaux, Beverley Taschuck, Larry McLeod, Ryan Dallmore, Greg Grueber, Bob Simpson, Isaac Jack, Chris Pinnington, Simon Skelton, Glenn Britton, Kevin Goldfuss, Sean Lefebure

Front Row, L to R: Mike Ganderton, Ryan Andre, Kevin Bell, Dave Osborne, Jenica Ng-Cornish, Darrian Gerard, Travis Cossen

2017 Staff Committees

Joint Occupational Health & Safety Committee

Provides advice and recommendations to the employer on issues related to health and safety and the occupational environment, and works to ensure compliance with WorkSafeBC regulations.

| | |
|-------------------------|----------------|
| Ian Paydli - Co-Chair | Kevin Golfuss |
| Shane Lassam - Co-Chair | Mike Brown |
| Clayton Postings | Ray Delcourt |
| Andrea Hainrich | Mike Ganderton |
| PJ Halliday | |

Employee Wellness Committee

Responsible for organizing an on-going Corporate Wellness Program.

| | |
|------------------|--------------------------|
| Sue Bouma | Karen Cousins/Ian Paydli |
| Chris Pinnington | |
| Felicity Adams | |
| PJ Halliday | |

Labour Management Committee

Responsible for unionized employees, personnel issues, and the union contract.

| | |
|------------------------|---------------|
| Ian Paydli - Co-chair | Erin Anderson |
| Bob Simpson - Co-Chair | Mike Morgan |
| Guillermo Ferrero | Sue Glenn |
| | Sam Eck |

Ladysmith Fire/Rescue

Ladysmith Fire/Rescue is a volunteer fire department that provides fire protection to the Town of Ladysmith, parts of Saltair and the Diamond Improvement District. The fire protection area spans over 40 square miles.

Ladysmith Fire/Rescue is dispatched to approximately 200 calls per year by FIRECOM which is stationed out of Nanaimo Fire Hall Station #1.



Middle Row: Dan Cross, Chad Arsenault

Back Row: Ray Delcourt, Wayne Johnston, Mike Smith, Matt Rickett, Barry Hartl, John Goodman Jr., Jason Rollans, Dwain King, Glenn Irvine, Owen Burt, Kevin Huberts

Front Row: Mike Turner, Chris Geiger, Mike Porter, Ron Moore, Al Delcourt, Andy Nguyen, Daniel Gillard

Town Services



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)

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)
- ⇒ 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)

Regional Relationships

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

Council has established five strategic priorities to guide the work of Council and staff towards the betterment of the community and build for the future.

EMPLOYMENT
AND
TAX DIVERSITY

NATURAL
AND BUILT
INFRASTRUCTURE

WATERSHED
PROTECTION
AND WATER
MANAGEMENT

COMMUNICATIONS
AND
ENGAGEMENT

PARTNERSHIPS

In addition to these strategic priorities, 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, this strategic plan strikes a 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



2017 By the Numbers

57.6 % of total waste diverted from the landfill, up slightly from 2015

Corporate & Financial Administration

- **74** Council Meetings
- **48** External Committee Meetings
- **48** Internal Committee Meetings
- **782** Resolutions Adopted
- **6** Freedom of Information Requests
- **37** Job Postings
- **6** Retirements
- **956** E-mail Subscribers
- **17** Statutory Advertisements
- **11** Corporate Services Newsletters published
- **574** Subscribers to electronic utility billing
- **422** Subscribers to pre-authorized utility payment program
- **488** Business Licences
- **233** Subscribers to the Property Tax Pre-Authorized Payment Plan
- **19** Grants

Waterfont Area Plan

- **3** Public Events
- **2** Surveys
- **1** Commission Joint Team Meeting
- **1** Design Charette Meeting
- **2** Owners/Tenants Meeting
- **6** Leadership Team Meetings

Infrastructure Services

- **66.38** Kms of Roads
- **38.0** Kms of Sidewalks
- **85.9** Kms of Water Mains
- **70.9** Kms of Sewer Mains
- **4,289** Residential Sewer Connections
- **3,132** Single Family Dwelling Water Connections
- **365** Consecutive Days Providing Safe Tested Drinking Water
- **21** Interments in Ladysmith Cemetery
- **22** Marker Instalments in Ladysmith Cemetery
- **3,108** Residential Units Serviced with Waste Pick-up
- **1,424** Tonnes Solid Waste Collected (garbage, recyclables, organics)
- **57 %** of Total Waste Diverted from Landfill
- **794** Customer Service Requests

2017 By the Numbers

Community Safety & Protective Services

- **23** Hourly Paid On-Call Ladysmith Fire/Rescue members
- **7** Ladysmith Fire/Rescue Officers
- **225** Incident Responses
- **371** Bylaw Complaints
- **1,033** Dog Licences
- **1** Naut'sa Mawt Steering Committee Meetings

Development Services Building Services

- **21** Development Permit Applications
- **5** Development Variance Permit Applications
- **6** Rezoning Applications
- **3** Sign Permit Applications
- **0** Temporary Use Permit Application
- **11** Commission and Committee Meetings
- **700** Customer Enquiries Planning
- **155** Customer Enquiries Building
- **102** Building Permits (renovations and new construction)
- **63** Occupancy Permits
- **\$11,056,230** Value of Construction
- **96** Bylaw Complaints

Parks, Recreation & Culture

- **939** People Registered in Fitness Programs
- **1106** Drop-in Fitness classes
- **156** One-on-One Personal Training Patrons
- **1117** People Registered in Aquatic Programs
- **476** Private Swimming Lessons
- **85,660** Patrons Visited Frank Jameson Community Centre
- **31** Amphitheatre Events
- **105** Picnics at Transfer Beach Shelters
- **403** Forrest Field Bookings
- **273.32** Hectares of Parks, Trails and Open Spaces
- **26** Kms of Hiking and Walking trails

***365 consecutive days
of providing safe
drinking water in
2017***

Reporting Out

Strategic Priority: 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.

| WHAT WE SAID WE'D DO | WHAT WE DID: 2017 | LOOKING AHEAD |
|--|--|---|
| Engage with the development community to streamline application processes and implement best practices for community growth and investment | Due to extensive community process associated with the Waterfront Area Plan project (see below) this project was deferred to early 2018. | Implement a new Development Cost Charges (DCC) program (2018) Implement recommendations for service delivery improvements in development application processing (2018) Complete an Industrial Lands Strategy (2019) Improve the industrial access road in south Ladysmith (2020) |
| Update Building Permit information on the Town's website | Website was updated with information about the Town's role in building permitting and inspections, as well as the role of others. Links were updated for Provincial guides | Develop and put into use a new Building Permit Checklist (2018) |
| Complete Official Community Plan amendment and rezoning for the Holland Creek development area | The new Holland Creek Local Area Plan was adopted. | |
| Engage with the community to update the Waterfront Area Plan | The Waterfront Area Plan project was officially launched in February with a Speakers' Night. A Design Charrette with community members was held in March. Two on-line surveys and several public events were held in 2017. | Implement the new Waterfront Area Plan (beginning in 2018) |
| Continue to provide tax incentives for building investment | Continued to provide 1 Economic Tax Exemption and 4 Heritage Tax Exemption to qualified properties. | Review exemptions during the Financial Planning Process (annually) |



Strategic Priority: Employment and Tax Diversity

| WHAT WE SAID WE'D DO | WHAT WE DID: 2017 | LOOKING AHEAD |
|--|--|---|
| Explore options for a new City Hall in the downtown | Engaged in discussions with potential site location partners | Continue to set funds aside for a new City Hall (ongoing) Secure an appropriate location partner |
| Continue to direct business license revenue to fund the Visitor Information Centre at the Ladysmith Chamber of Commerce location | Provided over \$45,000 in funding from Business License revenue as part of an annual service agreement | Implement an agreement for tourism marketing services with the Chamber of Commerce (2018) Continue providing business licence revenue to the Chamber of Commerce (ongoing) |
| Enhance facilities at Transfer Beach including the Transfer Beach Interpretive History Project | The Stz'uminus and Town history at Transfer Beach was celebrated with the unveiling of four interpretative plaques on Canada Day. | |
| Implement the next phase of the welcome and directional signage Project | Two posts acknowledging Ladysmith's place on the 49th Parallel were installed at Aggie Hall plaza, as well as a new Provincial Place of Interest sign. | Install new directional signage |
| Complete improvements to expand Aggie Hall parking | Aggie Hall parking expansion is underway and the addition of 18 new parking spaces is set for completion in June 2018. | Explore options for additional parking in the vicinity of Aggie Hall (2019) |
| Promote an Open for Business climate | Established Economic Development Round Table with Chamber, LDBA and Economic Development Cowichan | Secure funds to implement the new economic development strategy (2018 and ongoing) |



Reporting Out

Strategic Priority: Natural and Built Infrastructure

Maintain, review and expand both natural and built infrastructure

| WHAT WE SAID WE'D DO | WHAT WE DID: 2017 | LOOKING AHEAD |
|--|---|--|
| Complete the Waste Water Treatment Plant to secondary Treatment | Project was completed in 2017 and in 2018 received the Association of Consulting Engineering Companies (ACEC) Award for Engineering Excellence Secured a site and began construction of Bio-Solids Composting facility | Complete construction of Bio-Solids composting facility (2018) |
| Upgrade the fueling system at Public Works | Completed the fueling system upgrade(s). | |
| Begin design and construction of a water filtration plant | Design completed. Construction to commence in 2018 | Complete construction of the water filtration plant (2019) |
| Complete the upgrade of Fourth Avenue -- pavement, bike lanes, storm, water and sanitary pipes | Initiated design and engineering for the 4th Avenue upgrades | Complete design and Phase I portion of upgrades (2018) Phase II and beyond (ongoing) |
| Prioritize maintenance of existing infrastructure before making commitments to new assets | Facilities condition assessment of existing infrastructure is now complete, with a detailed review of the current infrastructure conditions and long term maintenance plan | Implement the Asset Management Plan (by 2019) Carry out infrastructure maintenance in accordance with the plan (ongoing) Upgrade the Heritage Machine Shop (begin in 2018, complete in 2019) Expand GIS mapping to support asset management (ongoing) Complete street standards (2019) |
| Complete scheduled water, sewer and storm main maintenance and replacement (ongoing) | | |

Strategic Priority: Natural and Built Infrastructure

| WHAT WE SAID WE'D DO | WHAT WE DID: 2017 | LOOKING AHEAD |
|---|---|--|
| Reline the water main from Colonia Drive to Public Works | Relined the water main from Colonia Drive to Public Works | |
| Carry out upgrades to the Fire Hall | Completed Fire Hall roof repair Ordered a new Fire/Rescue Truck to replace the 1990 engine, for delivery in 2018 | Complete expansion of the truck bay at the Fire Hall (2018) |
| Maintain and upgrade community parks and the community centre | | Replace the Aggie Hall Playground (2018) Upgrade the high Street Ball Fields bleachers (2019) Continue upgrades at the Frank Jameson Community Centre, including an ultra violet pool sanitation system (2018) and pool deck replacement (2019) and other upgrades (ongoing) |
| Cover the exposed section of the Stocking Lake Water Main | Covered the exposed section of the Stocking Lake Water Main Installed water main on Thicke Road | Upgrade the Stocking Lake supply main (2019) |



Reporting Out

Strategic Priority: Watershed Protection & 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.

| WHAT WE SAID WE'D DO | WHAT WE DID: 2017 | LOOKING AHEAD |
|--|--|---|
| 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 | Initiated detailed drawings of water filtration plant Installed water main on Thicke Road | Complete construction of new water filtration plant (2019) |
| Research watershed security and protection initiatives | Investigated options for watershed security and protection | Continue to take measures for watershed security/protection (ongoing) |



Strategic Priority: Watershed Protection & Water Management

| WHAT WE SAID WE'D DO | WHAT WE DID: 2017 | LOOKING AHEAD |
|---|--|---|
| <p>Continue to provide incentives to decrease water consumption and participate in regional water conservation education campaign</p> | <p>The Low Flush Toilet Rebate program was reviewed and now allows for a larger rebate for greater efficiencies.</p> | <p>Continue the low flush toilet rebate</p> <p>Enhance water conservation communications (ongoing)</p> <p>Continue participation in regional water conservation strategies (ongoing)</p> <p>Complete a feasibility study to make recommendations for increased water storage at Holland Lake (2018)</p> <p>Implement water storage enhancements (beginning 2019)</p> <p>Begin construction to increase dam storage (2020)</p> <p>Install water quality monitoring equipment at Holland Lake, Stocking Lake and Chicken Ladder (2020)</p> <p>Holland to Stocking supply main design (2019) Begin construction (2020)</p> |



Reporting Out

Strategic Priority: Communications

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

| WHAT WE SAID WE'D DO | WHAT WE DID: 2017 | LOOKING AHEAD |
|--|---|---|
| Improve community engagement and communications through active collaboration with partners and investment in information technology. Host semi-annual Town Hall Meetings | <p>Begin implementation of new regional recreation registration software</p> <p>Conducted a public consultation (online, through open house and with a survey) on keeping backyard hens</p> <p>Significantly expanded use of social media to communicate Town activities, news and events</p> | <p>Enhance video streaming of Council Meetings (2018)</p> <p>Hold a Town Hall Meeting (2018)</p> |
| Expand use of technology to deliver timely information | Implemented on-line PlaceSpeak citizen engagement forum | |
| Maximize use of all Communication methods, including social media, newsletters, e-mails and inserts in utility and tax bills | Created a new Town blog, Our Ladysmith, to connect with residents, staff and stakeholders. | |
| Identify opportunities for increased participatory decision making | | <p>Hold two candidate information sessions for the October 20, 2018 election</p> <p>Adopt a Youth Services strategy (2018)</p> <p>Adopt a Public Art Strategy (2018-2019)</p> |
| Enhance communications/engagement with a comprehensive review of commissions/committees | | Undertake a comprehensive review of commissions and committees and implement recommendations (2018) |
| Upgrade the Town's website including enhanced accessibility for mobile devices | Upgraded the home page | Complete upgrades to the Town's website (2018) |

Strategic Priority: 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.

| WHAT WE SAID WE'D DO | WHAT WE DID: 2017 | LOOKING AHEAD |
|--|---|--|
| 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 | Began review of economic development strategy for Ladysmith with support of the CVRD Economic Development Manager | Complete a new economic development strategy with partners (2018) and implement the strategy (2018 and beyond) |
| Partner with Stz'uminus First Nation through joint Council and Naut'sa Mawt Steering Committee meetings. Invest in initiatives of mutual benefit/concern (expand-service agreements, south end lands, DL 651 and environmental restoration of Ladysmith Harbour) | <p>Joint meetings with Stz'uminus First Nation continued in 2017</p> <p>A strong area of emphasis was on the Waterfront Area Plan project. A joint project leadership committee directed work on the project along with staff and the consulting team</p> | <p>Continue Waterfront Implementation (ongoing) Committee</p> <p>Explore opportunities for industrial development in South Ladysmith</p> |



Reporting Out

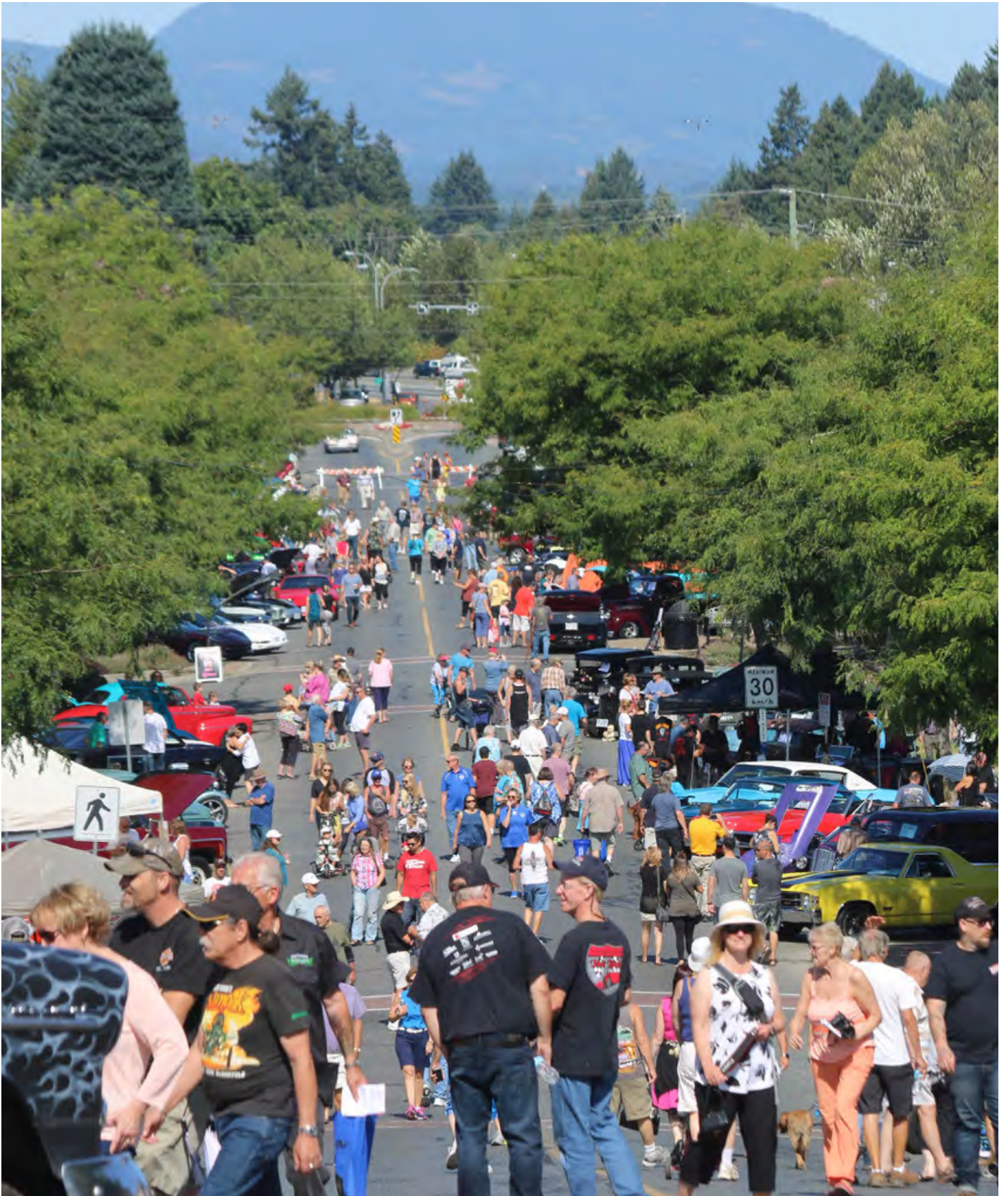
Strategic Priority: Partnerships

| WHAT WE SAID WE'D DO | WHAT WE DID: 2017 | LOOKING AHEAD |
|--|--|--|
| Implement water and Sewer agreement with Stz'uminus First Nation | Implemented the Water and Sewer agreement with Stz'uminus First Nation | Continue to work with Stz'uminus First Nation to provide town services as appropriate (ongoing) |
| Pursue opportunities for First Nations public art installations and place acknowledgments | Installed the Salish Wind, a red cedar canoe carved by Stz'uminus artists, at Transfer Beach in commemoration of Canada 150 | Develop a Public Art Strategy (2018/2019) |
| Co-host annual Community-to-Community Forum event | Two Community to Community Forums were held with Stz'uminus First Nation. | Hold a Community to Community Forum (2018). Continue to build trust and a strong relationship together (ongoing) |
| Update the Memorandum of Understanding with Stz'uminus First Nation | Work has started on this initiative which continues into 2018. | Develop a new Memorandum of Understanding with Stz'uminus First Nation (2018) |
| Articulate and support opportunities for further partnerships (economic and social) with community organizations | Implemented Service Agreements with Ladysmith Resources Centre Association and Ladysmith and District Historical Society | Work with Chamber of Commerce, LDBA and other groups on tourism marketing and other economic initiatives |
| Enhance partnership with School District 68 | Met with SD 68 representatives regarding future school needs | Partner with SD 68 to offer trustee election services during the local government elections (2018) Continue to work with the School District on joint opportunities related to school sites in Ladysmith. |
| Resolve nuisance property concerns through a multi-agency approach | The Nuisance Committee met on an as-needed basis | Continue to resolve nuisance property concerns (ongoing) |
| Establish a Canada 150 Celebrations Committee | Canada 150 Committee installed banners, red and white lights, and red and white themed plantings, and commissioned a Canada 150 Legacy Canoe | |

Strategic Priority: Partnerships

| WHAT WE SAID WE'D DO | WHAT WE DID: 2017 | LOOKING AHEAD |
|---|--|--|
| Establish a Bar Watch Program with Good Neighbour Agreements | Signed one Good Neighbour Agreement | Continue the Bar Watch program |
| Continue to implement the Information Technology Strategic Plan through a partnership with Municipality of North Cowichan | Utilized the expertise of North Cowichan for the Town's IT needs. | Continue to contract with North Cowichan for the Town's IT Support |
| Partner with Stz'uminus First Nation, Ladysmith Maritime Society and government agencies responsible for clean-up of derelict vessels | Received funds to support the cleanup of derelict and abandoned vessels in the harbour | Continue to clean-up derelict and abandoned vessels in Ladysmith Harbour (2018) |
| Reduce curbside contamination of recyclable materials with Recycle (formerly Multi-Material) BC | Implemented a public education campaign to reduce contamination of recyclables with plastic film and other non-eligible materials (2017) | Continue to encourage reduced contamination of recyclables (ongoing) |
| Pursue regional equity in recreation services | Participated in the Regional Recreation Select Committee | Continue participation in the Regional Recreation Select Committee (ongoing) Support a successful staging of the 2018 BC Summer Games in the Cowichan Region (2018) |





FINANCIAL STATEMENTS for FISCAL YEAR ENDING December 31, 2017



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Index to the 2017 Financial Statements

Management Report

Independent Auditors' Report

Consolidated Financial Statements

Consolidated Statement of Financial Position

Consolidated Statement of Operations

Consolidated Statement of Cash Flows

Consolidated Statement of Changes in Net Financial Assets

Notes to the Consolidated Financial Statements

Schedules

I Obligations under capital leases

II Equipment Loan Financing

III Short Term Debt

IV Debt Debenture

V Tax revenues

VI Sales of Services

VII Licences, Permits, Rentals & Penalties

VIII Continuity schedule of reserves and appropriated equity

IX Grant Revenue

X Statement of Operations by Segment – 2016 & 2017

XI Consolidated Statement of Tangible Capital Assets – 2016 & 2017

Statement of Management's Responsibility

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.



Guillermo Ferrero
Chief Administration Officer

Independent Auditor's Report

Independent Auditors' 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, 2017 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, 2017 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 16, 2018

MNP LLP
Chartered Professional Accountants

Consolidated Statement of Financial Position as at December 31, 2017

| | <u>2017</u> | <u>2016</u> |
|---|----------------------|----------------------|
| Financial Assets | | |
| Cash and short term deposits (Note 3) | \$ 20,440,472 | \$ 19,171,188 |
| Accounts receivable (Note 4) | 2,884,198 | 2,993,892 |
| | <u>23,324,670</u> | <u>22,165,080</u> |
| Liabilities | | |
| Accounts payable and accrued liabilities (Note 5) | 2,387,417 | 2,478,417 |
| Post-employment benefits (Note 6) | 234,100 | 250,300 |
| Deferred revenue (Note 7) | 537,531 | 486,057 |
| Refundable deposits and other (Note 8) | 560,987 | 455,147 |
| Restricted reserves - other (Note 9) | 434,856 | 425,310 |
| Development cost charge reserve (Note 9) | 2,672,844 | 1,971,403 |
| Federal gas tax reserve (Note 11) | 1,481,511 | 1,310,274 |
| Obligations under capital lease (Schedule I) | - | 384,390 |
| Equipment Financing (Note 12 & Schedule II) | 359,437 | 34,179 |
| Short term financing (Schedule III) | - | 670,000 |
| Debenture debt (Note 13 & Schedule IV) | 12,229,401 | 12,855,236 |
| | <u>20,898,084</u> | <u>21,320,713</u> |
| Net Financial Assets | <u>2,426,586</u> | <u>844,367</u> |
| Non-Financial Assets | | |
| Tangible Capital Assets (Schedule XI) | 93,885,690 | 92,215,270 |
| Prepays | 71,454 | 112,348 |
| Inventory | 66,390 | 71,759 |
| | <u>94,023,534</u> | <u>92,399,377</u> |
| Accumulated Surplus (Note 18) | <u>\$ 96,450,120</u> | <u>\$ 93,243,744</u> |
| <i>Commitments and Contingencies (Note 14)</i> | | |
|  | | |
| Director of Financial Services | | |

See accompanying notes to the financial statements

Consolidated Statement of Operations For the Year Ended December 31, 2017

| | 2017 | Budget 2017 (Note 19) | 2016 |
|--|----------------------|-----------------------------|----------------------|
| Revenue | | | |
| Taxes - (Schedule V) | \$ 10,146,909 | \$ 10,147,315 | \$ 9,648,476 |
| Sale of Services (Schedule VI) | 3,344,924 | 3,262,006 | 3,096,166 |
| Investment Income | 183,209 | 118,800 | 157,817 |
| Licence, Permits, Rentals & Penalties (Schedule VII) | 849,864 | 688,811 | 847,451 |
| Grants (Schedule IX) | 1,917,069 | 2,224,585 | 1,724,706 |
| Donations and contributed tangible capital assets | 335,638 | 23,500 | 319,015 |
| Gain (loss) on foreign exchange | (42,008) | - | (83,675) |
| Gain on disposal of tangible capital assets | 1,641,274 | - | 184,840 |
| Development fees | - | 173,000 | - |
| Gas tax funds utilized (Note 11) | 230,053 | 663,500 | 145,233 |
| | <u>18,606,932</u> | <u>17,301,517</u> | <u>16,040,030</u> |
| Expenses | | | |
| General government services | 2,329,962 | 2,581,705 | 2,305,352 |
| Protective services | 1,802,436 | 1,931,441 | 1,739,803 |
| Transportation services | 2,145,021 | 2,336,454 | 2,000,766 |
| Garbage services | 488,715 | 517,496 | 474,893 |
| Cemetery services | 36,876 | 30,372 | 37,374 |
| Development services | 771,490 | 874,165 | 612,929 |
| Recreation and cultural services | 2,743,912 | 2,790,209 | 2,581,754 |
| Parks operation services | 912,806 | 990,200 | 910,233 |
| Sewer | 2,879,780 | 2,847,806 | 2,072,169 |
| Water | 1,289,564 | 1,831,064 | 1,241,378 |
| | <u>15,400,562</u> | <u>16,730,912</u> | <u>13,976,652</u> |
| Annual Surplus | 3,206,370 | 570,605 | 2,063,378 |
| Accumulated Surplus, beginning of year | <u>93,243,750</u> | <u>93,243,750</u> | <u>91,180,372</u> |
| Accumulated Surplus - end of year | <u>\$ 96,450,120</u> | <u>\$ 93,814,355</u> | <u>\$ 93,243,750</u> |

See accompanying notes to the financial statements

Consolidated Statement of Cash Flows

For the Year Ended December 31, 2017

| | <u>2017</u> | <u>2016</u> |
|--|----------------------|----------------------|
| Operating Transactions | | |
| Annual Surplus | \$ 3,206,370 | \$ 2,063,378 |
| Less non-cash items included in surplus: | | |
| Amortization | 3,245,199 | 2,875,406 |
| Loss (gain) on disposal of tangible capital assets | (1,641,274) | (184,840) |
| Actuarial adjustments on debenture debt | (35,790) | (30,951) |
| Contributed tangible capital assets | <u>(319,473)</u> | <u>(300,085)</u> |
| | 4,455,031 | 4,422,909 |
| Accounts receivable | 109,694 | (59,655) |
| Prepaid expenses | 40,894 | (5,005) |
| Inventory | 5,369 | 3,033 |
| Accounts payable and accrued liabilities | (90,992) | 447,924 |
| Post employment benefits | (16,200) | (17,700) |
| Deferred revenues | 51,474 | 117,208 |
| Refundable deposits and other | 105,840 | 63,427 |
| Restricted reserves | 9,546 | (64,960) |
| Development cost charge reserve | 701,441 | 201,531 |
| Gas tax reserve | <u>171,237</u> | <u>249,624</u> |
| Cash provided by operating transactions | <u>5,543,335</u> | <u>5,358,336</u> |
| Capital Transactions | | |
| Proceeds on sale of tangible capital assets | 2,273,000 | 411,763 |
| Cash used to acquire tangible capital assets | <u>(5,227,872)</u> | <u>(5,842,073)</u> |
| | <u>(2,954,872)</u> | <u>(5,430,310)</u> |
| Financing | | |
| Proceeds of long-term financing | - | 6,000,000 |
| Repayment of long-term debt and capital leases | <u>(1,319,178)</u> | <u>(410,135)</u> |
| Net (Decrease) Increase in cash from financing | <u>(1,319,178)</u> | <u>5,589,865</u> |
| Increase in Cash and Short Term Deposits | 1,269,284 | 5,517,891 |
| Cash and Short Term Deposits - Beginning of Year | 19,171,188 | 13,653,298 |
| Cash and Short Term Deposits - End of Year | <u>\$ 20,440,472</u> | <u>\$ 19,171,188</u> |

See accompanying notes to the financial statements

Consolidated Statement of Changes in Net Financial Assets For the Year Ended December 31, 2017

| | <u>2017</u> | Budget <u>2017</u> (Note 19) | <u>2016</u> |
|--|---------------------|---|-------------------|
| Annual Surplus | \$ 3,206,370 | \$ 570,605 | \$ 2,063,378 |
| Acquisition of tangible capital assets | (5,547,345) | (13,480,560) | (6,142,158) |
| Amortization of tangible capital assets | 3,245,199 | 2,875,406 | 2,875,406 |
| Loss (gain) on sale of tangible capital assets | (1,641,274) | - | (184,840) |
| Proceeds from sale of tangible capital assets | 2,273,000 | - | 411,763 |
| Decrease (Increase) in inventories | 5,369 | - | 3,033 |
| Decrease (Increase) in prepaids | 40,900 | - | (5,005) |
| Change in Net Financial Assets | <u>1,582,219</u> | <u>(10,034,549)</u> | <u>(978,423)</u> |
| Net Financial Assets, beginning of year | <u>844,367</u> | | <u>1,822,790</u> |
| Net Financial Assets, end of year | <u>\$ 2,426,586</u> | | <u>\$ 844,367</u> |

See accompanying notes to the financial statements

Notes to the Consolidated Financial Statements For the Year Ended December 31, 2017

1. General

The Town of Ladysmith was incorporated in 1904 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 | General Capital Fund |
| Water Revenue Fund | Water Capital Fund |
| Sewer Revenue Fund | Sewer Capital Fund |
| Reserve 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, 2017

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.

(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.

These notes form an integral part of these financial statements

Notes to the Consolidated Financial Statements For the Year Ended December 31, 2017

2. Significant Accounting Policies (continued)

(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.

(h) Service Agreements & Rental Payments

Rental payments under operating leases are expensed as incurred.

The Town currently rents property at 132c Roberts Street for office space. The annual rental amount was \$ 33,062 (\$32,750 - 2016). The Town also rents property at 17 and 25 Roberts Street for a parking lot. The annual rental amount was \$ 7,500 (\$7,225 - 2016).

The Town also pays rent on behalf of the Ladysmith Visitors Centers for an office location at 33 Roberts Street. The annual rental amount was \$ 8,400 (\$8,400 - 2016) plus \$35,000 (\$35,000 - 2016) to provide visitor information and business support services.

Two new servicing agreements were signed in 2017 to receive museum and archives services from the Ladysmith and District Historical Society for \$23,500. The second agreement was for various program support for the Ladysmith Resources Centre Association for \$40,500 with an annual increase of 2% per year. Previously, these amounts were considered a grant in aid.

(i) 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, 2017.

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, 2017

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.

(j) 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.

(k) Inventory

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

(l) 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, 2017.

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.

These notes form an integral part of these financial statements

Notes to the Consolidated Financial Statements For the Year Ended December 31, 20187

2. Significant Accounting Policies (continued)

(m) 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, 2017

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, 2017

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, 2017

3. Cash and Short Term Deposits

Cash and short term deposits were comprised as follows:

| | <u>2017</u> | <u>2016</u> |
|---------------------|----------------------|----------------------|
| Cash | \$ 19,660,237 | \$ 18,398,477 |
| Short term deposits | 780,235 | 772,710 |
| | <u>\$ 20,440,472</u> | <u>\$ 19,171,188</u> |

Included in Cash is a deposit of \$610,685 (the equivalent of \$498,195 US Funds based on the exchange rate at the Ladysmith and District Credit Union on December 31, 2017). 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>2017</u> | <u>2016</u> |
|----------------------------------|---------------------|---------------------|
| Restricted reserves - other | \$ 434,856 | \$ 425,310 |
| Federal gas tax reserve | 1,481,511 | 1,310,274 |
| Development cost charges reserve | 2,672,844 | 1,971,403 |
| | <u>\$ 4,589,211</u> | <u>\$ 3,706,987</u> |

4. Accounts Receivable

| | <u>2017</u> | <u>2016</u> |
|-----------------------|---------------------|---------------------|
| Property taxes | \$ 1,070,765 | \$ 1,117,867 |
| Other government | 1,005,578 | 1,114,734 |
| User fees and other | 788,747 | 728,443 |
| Developer receivables | 16,253 | 16,253 |
| Employee receivables | 2,855 | 16,594 |
| | <u>\$ 2,884,198</u> | <u>\$ 2,993,892</u> |

These notes form an integral part of these financial statements

Notes to the Consolidated Financial Statements For the Year Ended December 31, 2017

5. Accounts Payable and Accrued Liabilities

| | <u>2017</u> | <u>2016</u> |
|----------------------|---------------------|---------------------|
| General | \$ 1,756,045 | \$ 1,306,404 |
| Other governments | (94) | 617 |
| Salaries and wages | 230,086 | 215,873 |
| Contractor holdbacks | 318,527 | 870,988 |
| Accrued interest | 82,854 | 84,535 |
| | <u>\$ 2,387,417</u> | <u>\$ 2,478,417</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, 2017. The change in the liability in the financial statements in respect of obligations under the plan amounts to a reduction of \$16,200. (-\$17,700 - 2016).

The accrued post-employment benefits are as follows:

| | <u>2017</u> | <u>2016</u> |
|----------------------------|-------------------|-------------------|
| Balance, beginning of year | \$ 250,300 | \$ 268,000 |
| Current service costs | 31,000 | 30,700 |
| Benefits paid | (23,600) | (54,400) |
| Actuarial gain | (19,900) | 6,000 |
| Past service credit | (3,700) | - |
| Balance, end of year | <u>\$ 234,100</u> | <u>\$ 250,300</u> |

The significant actuarial assumptions adopted in measuring the Town's post-employment benefits are as follows:

| | <u>2017</u> | <u>2016</u> |
|---|-------------|-------------|
| Discount Rate | 2.90% | 3.30% |
| 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, 2017

7. Deferred Revenue

| | <u>2017</u> | <u>2016</u> |
|--------------------------|-------------------|-------------------|
| Licence fees & charges | \$ 16,916 | \$ 11,516 |
| Rental payments | 16,247 | 14,466 |
| Property tax prepayments | 380,299 | 330,524 |
| Subdivisions prepayments | 71,619 | 57,119 |
| Recreation prepayments | 36,971 | 39,491 |
| Utilities prepayments | 6,926 | 29,158 |
| Other | 8,552 | 3,782 |
| | <u>\$ 537,531</u> | <u>\$ 486,057</u> |

8. Refundable Deposits and Other

| | <u>2017</u> | <u>2016</u> |
|--------------------------------|-------------------|-------------------|
| Developer performance deposits | \$ 306,976 | \$ 263,997 |
| Damage deposits | 213,450 | 190,950 |
| Other | 40,561 | 200 |
| | <u>\$ 560,987</u> | <u>\$ 455,147</u> |

These notes form an integral part of these financial statements

Notes to the Consolidated Financial Statements For the Year Ended December 31, 2017

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 2nd Avenue and 220 High Street.

| Description | Balance Dec. 31, 2016 | Interest | Contributions | Expenditures | Balance Dec. 31, 2017 |
|-----------------------|--------------------------|------------------|-------------------|--------------|--------------------------|
| DCC - Water | \$ 432,484 | \$ 3,659 | \$ 124,590 | \$ - | \$ 560,733 |
| DCC - Parks | 354,092 | 3,428 | 292,879 | - | 650,399 |
| DCC - Roads | 487,460 | 4,058 | 122,884 | - | 614,402 |
| DCC - Sewer | 339,483 | 3,345 | 135,049 | - | 477,877 |
| DCC - Storm | 357,885 | 2,694 | 8,854 | - | 369,433 |
| | <u>1,971,403</u> | <u>17,184</u> | <u>684,256</u> | <u>-</u> | <u>2,672,844</u> |
| Parking | 73,548 | 555 | - | - | 74,103 |
| Green Streets | 1,452 | 11 | - | - | 1,463 |
| Amphitheatre | 17,499 | 134 | 700 | - | 18,333 |
| LRC/Seniors - Capital | 299,718 | 334 | 2,480 | - | 302,531 |
| B&G - Capital | 33,094 | 269 | 5,064 | - | 38,426 |
| | <u>425,310</u> | <u>1,302</u> | <u>8,244</u> | <u>-</u> | <u>434,856</u> |
| TOTAL | <u>\$ 2,396,713</u> | <u>\$ 18,487</u> | <u>\$ 692,499</u> | <u>\$ -</u> | <u>\$ 3,107,700</u> |

A one-time repayment of \$225,366 to the DCC – Parks was made in 2017 to reimburse funds used to purchase property on Russell Road.

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.

These notes form an integral part of these financial statements

Notes to the Consolidated Financial Statements

For the Year Ended December 31, 2017

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>2017</u> | <u>2016</u> |
|---------------------------------------|-----------------------------|-----------------------------|
| Opening balance of unspent funds | \$ 1,310,275 | \$ 1,060,650 |
| Add: Amounts received during the year | 391,288 | 386,644 |
| Interest earned | 10,001 | 8,213 |
| Less: Gas tax funds utilized | (230,053) | (145,233) |
| | <u> </u> | <u> </u> |
| Closing balance of unspent funds | <u>\$ 1,481,511</u> | <u>\$ 1,310,275</u> |

12. Obligations under Equipment Loan Financing

There are three equipment loans payable to the Municipal Finance Authority. An additional unexecuted loan for a fire truck has been approved by the Town electors. The future minimum loan payments under the equipment loan obligation are as follows:

| | |
|------------|---------|
| 2018 | 51,740 |
| 2019 | 47,115 |
| 2020 | 41,954 |
| 2021 | 35,285 |
| 2022 | 183,344 |
| Thereafter | - |

Debt interest, less actuarial adjustments in the consolidated statement of financial activities, is calculated as \$4,179 (\$6,646 - 2016).

These notes form an integral part of these financial statements

Notes to the Consolidated Financial Statements For the Year Ended December 31, 2017

12. Obligations under Equipment Loans (continued)

The Town has entered into equipment loans for the following purchases:

- 1) A five year equipment loan agreement with the Municipal Finance Authority of British Columbia which commenced September 2015 for the purchase of a 2005 Spartan fire truck. The remaining obligation will be repaid with monthly loan payments in the amount of \$776 including interest at a daily varying rate. The balance of the loan at December 31, 2017, which is included in equipment financing, is \$25,339 (\$34,178 - 2016). Loan to expire September 2020.
- 2) A five year equipment loan agreement with the Municipal Finance Authority of British Columbia which commenced May 2017 for the purchase of a 2012 Spartan fire truck. This was formerly a capital lease. The remaining obligation will be repaid with monthly loan payments in the amount of \$3,291 including interest at a daily varying rate. The balance of the loan at December 31, 2017, which is included in equipment financing, is \$320,191. Loan to expire May 2022.
- 3) A two year equipment loan agreement with the Municipal Finance Authority of British Columbia which commenced May 2017 for the purchase of fitness equipment. This was formerly a capital lease. The remaining obligation will be repaid with monthly loan payments in the amount of \$825 including interest at a daily varying rate. The balance of the loan at December 31, 2017, which is included in equipment financing, is \$13,907. Loan to expire May 2019.

These notes form an integral part of these financial statements

Notes to the Consolidated Financial Statements For the Year Ended December 31, 2017

13. Debenture Debt

The total long term debt issued and outstanding as at December 31, 2017 was \$12,229,401 (\$12,855,236 as at December 31, 2016)

The following principal amounts are payable over the next five years.

Principal repayments

| | 2018 | 2019 | 2020 | 2021 | 2022 | Thereafter |
|---------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|
| General | \$ 66,033 | \$ 66,033 | \$ 66,033 | \$ 66,033 | \$ 66,033 | \$ 594,296 |
| Water | 24,012 | 24,012 | 24,012 | 24,012 | 24,012 | 360,179 |
| Sewer | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 7,000,000 |
| | <u>\$ 590,045</u> | <u>\$ 590,045</u> | <u>\$ 590,045</u> | <u>\$ 590,045</u> | <u>\$ 590,045</u> | <u>\$ 7,954,476</u> |

Actuarial sinking fund earnings

| | 2018 | 2019 | 2020 | 2021 | 2022 | Thereafter |
|---------|------------------|------------------|------------------|------------------|------------------|---------------------|
| General | \$ 35,622 | \$ 39,688 | \$ 43,917 | \$ 48,315 | \$ 52,889 | \$ 714,567 |
| Water | 5,202 | 6,371 | 7,586 | 8,850 | 10,165 | 351,530 |
| Sewer | - | - | - | - | - | - |
| | <u>\$ 40,824</u> | <u>\$ 46,059</u> | <u>\$ 51,503</u> | <u>\$ 57,165</u> | <u>\$ 63,053</u> | <u>\$ 1,066,097</u> |
| | <u>\$630,869</u> | <u>\$636,104</u> | <u>\$641,548</u> | <u>\$647,210</u> | <u>\$653,098</u> | <u>\$9,020,573</u> |

Debt interest, less actuarial adjustments in the consolidated statement of financial activities, is determined as follows:

| | Interest | Actuarial Adjustment | 2017 Net | 2016 Net |
|--------------------|-------------------|----------------------|-------------------|-------------------|
| General - Interest | \$ 48,125 | \$ 31,712 | \$ 16,413 | \$ 136,286 |
| Water - Interest | 34,000 | 4,079 | 29,921 | 32,041 |
| Sewer - Interest | 195,819 | - | 195,819 | (3,101) |
| | <u>\$ 277,944</u> | <u>\$ 35,791</u> | <u>\$ 242,154</u> | <u>\$ 165,226</u> |

An additional \$6 million dollars in long term debt to construct a water filtration plant was approved by the electors in 2017 but not executed.

14. 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.

Notes to the Consolidated Financial Schedules For the Year Ended December 31, 2017

14. Commitments and Contingencies (continued)

- iii) Various claims have been made against the Town as at December 31, 2017 for incidents which arose in the ordinary course of operations. In the opinion of management and legal counsel, the 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, 2016, the Plan has about 193,000 active members and approximately 90,000 retired members. Active members include approximately 38,000 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 may be adjusted for the amortization of any actuarial funding surplus and will be adjusted for the amortization of any unfunded actuarial liability.

The most recent valuation for the Municipal Pension Plan as of December 31, 2015, indicated a \$2.224 billion funding surplus for basic pension benefits on a going concern basis. As a result of the 2015 basic account actuarial valuation surplus and pursuant to the joint trustee agreement, \$1.927 billion was transferred to the rate stabilization account and \$297 million of the surplus ensured the required contribution rates remained unchanged.

The Town of Ladysmith paid \$463,018 (2016 - \$429,034) for employer contributions to the Plan in fiscal 2017.

The next valuation will be as at December 31, 2018, with results available in 2019.

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.

(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

These notes form an integral part of these financial statements

Notes to the Consolidated Financial Statements For the Year Ended December 31, 2017

14. Commitments and Contingencies (continued)

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.

15. Significant Taxpayers

The Town is reliant upon 10 taxpayers for approximately 14.88% (15.54% - 2016) of the total property tax revenue which includes Western Forest Products at approximately 7.34% (7.67% - 2016) of the total property tax revenue.

16. 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>2017</u> | <u>2016</u> |
|--|-------------------|-------------------|
| Assets | | |
| Cash and short term investment | \$ 155,937 | \$ 152,957 |
| Equity | | |
| Opening balance | \$ 152,957 | \$ 147,252 |
| Interest | 1,946 | 1,896 |
| Transfer interest to fund cemetery costs | (1,946) | (1,896) |
| Contributions | 2,980 | 5,705 |
| Balance, end of year | <u>\$ 155,937</u> | <u>\$ 152,957</u> |

17. Comparative Figures

Certain comparative figures have been reclassified to conform to the current year's presentation.

Notes to the Consolidated Financial Statements For the Year Ended December 31, 2017

18. Accumulated Surplus

The Town segregates its accumulated surplus in the following categories:

| | <u>2017</u> | <u>2016</u> |
|-------------------------------------|----------------------|----------------------|
| Unappropriated equity | \$ 4,663,966 | \$ 4,309,353 |
| Appropriated equity (Schedule VIII) | <u>7,947,431</u> | <u>9,301,011</u> |
| | <u>12,611,396</u> | <u>13,610,363</u> |
| Capital Funds | | |
| General capital fund | 149,442 | 139,299 |
| Sewer capital fund | 7,718 | 17,119 |
| Water capital fund | <u>432,851</u> | <u>612,520</u> |
| | <u>590,011</u> | <u>768,938</u> |
| Reserve Funds | | |
| Reserve funds (Schedule VIII) | <u>1,951,856</u> | <u>592,975</u> |
| Equity in Tangible Capital Assets | <u>81,296,857</u> | <u>78,271,467</u> |
| Total Accumulated Surplus | <u>\$ 96,450,120</u> | <u>\$ 93,243,744</u> |

19. Annual Budget

Fiscal plan amounts represent the Financial Plan Bylaw adopted by Council on May 2, 2017.

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 | (2,875,406) |
| Proceeds from new debt | (6,635,000) |
| Transfers to/from own funds | (4,489,476) |
| Less: | |
| Principal payments on debt | 1,089,927 |
| Capital expenditures per budget | 14,767,855 |
| Capital Expenditures expensed according to Tangible Capital Asset Policy | <u>(1,287,295)</u> |
| Adjusted Annual Surplus | <u>\$ 570,605</u> |

These notes form an integral part of these financial statements

Notes to the Consolidated Financial Statements For the Year Ended December 31, 2017

20. 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.

21. 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.
- 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.

Notes to the Consolidated Financial Statements For the Year Ended December 31, 2017

21. Segmented Information (continued)

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.

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.

These notes form an integral part of these financial statements

Notes to the Consolidated Financial Statements For the Year Ended December 31, 2017

21. Segmented Information (continued)

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.

Notes to the Consolidated Financial Statements For the Year Ended December 31, 2017

SCHEDULE I

| | <u>Term</u> | <u>Original Amount</u> | <u>Balance Dec 31, 2016</u> | <u>Principal Payments</u> | <u>Net Interest ⁽¹⁾</u> | <u>Balance Dec 31, 2017</u> | <u>Interest Rate</u> |
|----------------------|-------------|----------------------------|---------------------------------|-------------------------------|--|---------------------------------|--------------------------|
| Fire Bush Truck | 2012-17 | \$ 83,652 | \$ 7,305 | \$ 7,305 | \$ 29 | \$ - | 1.70% |
| Spartan Fire Truck | 2013-18 | 452,066 | 349,561 | 349,561 | 2,103 | \$ - | 1.70% |
| P.W. Copier | 2012-17 | 6,748 | 810 | 810 | 4 | \$ - | 1.70% |
| Ricoh Copier - FJCC | 2014-19 | 8,967 | 3,980 | 3,980 | 23 | \$ - | 1.70% |
| Fitness Equip - FJCC | 2014-19 | 47,765 | 22,735 | 22,735 | 130 | \$ - | 1.70% |
| | | <u>\$ 599,198</u> | <u>\$ 384,390</u> | <u>\$ 384,390</u> | <u>\$ 2,288</u> | <u>\$ -</u> | |

⁽¹⁾ Interest, net of actuarial adjustments

These notes form an integral part of these financial statements

Notes to the Consolidated Financial Statements For the Year Ended December 31, 2017

SCHEDULE II

| | <u>Term</u> | <u>Original Amount</u> | <u>Balance Dec 31, 2016</u> | <u>Principal Payments</u> | <u>Net Interest ⁽¹⁾</u> | <u>Balance Dec 31, 2017</u> | <u>Interest Rate</u> |
|----------------------|-------------|----------------------------|---------------------------------|-------------------------------|--|---------------------------------|--------------------------|
| Spartan Fire Truck | 2015-20 | \$ 45,132 | \$ 34,179 | \$ 8,840 | \$ 474 | \$ 25,339 | 1.39% |
| Spartan Fire Truck | 2017-22 | 339,896 | - | 19,705 | 3,523 | \$ 320,191 | 0.88% |
| Fitness Equip - FJCC | 2017-19 | 19,509 | - | 5,601 | 182 | \$ 13,907 | 0.88% |
| | | <u>\$ 404,537</u> | <u>\$ 34,179</u> | <u>\$ 34,146</u> | <u>\$ 4,179</u> | <u>\$ 359,437</u> | |

⁽¹⁾ Interest, net of actuarial adjustments

Schedule of Obligations Under Capital Leases For the Year Ended December 31, 2017 -- Schedule I

SCHEDULE III

| <u>Term</u> | <u>Original Amount</u> | <u>Balance Dec 31, 2016</u> | <u>Principal Payments</u> | <u>Net Interest ⁽¹⁾</u> | <u>Balance Dec 31, 2017</u> | <u>Interest Rate</u> |
|------------------------------------|------------------------|-----------------------------|---------------------------|------------------------------------|-----------------------------|----------------------|
| <u>General Capital Fund</u> | | | | | | |
| 2015 Buller Street Properties | 5 years | \$ 920,000 | \$ 670,000 | \$ 670,000 | \$ 5,353 | \$ - 1.38% |
| | | \$ 920,000 | \$ 670,000 | \$ 670,000 | \$ 5,353 | \$ - |

Schedule of Short Term Debt

For the Year Ended December 31, 2017 -- Schedule II

SCHEDULE IV

| | Issue # | Term | Original Amount | Balance Dec 31, 2016 | Principal Payments | Net Interest ⁽¹⁾ | Balance Dec 31, 2017 | Interest Rate |
|------------------------------------|------------|---------|----------------------|-------------------------|-----------------------|--------------------------------|-------------------------|------------------|
| <u>General Capital Fund</u> | | | | | | | | |
| 2006 RCMP Building | 97 | 2006-31 | 2,750,000 | 1,957,202 | 97,745 | 16,413 | 1,859,457 | 4.66% |
| <u>Water Capital Fund</u> | | | | | | | | |
| 2012 Water Improvements | 118 | 2012-37 | 1,000,000 | 898,034 | 28,091 | 29,921 | 869,943 | 3.40% |
| <u>Sewer Capital Fund</u> | | | | | | | | |
| 2016 Sewer Treatment Plant | 138 | 2016-36 | 10,000,000 | 10,000,000 | 500,000 | 195,819 | 9,500,000 | 6.45% |
| | | | \$ 13,750,000 | \$ 12,855,236 | \$ 625,835 | \$ 242,154 | \$ 12,229,401 | |

⁽¹⁾ Interest, net of actuarial adjustments

Schedule of Debenture Debt

For the Year Ended December 31, 2017 -- Schedule III

SCHEDULE V

| | <u>Actuals 2017</u> | <u>Budget 2017</u> | <u>Actuals 2016</u> |
|---|-------------------------|------------------------|-------------------------|
| General Taxes | | | |
| General municipal purposes | \$ 7,721,249 | \$ 7,733,844 | \$ 7,683,410 |
| Grants in lieu and 1% utility tax | 165,294 | 159,024 | 163,974 |
| Water and sewer parcel tax | <u>2,260,367</u> | <u>2,254,447</u> | <u>1,801,092</u> |
| | <u>\$ 10,146,909</u> | <u>\$ 10,147,315</u> | <u>\$ 9,648,476</u> |
| Collections for other governments: | | | |
| School district | \$ 2,880,030 | \$ 2,880,847 | \$ 2,959,379 |
| Regional hospital district | 788,355 | 788,521 | 770,827 |
| Regional district | 1,237,926 | 1,238,188 | 1,140,438 |
| BCAA and MFA | 72,339 | 72,373 | 79,070 |
| Library | <u>364,616</u> | <u>365,105</u> | <u>353,236</u> |
| | <u>\$ 5,343,266</u> | <u>\$ 5,345,034</u> | <u>\$ 5,302,950</u> |
| Less: | | | |
| Transmission of taxes levied for other agencies: | | | |
| School district | \$ 2,880,030 | \$ 2,880,847 | \$ 2,959,379 |
| Regional hospital district | 788,355 | 788,521 | 770,827 |
| Regional district | 1,237,926 | 1,238,188 | 1,140,438 |
| BCAA and MFA | 72,339 | 72,373 | 79,070 |
| Library | <u>364,616</u> | <u>365,105</u> | <u>353,236</u> |
| | <u>\$ 5,343,266</u> | <u>\$ 5,345,034</u> | <u>\$ 5,302,950</u> |

Schedule of Tax Revenues

For the Year Ended December 31, 2017 -- Schedule IV

SCHEDULE VI

| | <u>Actuals 2017</u> | <u>Budget 2017</u> | <u>Actuals 2016</u> |
|---------------------------|----------------------------|----------------------------|----------------------------|
| Administration recoveries | \$ 34,699 | \$ 30,800 | \$ 116,826 |
| Cemetery services | 23,615 | 30,500 | 39,860 |
| Fire service agreements | 73,522 | 65,500 | 65,531 |
| Public Works recoveries | 1,290 | - | (1,870) |
| Recreation services | 533,061 | 555,035 | 564,375 |
| Sewer utility fees | 1,087,316 | 1,062,842 | 840,367 |
| Solid waste fees | 642,186 | 617,136 | 633,854 |
| Water utility fees | 949,234 | 900,193 | 837,223 |
| | <u>\$ 3,344,924</u> | <u>\$ 3,262,006</u> | <u>\$ 3,096,166</u> |

Schedule of Fees and Charges

For the Year Ended December 31, 2017 - Schedule V

SCHEDULE VII

| | <u>Actuals 2017</u> | <u>Budget 2017</u> | <u>Actuals 2016</u> |
|---------------------------|--------------------------|--------------------------|--------------------------|
| Facility Rentals & Leases | \$ 337,757 | \$ 287,892 | \$ 324,268 |
| Fines | 4,855 | 5,400 | 6,964 |
| Licences | 88,641 | 84,994 | 88,248 |
| Penalties and interest | 146,823 | 120,000 | 151,203 |
| Permits, Licences & Fees | <u>271,787</u> | <u>190,525</u> | <u>276,769</u> |
| | <u>\$ 849,864</u> | <u>\$ 688,811</u> | <u>\$ 847,451</u> |

Schedule of Reserves and Appropriated Equity For the Year Ended December 31, 2017 -- Schedule VI

SCHEDULE VII

| | <u>Actuals 2017</u> | <u>Budget 2017</u> | <u>Actuals 2016</u> |
|---------------------------|--------------------------|--------------------------|--------------------------|
| Facility Rentals & Leases | \$ 337,757 | \$ 287,892 | \$ 324,268 |
| Fines | 4,855 | 5,400 | 6,964 |
| Licences | 88,641 | 84,994 | 88,248 |
| Penalties and interest | 146,823 | 120,000 | 151,203 |
| Permits, Licences & Fees | 271,787 | 190,525 | 276,769 |
| | <u>\$ 849,864</u> | <u>\$ 688,811</u> | <u>\$ 847,451</u> |

Schedule of Restricted Reserves, Reserves & Equity by Fund For the Year Ended December 31, 2017 - Schedule VII

SCHEDULE VIII

(Unaudited)

| | Balance Dec. 31, 2016 | Interest Allocated | Contributions | Funding | Balance Dec. 31, 2017 |
|---|--------------------------|-----------------------|---------------------|---------------------|--------------------------|
| RESERVES | | | | | |
| Tax Sale | \$ 26,029 | \$ 215 | \$ - | \$ - | \$ 26,244 |
| Perpetual Safety Fund | 12,952 | 107 | - | - | 13,059 |
| Sale Real Property | 244,671 | 6,920 | 2,273,000 | 987,001 | 1,537,590 |
| Municipal Office Building | 235,000 | - | 60,000 | - | 295,000 |
| Amenity Funds | 74,323 | 639 | 5,000 | - | 79,962 |
| TOTAL RESERVES | \$ 592,975 | \$ 7,882 | \$ 2,338,000 | \$ 987,001 | \$ 1,951,856 |
| APPROPRIATED EQUITY - OPERATIONS | | | | | |
| General Operating Fund | | | | | |
| Future Projects | 2,012,601 | - | 2,492,420 | 830,139 | 3,674,882 |
| Equipment | 1,273,331 | - | 172,525 | 164,356 | 1,281,500 |
| Land & Building | 210,569 | - | 73,233 | 253,083 | 30,719 |
| Tax Contingency | 7,986 | - | - | - | 7,986 |
| Snow & Ice Removal | 30,000 | - | - | 30,000 | - |
| Infrastructure Deficit | 441,304 | - | 211,243 | 160,966 | 491,581 |
| Multi-Materials BC Rebate | 222,713 | - | 69,212 | - | 291,925 |
| | 4,198,504 | - | 3,018,633 | 1,438,544 | 5,778,593 |
| Water Operating Fund | | | | | |
| Capital Expenditures | 1,285,795 | - | 360,895 | 477,360 | 1,169,330 |
| MFA Surplus Refunds | 524,075 | - | - | - | 524,075 |
| Total Water Operating Fund | 1,809,870 | - | 360,895 | 477,360 | 1,693,405 |
| Sewer Operating Fund | | | | | |
| Capital Expenditures | 2,680,693 | - | 25,023 | 2,230,283 | 475,433 |
| MFA Surplus Refunds | 611,944 | - | - | 611,944 | - |
| Total Sewer Operating Fund | 3,292,637 | - | 25,023 | 2,842,227 | 475,433 |
| TOTAL APPROPRIATED EQUITY | \$ 9,301,011 | \$ - | \$ 3,404,551 | \$ 4,758,131 | \$ 7,947,431 |
| TOTAL RESERVES AND APPROPRIATED EQUITY | \$ 9,893,986 | \$ 7,882 | \$ 5,742,551 | \$ 5,745,132 | \$ 9,899,286 |

Schedule of Grant Revenue

For the Year Ended December 31, 2017 - Schedule VIII

SCHEDULE IX

| | <u>Actuals 2017</u> | <u>Budget 2017</u> | <u>Actuals 2016</u> |
|---|-------------------------|------------------------|-------------------------|
| Operating Grants | | | |
| Traffic Fines Revenue | \$ 45,564 | \$ 48,422 | \$ 48,422 |
| Small Communities | 461,270 | 454,775 | 454,775 |
| CVRD Recreation | 128,268 | 126,000 | 126,525 |
| Other | 35,577 | 21,664 | 39,688 |
| | <u>670,679</u> | <u>650,861</u> | <u>669,410</u> |
| Capital Grants | | | |
| 1st Avenue/Roundabout Sidewalk | \$ - | \$ - | \$ 10,000 |
| 2nd Avenue/High St Crosswalk | - | 10,000 | - |
| 2017 Tree Replacements | - | 6,000 | - |
| Aggie Playground Improvements | - | - | 5,079 |
| Asset Management | 70,848 | 80,000 | - |
| Bio-Solids Business Case | 10,000 | - | - |
| Canada 150 | 46,000 | - | - |
| Composting Facility | 548,274 | 570,224 | 21,950 |
| Derelict Vessels | 2,520 | - | - |
| Energy and Facility Assessment | - | - | 10,000 |
| Machine Shop Museum | - | 100,000 | - |
| Stz' uminus First Nation Cooperation Protocol/C2C | 1,685 | - | 2,267 |
| Traffic Safety Audit | - | 7,500 | - |
| Upper Transfer Beach Improvements | - | - | 6,000 |
| Wastewater Treatment Plant Upgrade | - | - | 1,000,000 |
| Water Filtration | 567,064 | 800,000 | - |
| | <u>1,246,391</u> | <u>1,573,724</u> | <u>1,055,296</u> |
| | <u>\$ 1,917,069</u> | <u>\$ 2,224,585</u> | <u>\$ 1,724,706</u> |

Statement of Operations by Segment

For the Year Ended December 31, 2017 -- Schedule IX

SCHEDULE X

| | <u>General Government</u> | | <u>Protective Services</u> | | <u>Transportation, Garbage & Cemetery Services</u> | | <u>Development Services</u> | |
|---------------------------------------|---------------------------|---------------------|----------------------------|-----------------------|--|-----------------------|-----------------------------|---------------------|
| | 2017 | 2016 | 2017 | 2016 | 2017 | 2016 | 2017 | 2016 |
| REVENUE | | | | | | | | |
| Tax | \$ 7,886,543 | \$ 7,847,384 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Sale of services | 32,754 | 25,073 | 73,522 | 155,388 | 669,036 | 673,739 | - | - |
| Investment income & MFA Refunds | 183,209 | 157,817 | - | - | - | - | - | - |
| Licence, Permits, Rentals & Penalties | 114,817 | 121,445 | 191,790 | 187,815 | 111,270 | 138,703 | 215,624 | 211,288 |
| Grants | 465,475 | 457,042 | 45,564 | 48,422 | 16,241 | 19,092 | - | 5,964 |
| Donations & contributed property | - | - | - | - | 215,797 | 226,560 | 5,000 | - |
| Gain (loss) on foreign exchange | (42,008) | (83,675) | - | - | - | - | - | - |
| Gain (loss) on disposal | 1,866,640 | 193,716 | - | - | - | (1,807) | - | - |
| Development fees | - | - | - | - | - | - | - | - |
| Gas tax fund utilized | - | - | 40,000 | - | 7,983 | 40,000 | 126,872 | 10,850 |
| Total revenue | 10,507,430 | 8,718,804 | 350,876 | 391,626 | 1,020,327 | 1,096,288 | 347,496 | 228,102 |
| EXPENSES | | | | | | | | |
| Contracted Services | 403,373 | 327,015 | 1,148,132 | 1,029,755 | 566,463 | 552,201 | 264,363 | 109,736 |
| Service Agreements/Grants In Aid | 161,073 | 107,348 | - | 12,000 | - | - | - | - |
| Insurance | 58,686 | 69,336 | 17,357 | 22,927 | 4,930 | 5,218 | - | - |
| Interest | 5,353 | 11,170 | 22,542 | 50,884 | 4 | 25 | - | - |
| Materials & Supplies | 69,603 | 77,056 | 139,451 | 106,041 | 156,285 | 134,583 | 9,584 | 14,440 |
| Utilities & Telephone | 17,093 | 14,044 | 23,403 | 43,436 | 143,365 | 142,501 | 4,686 | 7,420 |
| Wages & Benefits | 1,537,156 | 1,587,926 | 270,124 | 271,517 | 934,092 | 871,257 | 467,447 | 461,172 |
| Other | (147,370) | (108,593) | 31,518 | 40,541 | 19,968 | (28,804) | 19,896 | 16,772 |
| Amortization | 224,995 | 220,050 | 149,909 | 162,702 | 845,505 | 838,995 | 5,514 | 3,389 |
| Total expenses | 2,329,962 | 2,305,352 | 1,802,436 | 1,739,803 | 2,670,612 | 2,515,975 | 771,490 | 612,929 |
| Surplus (Deficit) | \$ 8,177,468 | \$ 6,413,452 | \$ (1,451,560) | \$ (1,348,178) | \$ (1,650,286) | \$ (1,419,687) | \$ (423,994) | \$ (384,827) |

Statement of Operations by Segment For the Year Ended December 31, 2017 -- Schedule IX

SCHEDULE X --CONTINUED

| Recreation & Culture Services | | Parks Operations Services | | Sewer Operations Services | | Water Operations Services | | Total Actual | Total Actual |
|----------------------------------|-----------------------|------------------------------|---------------------|------------------------------|-------------------|------------------------------|-------------------|---------------------|---------------------|
| 2017 | 2016 | 2017 | 2016 | 2017 | 2016 | 2017 | 2016 | 2017 | 2016 |
| \$ - | \$ - | \$ - | \$ - | \$ 1,084,353 | \$ 965,172 | \$ 1,176,014 | \$ 835,920 | 10,146,909 | \$ 9,648,476 |
| 533,061 | 564,375 | - | - | 1,087,316 | 840,367 | 949,234 | 837,223 | 3,344,924 | 3,096,165 |
| - | - | - | - | - | - | - | - | 183,209 | 157,817 |
| 188,467 | 165,219 | - | - | 14,287 | 11,671 | 13,609 | 11,310 | 849,864 | 847,451 |
| 264,452 | 168,422 | - | 3,813 | 558,274 | 1,021,950 | 567,064 | - | 1,917,069 | 1,724,706 |
| 3,665 | 33,325 | 7,500 | 18,930 | 44,436 | 23,700 | 59,240 | 16,500 | 335,638 | 319,015 |
| - | - | - | - | - | - | - | - | (42,008) | (83,675) |
| - | 1,070 | - | (120) | - | (8,019) | - | - | 1,641,275 | 184,840 |
| - | - | - | - | - | - | - | - | - | - |
| 55,199 | 51,000 | - | 43,384 | - | - | - | - | 230,053 | 145,233 |
| <u>1,044,844</u> | <u>983,411</u> | <u>7,500</u> | <u>66,007</u> | <u>2,788,666</u> | <u>2,854,841</u> | <u>2,765,161</u> | <u>1,700,953</u> | <u>18,606,933</u> | <u>16,040,029</u> |
| 309,423 | 278,478 | 70,458 | 66,416 | 492,329 | 76,620 | 145,256 | 110,420 | 3,399,797 | 2,550,642 |
| - | - | - | - | - | - | - | - | 161,073 | 119,348 |
| 38,496 | 33,268 | 4,076 | 3,978 | 15,396 | 15,370 | 11,201 | 11,193 | 150,142 | 161,290 |
| 334 | 524 | - | - | 195,819 | 143,315 | 29,921 | 31,064 | 253,973 | 236,983 |
| 135,615 | 100,387 | 78,886 | 85,470 | 177,524 | 275,837 | 89,933 | 106,604 | 856,881 | 900,420 |
| 218,844 | 171,729 | 5,455 | 5,270 | 117,411 | 87,936 | 10,817 | 9,538 | 541,074 | 481,873 |
| 1,793,990 | 1,759,230 | 420,163 | 390,167 | 514,332 | 503,623 | 411,775 | 414,556 | 6,349,079 | 6,259,448 |
| 23,415 | 21,924 | 86,327 | 94,990 | 203,871 | 180,643 | 205,718 | 176,712 | 443,343 | 394,184 |
| <u>223,795</u> | <u>216,214</u> | <u>247,441</u> | <u>263,942</u> | <u>1,163,098</u> | <u>788,825</u> | <u>384,942</u> | <u>381,289</u> | <u>3,245,199</u> | <u>2,875,406</u> |
| <u>2,743,912</u> | <u>2,581,754</u> | <u>912,806</u> | <u>910,233</u> | <u>2,879,780</u> | <u>2,072,169</u> | <u>1,289,564</u> | <u>1,241,378</u> | <u>15,400,563</u> | <u>13,979,594</u> |
| <u>\$ (1,699,068)</u> | <u>\$ (1,598,343)</u> | <u>\$ (905,306)</u> | <u>\$ (844,227)</u> | <u>\$ (91,114)</u> | <u>\$ 782,672</u> | <u>\$ 1,475,597</u> | <u>\$ 459,576</u> | <u>\$ 3,206,370</u> | <u>\$ 2,060,435</u> |

Consolidated Statement of Tangible Capital Assets For the Year Ended December 31, 2017 -- Schedule X

SCHEDULE XI

| | <u>Land</u> | | <u>Land Improvements</u> | | <u>Buildings</u> | | <u>Vehicle Furniture & Equipment</u> | | <u>Transportation</u> |
|---------------------------------|---------------------|---------------------|--------------------------|---------------------|----------------------|----------------------|--|---------------------|-----------------------|
| | 2017 | 2016 | 2017 | 2016 | 2017 | 2016 | 2017 | 2016 | 2017 |
| COST | | | | | | | | | |
| Opening Balance | \$ 9,481,022 | \$ 9,282,183 | \$ 8,562,238 | \$ 8,118,648 | \$ 20,141,964 | \$ 20,142,186 | \$ 7,240,096 | \$ 6,094,594 | \$ 26,634,528 |
| Add: Additions | 921,270 | 279,251 | 55,184 | 443,853 | 529,427 | 135,052 | 378,666 | 1,350,790 | 208,858 |
| Less: Disposals | 406,360 | 80,412 | - | 263 | - | 135,274 | 3,377 | 205,288 | - |
| Less: Write-downs | - | - | - | - | - | - | - | - | - |
| Closing Balance | <u>9,995,932</u> | <u>9,481,022</u> | <u>8,617,422</u> | <u>8,562,238</u> | <u>20,671,391</u> | <u>20,141,964</u> | <u>7,615,385</u> | <u>7,240,096</u> | <u>26,843,386</u> |
| ACCUMULATED AMORTIZATION | | | | | | | | | |
| Opening Balance | - | - | 2,983,770 | 2,743,306 | 5,535,391 | 4,994,185 | 3,602,381 | 3,443,827 | 14,779,738 |
| Add: Amortization | - | - | 242,133 | 240,607 | 555,152 | 544,608 | 441,965 | 357,342 | 605,452 |
| Less: Write-downs | - | - | - | - | - | - | - | - | - |
| Less: Disposals | - | - | - | 143 | - | 3,402 | 3,377 | 198,788 | - |
| Closing Balance | <u>-</u> | <u>-</u> | <u>3,225,903</u> | <u>2,983,770</u> | <u>6,090,543</u> | <u>5,535,391</u> | <u>4,040,969</u> | <u>3,602,381</u> | <u>15,385,190</u> |
| Net Book Value | <u>\$ 9,995,932</u> | <u>\$ 9,481,022</u> | <u>\$ 5,391,519</u> | <u>\$ 5,578,468</u> | <u>\$ 14,580,848</u> | <u>\$ 14,606,573</u> | <u>\$ 3,574,416</u> | <u>\$ 3,637,715</u> | <u>\$ 11,458,196</u> |

Consolidated Statement of Tangible Capital Assets For the Year Ended December 31, 2017 -- Schedule X

SCHEDULE XI - CONTINUED

| Linear Infrastructure | | | | | | | | | | |
|-----------------------|----------------------|----------------------|---------------------|---------------------|----------------------|----------------------|---------------------------|-------------------|----------------------|----------------------|
| Transportation | Sanitary Sewer | | Storm | | Water | | Assets Under Construction | | Total | |
| | 2016 | 2017 | 2016 | 2017 | 2016 | 2017 | 2016 | 2017 | 2016 | 2017 |
| \$ 26,171,570 | \$ 35,511,308 | \$ 20,053,758 | \$ 8,527,181 | \$ 8,193,116 | \$ 16,636,309 | \$ 16,450,450 | \$ 329,480 | \$ 12,846,248 | \$ 133,064,125 | \$ 127,352,751 |
| 462,958 | 402,976 | 15,467,097 | 80,300 | 334,065 | 77,308 | 185,859 | 2,927,392 | 302,074 | 5,581,381 | 18,960,999 |
| - | - | 9,547 | - | - | - | - | 259,401 | 12,818,842 | 669,138 | 13,249,626 |
| - | - | - | - | - | - | - | - | - | - | - |
| <u>26,634,528</u> | <u>35,914,284</u> | <u>35,511,308</u> | <u>8,607,481</u> | <u>8,527,181</u> | <u>16,713,617</u> | <u>16,636,309</u> | <u>2,997,471</u> | <u>329,480</u> | <u>137,976,368</u> | <u>133,064,125</u> |
| 14,156,678 | 6,841,672 | 6,146,953 | 2,196,399 | 2,083,357 | 4,909,505 | 4,609,005 | - | - | 40,848,856 | 38,177,311 |
| 623,060 | 981,321 | 696,247 | 116,328 | 113,042 | 302,848 | 300,500 | - | - | 3,245,199 | 2,875,406 |
| - | - | - | - | - | - | - | - | - | - | - |
| - | - | 1,528 | - | - | - | - | - | - | 3,377 | 203,861 |
| <u>14,779,738</u> | <u>7,822,993</u> | <u>6,841,672</u> | <u>2,312,727</u> | <u>2,196,399</u> | <u>5,212,353</u> | <u>4,909,505</u> | <u>-</u> | <u>-</u> | <u>44,090,678</u> | <u>40,848,856</u> |
| <u>\$ 11,854,790</u> | <u>\$ 28,091,291</u> | <u>\$ 28,669,636</u> | <u>\$ 6,294,754</u> | <u>\$ 6,330,782</u> | <u>\$ 11,501,264</u> | <u>\$ 11,726,804</u> | <u>\$ 2,997,471</u> | <u>\$ 329,480</u> | <u>\$ 93,885,690</u> | <u>\$ 92,215,269</u> |

2017 Permissive Tax Exemptions

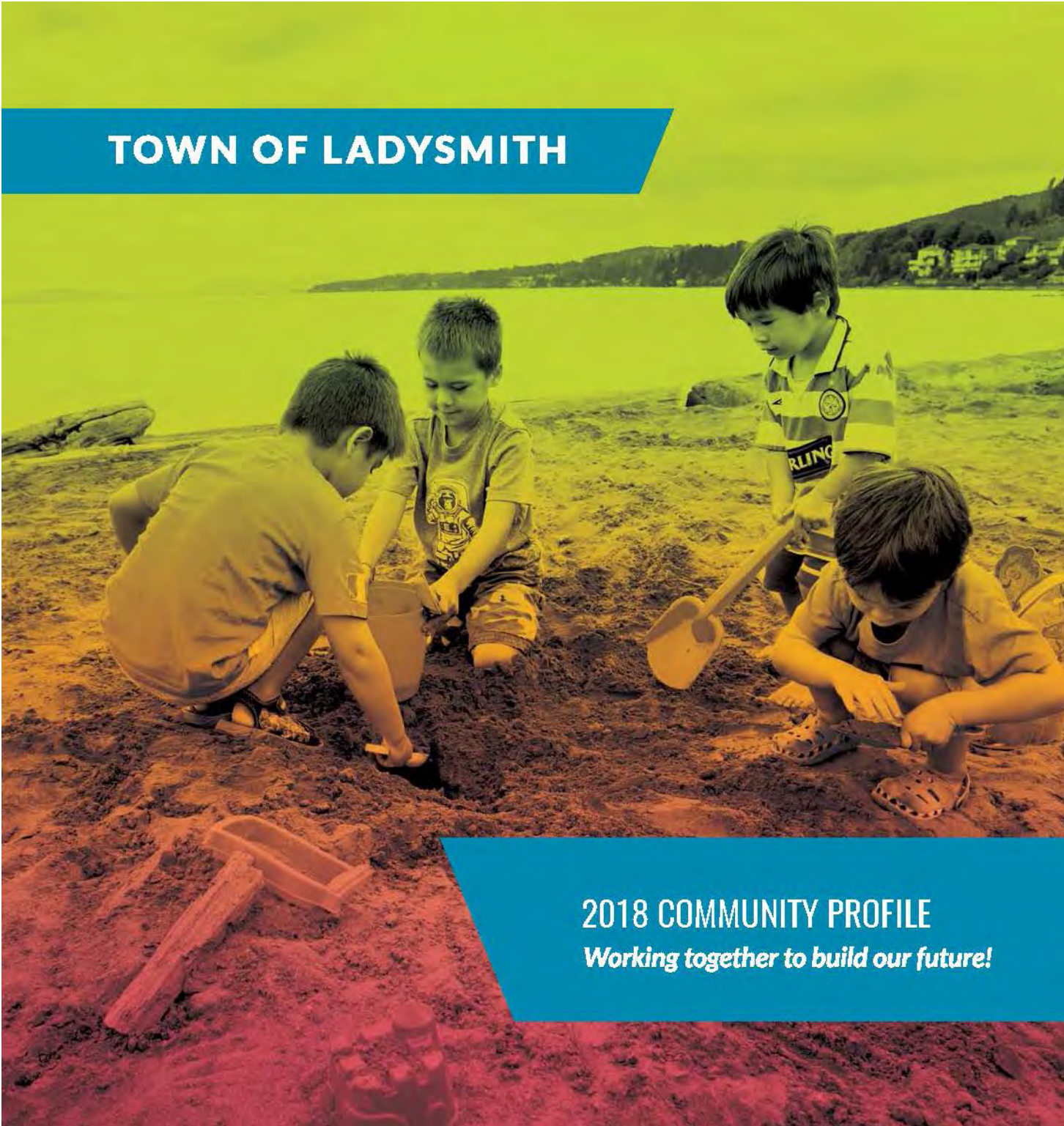
2017 Permissive Property Tax Exemptions

| <u>Organization/ Property Owner</u> | <u>Address</u> | <u>2017 Municipal Tax Exemption</u> | |
|--|------------------------------------|-------------------------------------|---------|
| Arts Council of Ladysmith | Units J, K & L - 610 Oyster Bay Rd | \$ | 880 |
| Boys & Girls Club | 220 High St | | 5,955 |
| Canadian Legion Branch #171 | 621 1st Ave | | 188 |
| Eco-Tourism Building | Transfer Beach | | 189 |
| Island Corridor Foundation | | | 15,076 |
| Ladysmith & District Historical Society | 1115A - 1st Ave | | 2,901 |
| Ladysmith & District Historical Society - Roundhouse | 612 & 614 Oyster Bay Dr | | 12,112 |
| Ladysmith & District Historical Society - Museum | 721 1st Ave | | 4,609 |
| Ladysmith Fellowship Baptist Church | 381 Davis Rd | | 1,055 |
| Ladysmith Festival of Lights | 1163 4th Ave | | 6,796 |
| Ladysmith Golf Club Society | 380 Davis Rd | | 3,392 |
| Ladysmith Health Care Auxiliary | 910 1st Ave | | 5,329 |
| Ladysmith Maritime Society | 616 Oyster Bay Dr | | 1,847 |
| Ladysmith Maritime Society | Unit C, I & M - 610 Oyster Bay Dr | | 1,649 |
| Ladysmith Maritime Society | Visitors Information Centre | | 10,021 |
| Ladysmith Resource Centre Association | 630 2nd Ave | | 10,757 |
| Ladysmith Seniors Centre Society | 630 2nd Ave | | 10,757 |
| Ladysmith Senior Citizens Housing Society | 207 Jamison Rd | | 6,332 |
| Ladysmith Senior Citizens Housing Society | 101 1st Ave | | 6,498 |
| Municipal Parking lot | 17 & 25 Roberts St | | 4,213 |
| Pentecostal Assemblies | 1149 4th Ave | | 2,005 |
| St John's Masonic Temple | 26 Gatacre St | | 1,905 |
| St. Mary's Catholic Church | 1135 4th Ave | | 6,338 |
| United Church of Canada | 232 High Street | | 1,095 |
| | Total | \$ | 121,898 |
| | | | |
| <u>Revitalization Exemptions</u> | | | |
| Beantime Restaurant/ Nordic Holdings Ltd | 18 High St | | 260 |
| 1023998 BC LTD | 411 1st Ave & 30 Roberts St | | 1,590 |
| Mees, Adine and Van Seters, David | 341 1st Ave | | 398 |
| Antique Addict - Joy/Goldie | 12 Roberts St | | 462 |
| Tera North Inc | 1030 Oyster Bay Dr | | 25,500 |
| | Total | \$ | 28,211 |
| | Total Exemptions | \$ | 150,109 |

2017 Grants-in-Aid

| | |
|--|------------------|
| Ladysmith Celebrations Society | \$ 8,000 |
| Ladysmith Festival of Lights Society | 12,000 |
| Ladysmith Fire Rescue Santa Parade | 1,200 |
| Ladysmith Downtown Business Association - Grand Christmas | 1,500 |
| Ladysmith Downtown Business Association - Old Time Christmas | 1,500 |
| St'uminus First Nation - Aboriginal Days Celebrations | 1,200 |
| Old English Car Club - Brits on the Beach Car Show | 250 |
| Ladysmith Maritime Society | 1,500 |
| Ladysmith Show & Shine | 500 |
| Total Celebrations | 27,650 |
| Ladysmith & District Marine Rescue Society | 2,500 |
| Total Harbour Functions | 2,500 |
| Ladysmith & District Historical Society - Industrial Heritage Preservation | 7,000 |
| Arts Council of Ladysmith & District - Waterfront Gallery | 1,000 |
| Arts Council of Ladysmith & District - Arts on the Avenue | 1,500 |
| Ladysmith Community Gardens Society | 650 |
| Ladysmith Citizens on Patrol | 1,500 |
| Ladysmith Golf Club Society | 5,000 |
| Total Other | 16,650 |
| Cowichan Family Caregivers Support Society | 750 |
| Ladysmith Family and Friends (LaFF) | 2,500 |
| St Phillips Anglican Church - Open Table | 500 |
| Total Social Services | 3,750 |
| Ladysmith Ambassador Program | 1,500 |
| Ladysmith Sec School - Frank Jameson Bursary | 1,500 |
| Total Youth, Education & Sport | 3,000 |
| Waiving of Fees | 4,000 |
| TOTAL | \$ 57,550 |



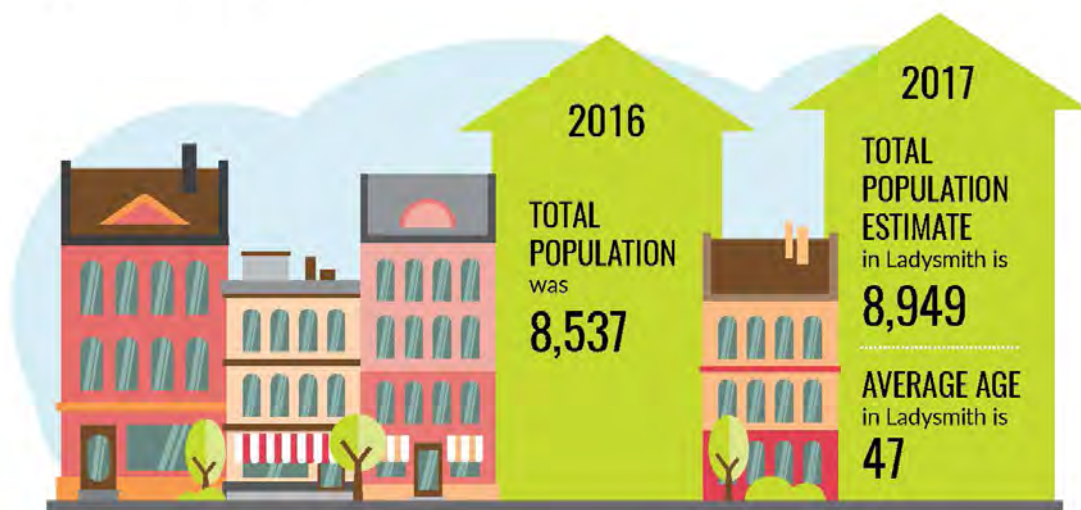


TOWN OF LADYSMITH

2018 COMMUNITY PROFILE
Working together to build our future!

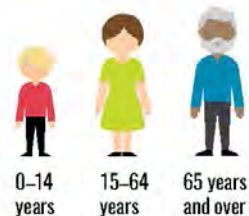
DEMOGRAPHICS

Population & Age



From 2011 to 2016 the population in Ladysmith grew by **7.8%**

Age Distribution



2018 Community Profile

Households

Ladysmith has

2,540 SINGLE DETACHED HOUSES,
945 ATTACHED DWELLINGS, and
225 MOBILE DWELLINGS



Ladysmith has
an average of

2.3 people
PER HOUSEHOLD



(Source: BC Stats, Statistics Canada)

Location

Ladysmith is
**CONVENIENTLY
LOCATED**

88 km
to Victoria and
23 km
to Nanaimo



2018 Community Profile

QUALITY OF LIFE

Weather & Land



Ladysmith enjoys
295 days of
BRIGHT SUNSHINE
per year and has
65 days of **RAIN**



Average
TEMPERATURE
in January is
3.5 °C
and in July is
18.1 °C



Ladysmith's
LAND AREA is
1,200
hectares



Ladysmith enjoys
26 kilometres of **TRAILS** and
110 hectares (272 acres) of **PARKLAND**

2018 Community Profile

Education

Ladysmith has small friendly schools.



Over 60%

of Ladysmith's population aged 25-64 years has a **POST-SECONDARY DIPLOMA, DEGREE OR CERTIFICATE**

| SCHOOL | STUDENTS* | GRADES |
|-------------------------------|-----------|---|
| Ladysmith Primary School | 254 | (K-3) |
| Ladysmith Intermediate School | 287 | (4-7) |
| Ladysmith Secondary School | 570 | (8-12) |
| École North Oyster Elementary | 331 | (K-7) <small>(offers French Immersion)</small> |

*Sept 2017 - June 2018

Housing Prices

2017 Average Sale Price for Residential Property



Income



MEDIAN HOUSEHOLD INCOME is **\$67,674**

(Sources: Statistics Canada, Environment Canada, VIREB, VREB, REBGV, and School District 68)

2018 Community Profile

A VIBRANT ECONOMY

Business & Housing



Ladysmith has
60 hectares
of actively used
INDUSTRIAL LAND



In 2017 Ladysmith had
488 active
BUSINESS LICENCES



80.5%
of Ladysmith households
OWN THEIR HOMES

Ladysmith Business Sectors 2016



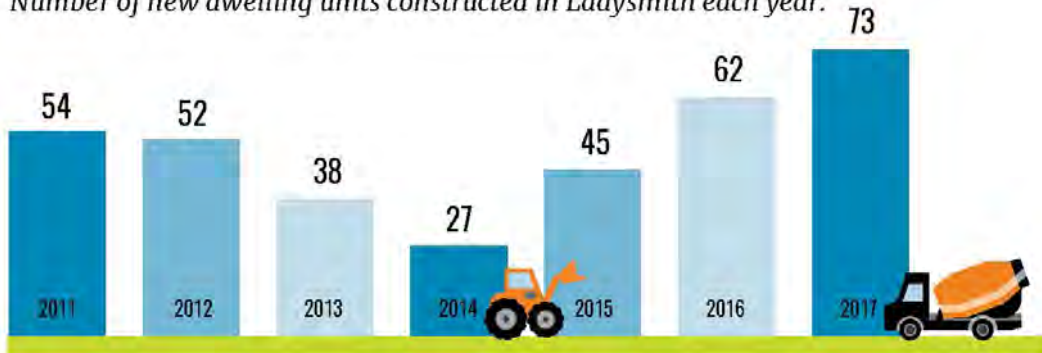
(Information about each business category can be found at statcan.gc.ca)

2018 Community Profile

Building Permit Values 2011 – 2017

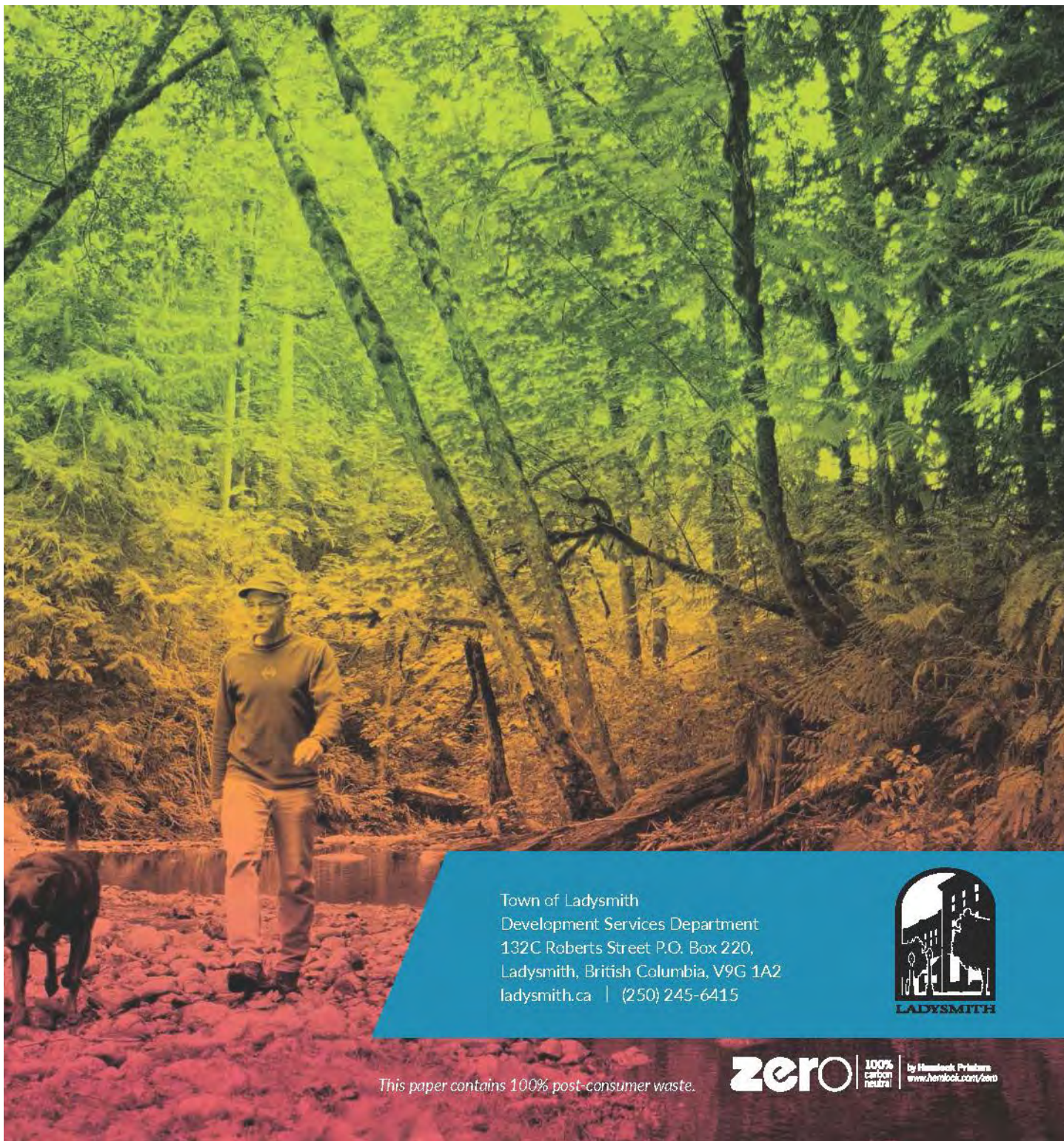


Number of new dwelling units constructed in Ladysmith each year.



(Sources: Statistics Canada, Town of Ladysmith)

2018 Community Profile



Town of Ladysmith
Development Services Department
132C Roberts Street P.O. Box 220,
Ladysmith, British Columbia, V9G 1A2
ladysmith.ca | (250) 245-6415



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Feedback



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 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
-  Send a letter to Town of Ladysmith City Hall, Box 220, Ladysmith, B.C. V9G 1A2
-  Follow us on Facebook www.facebook.com/LadysmithBC
-  Follow us on Twitter [@TownOfLadysmith](https://twitter.com/TownOfLadysmith)
-  Call us 250.245.6400





STAFF REPORT TO COUNCIL

From: Clayton Postings, Director of Parks, Recreation and Culture
Meeting Date: July 16, 2018
File No:
RE: **COMMUNITY PUBLIC ARTS STRATEGY**

RECOMMENDATION:

That Council authorizes the awarding of the contract to Ladysmith Arts Council for the development of a Community Public Arts Strategy for the Town of Ladysmith.

PURPOSE:

The purpose of this staff report is to seek Council’s direction regarding the development of a Community Public Arts Strategy.

PREVIOUS COUNCIL DIRECTION

Not applicable

INTRODUCTION/BACKGROUND:

As part of the 2018 Financial Plan, funds were allocated for a Community Public Arts Strategy, which was a recommendation brought forth from the Parks, Recreation and Culture Master Plan:

The Parks, Recreation & Culture Department should lead the development of a Public Art Strategy and Program in collaboration with the Arts Council, Stz’uminus First Nation, the Chamber of Commerce, the Downtown Business Association, local artists and other appropriate organizations.

Staff in consultation with the Ladysmith Arts Council have developed a proposed timeline and specific deliverables for the creation of a Community Public Arts Strategy (attached).

ALTERNATIVES:

1. Council can choose not to develop a Community Public Arts Strategy at this time.
2. Council may choose to direct staff to seek another contractor to provide services relating to the development of the Pubic Arts Strategy.

FINANCIAL IMPLICATIONS:

The 2018 Financial Plan includes \$20,000 for the Community Public Arts Strategy.



LEGAL IMPLICATIONS:

There are no legal implications identified at this time.

CITIZEN/PUBLIC RELATIONS IMPLICATIONS:

There are no citizen / public relation implications identified at this time. Community engagement process with current and potential stakeholders will take place as well as the draft Community Public Arts Strategy will be presented to the public for validation and final feedback.

INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS:

There is no interdepartmental involvement / implications identified at this time.

ALIGNMENT WITH SUSTAINABILITY VISIONING REPORT:

- Complete Community Land Use
- Green Buildings
- Innovative Infrastructure
- Healthy Community
- Not Applicable
- Low Impact Transportation
- Multi-Use Landscapes
- Local Food Systems
- Local, Diverse Economy

ALIGNMENT WITH STRATEGIC PRIORITIES:

- Employment & Tax Diversity
- Watershed Protection & Water Management
- Communications & Engagement
- Natural & Built Infrastructure
- Partnerships
- Not Applicable

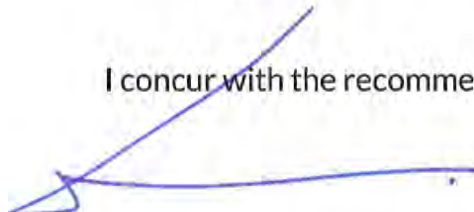
SUMMARY:

Planning is in place to begin the Community Public Arts Strategy in partnership with the Ladysmith Arts Council and current and potential stakeholders.


 Clayton Postings
 Director of Parks, Recreation and Culture

July 16, 2018
 Date

I concur with the recommendation.



Guillermo Ferrero, City Manager

ATTACHMENTS:

Deliverables for the Development of a Community Public Arts Strategy in Ladysmith



Deliverables for the development of a Public Arts Strategy in Ladysmith

The Town of Ladysmith seeks to conduct a public process and to develop a Community Public Arts Strategy.

Process Deliverables:

1. Define “Public Arts”, including interior and exterior works
2. Create an inventory of existing public arts:
 - a. located in the Town of Ladysmith
 - b. belonging to the Town of Ladysmith but located elsewhere or in private hands
 - c. and/or art to be solicited for donation to the collection of the Town of Ladysmith;
3. Identify current and potential stakeholders;
4. Review other communities’ plans and research best practices;
5. Plan community engagement process for approval in advance;
6. Conduct community engagement process with current and potential stakeholders;
7. Propose process for accepting donations and legacy gifts of art to the Town of Ladysmith;
8. Develop a draft Community Public Arts Strategy including ongoing long-term annual budget;
9. Present draft Community Public Arts Strategy to the Town of Ladysmith Mayor and Council and relevant advisory committees;
10. Present draft Community Public Arts Strategy to the public for validation and final feedback;
11. Prepare the final document in both digital and bound hard copy.

Product Deliverables – a draft strategy will include but not be limited to:

1. The definition of “Public Art”;
2. An inventory of existing and potentially public art;
3. A directory of stakeholders including roles and contact information;
4. A report on the community engagement process and sessions;
5. Process for accepting donations and legacy gifts;
6. Recommendations for next steps.

Proposed Timeline:

| | |
|--|-----------------------|
| Project commences | September 1, 2018 |
| Background research | September 1 – 30 2018 |
| Public engagement sessions | October 1 – 31, 2018 |
| Developing the draft strategy | November 1 – 30, 2018 |
| Presentations of draft strategy for feedback | December 1 – 15, 2018 |
| Final document complete | December 31, 2018 |

INFORMATION REPORT TO COUNCIL

From: Erin Anderson, Director of Financial Services
 Meeting Date: July 16, 2018
 File No:
 RE: 2018 OUTSTANDING BUSINESS LICENCES

RECOMMENDATION:

That Council receive for information purposes the listing of outstanding Business Licenses for 2018.

PURPOSE:

The purpose of this report is to inform Council of the businesses currently operating without a valid Business License.

DISCUSSION:

Business License Bylaw No. 1513, 2003 requires that all businesses conducting commercial or industrial activity must have a valid business license. The current fee for an Inter-Municipal Business License, valid in Ladysmith, Duncan, North Cowichan and Lake Cowichan is \$100. The fee was due February 28, 2018 after which a \$25.00 penalty was applied.

An invoice and reminder statement was sent to each of the businesses. A final letter notifying the business that if payment was not received by June 30th, the information would be forwarded to Council as well as to a collection agency.

The following businesses have not paid. Balances include any amounts from previous year:

| | |
|---|------------------------------------|
| Ahl Island Landscapes \$375 | Liquid Stone Studios \$25 |
| Blue Heron Design Works \$125 | Namaste Home Improvements \$125 |
| CGC Window Cleaning Services \$250 | Phoenix Restaurant (The) \$125 |
| D Scott Warren \$125 | Robson Roofing & Contracting \$550 |
| Earl R Wallace Electric & Heating Ltd \$375 | Rock Steady Restorations Ltd \$275 |
| Epinfosys \$125 | Service Master Mid Island \$275 |
| Flying Squirrel Tree Service \$125 | SRK Woodwork \$125 |
| G Reid Services \$250 | Stuart Money \$275 |
| H & H Excavating \$275 | Perogy Factory \$250 |
| Home Run Heating \$275 | |



SUMMARY POINTS

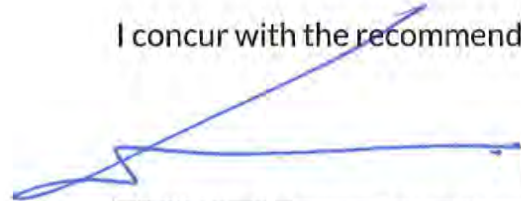
- All business operating within Ladysmith are required to obtain a business licence
- Business Licences are due February 28
- There is currently \$4,325 outstanding business licence revenue and penalties.
- These outstanding businesses will be sent to a collection agency for action.



Erin Anderson, Director of Financial Services

July 9, 2018

I concur with the recommendation



Guillermo Ferrero, City Manager

TOWN OF LADYSMITH

BYLAW NO. 1969

A bylaw to amend "Ladysmith Fees and Charges Bylaw 2008, No. 1644"

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

1. Delete Schedule "1" of "Ladysmith Fees and Charges Bylaw 2008, No. 1644" and replace it with the attached Schedule "1":

2. Citation

This bylaw may be cited for all purposes as "Ladysmith Fees and Charges Bylaw 2008, No. 1644, Amendment Bylaw 2018, No. 1969".

| | | | | |
|---------------------------|---------------|-----------------------|--------------------|---------------|
| READ A FIRST TIME | on the | 9th | day of July | , 2018 |
| READ A SECOND TIME | on the | 9th | day of July | , 2018 |
| READ A THIRD TIME | on the | 9th | day of July | , 2018 |
| ADOPTED | on the | | day of | , |

Mayor (A. Stone)

Corporate Officer (J. Winter)

SCHEDULE "1"**TOWN OF LADYSMITH FEES AND CHARGES BYLAW NO. 1644**

| Item: | Fee: |
|--|---|
| Miscellaneous Fees: | |
| Copies of Extracts of Minutes | \$0.25/page |
| Copies of Bylaws and Council Minutes | \$0.25/page |
| Certificate of Outstanding Taxes | \$20.00 |
| Fence Line Fee | \$75.00 |
| Topographic Maps | \$25.00 |
| Waterfront Area Plan | \$25.00 |
| Holland Creek Area Plan | \$10.00 |
| South Ladysmith Area Plan | \$10.00 |
| Official Community Plan (including Schedule A.1 – DPAs) | \$35.00 |
| Engineering Specifications | \$30.00 |
| Comfort Letter | \$100.00 |
| Memorial Park Bench | \$3,200.00 |
| Zoning Bylaw | \$40.00 |
| Official Community Plan and Zoning Bylaw Maps (Large Size) | \$15.00/map |
| NSF cheques/Returned items/Stop payments | \$25.00 |
| Refunds of overpayments for property taxes or user fees | 10% of refund amount up to \$25 |
| Mortgage listings of property taxes owing (per folio) | \$3.00 |
| Annual Property tax levies – Vancouver Island Real Estate Board | \$450.00 |
| Current year property tax notice after tax due date (for owner) | No charge |
| Previous years' property tax notice on year-specific paper (for owner) | \$25.00 per copy |
| Subdivision trees | \$750/tree |
| Application Fees: | |
| Official Community Plan Amendment | \$2,000.00 + Advertising and Delivery Costs |
| Zoning Bylaw Amendment | \$2,000.00 + Advertising and Delivery Costs |
| Combined OCP/Zoning Bylaw Amendment | \$3,000 + Advertising and Delivery Costs |
| Subdivision – PLA | \$500.00 + \$250.00/lot |
| Subdivision – Approval, Extension, Form P | \$500.00 |
| Development Permit- Multi-Unit, Commercial, Downtown, Industrial | \$1,000.00 |
| Development Permit – High Street Intensive Residential | \$750.00 |
| Development Permit – Riparian, Hazard Lands | \$250.00 |
| Development Permit – Coach House Intensive Residential | \$250.00 |

| | |
|--|--|
| Development Permit- Façade Improvement | \$100.00 |
| Development Permit- Amendment | \$100.00 |
| Development Variance Permit | \$750.00 + Delivery Costs |
| Board of Variance | \$750.00 + Delivery Costs |
| Temporary Use Permit | \$1,500.00 + Advertising and Delivery Costs |
| Strata Conversion | \$500.00 + \$250/unit |
| Boundary Extension Proposal | \$2,000.00 + \$50.00/hectare plus advertising and electoral approval costs |
| Liquor License Primary Referral Review Community Consultation | \$250.00 + \$1,500 + Advertising Costs |
| ALR Application – Subdivision/Non-Farm Use | \$600.00 + ALR Fees |
| ALR Application - Exclusion | \$2,000.00 + ALR Fees |
| Film Permit | \$250.00 |
| Revitalization Tax Exemption Application Fee | \$250.00 |
| Sign Permit | \$100.00 |
| Real Estate Sign | \$20.00/agency |
| Temporary Sign/Banner Deposit | \$10 + \$100 performance bond per sign/banner |
| Ladysmith Visioning Report | \$25.00 |
| Note: All fees are subject to applicable taxes | |



175 Ingram Street
Duncan, BC V9L 1N8
www.cvrld.bc.ca

Office: 250.746.2500
Fax: 250.746.2513
Toll Free: 1.800.665.3955

June 6, 2018

Guillermo Ferrero
City Manager
Town of Ladysmith
410 Esplanade, PO Box 220
LADYSMITH BC V9G 1A2



Dear Mr. Ferrero:

Re: Island Corridor Foundation Licence of Occupation for Trail and Municipal Infrastructure

The Cowichan Valley Regional District (CVRD) Board, at their meeting of May 23, 2018, passed the following resolution (18-289.1):

1. That a 25 Year Licence of Occupation agreement with Island Corridor Foundation, inclusive of the City of Duncan, Municipality of North Cowichan, Town of Ladysmith and Town of Lake Cowichan, commencing January 1, 2018, for the purpose of constructing, operating and maintaining a regional park trail for public use, be approved; and,
2. That the 25 Year Licence of Occupation agreement with the Island Corridor Foundation be forwarded to the City of Duncan, Municipality of North Cowichan, Town of Ladysmith and Town of Lake Cowichan for their concurrence as signatories to the agreement.

The 25 Year Licence of Occupation agreement provides for both development and operation of rail trails within the E & N Rail Corridor lands, as well as installation and operation of municipal infrastructure, inclusive of those sections of the rail corridor located within the four, member municipal boundaries (Ladysmith, Duncan, North Cowichan, Town of Lake Cowichan) of the CVRD.

The attached report to the May 23, 2018, Regional Services Committee provides background details and highlights of the Licence of Occupation agreement, inclusive of intended benefits to member municipalities, for use where municipal infrastructure would benefit from location within or crossing E & N Rail Corridor lands. As signatories to the Licence of Occupation agreement, member municipalities will be accorded this benefit, as well as any trail development interests that otherwise are not planned as regional trail, by the CVRD, within municipal boundaries (i.e. continued development of the Cowichan Valley Trail, Friendship Trail). Financial liabilities of the Licence of Occupation agreement are:

- a) A one-time \$5,000 administration fee that will be paid by the CVRD.
- b) As required, a file opening fee of \$2,000 per new application under the Licence of Occupation to develop/install sections of trail or new municipal infrastructure.
- c) Reimbursement of incurred costs by ICF's rail operation where their review of proposed works is also required.

Also included in the Licence is recognition of the annual real property taxation exemption granted annually by the member municipalities and provincial government for the E & N Rail Line properties. Conditions of the Licence provide that if such annual real property taxation exemptions are not granted, that such taxes would be payable as an annual licence fee to ICF.

In order to proceed with enacting the Licence of Occupation with Island Corridor Foundation, endorsement of the four municipalities as signatories to the Licence agreement is required. Upon concurrence of all parties to enacting the 25 Year Licence of Occupation agreement, final copies of the document will be circulated for signatures. If there are any questions regarding the Licence of Occupation agreement or attendance of a CVRD staff representative to your Council meeting to address any questions that may arise during Council's deliberations on the agreement, I would ask that Brian Farquhar, Manager, Parks & Trails Division, be contacted directly at bfarquhar@cverd.bc.ca or 250.746.2612. Mr. Farquhar is currently out of the office, returning Monday, June 18.

Yours truly,



Brian Carruthers
Chief Administrative Officer

BTF/BC/mca

Attachment (1)

pc: Brian Farquhar, Manager, Parks & Trails Division



STAFF REPORT TO COMMITTEE

DATE OF REPORT May 11, 2018
MEETING TYPE & DATE Regional Services Committee Meeting of May 23, 2018
FROM: Parks & Trails Division
Land Use Services Department
SUBJECT: E&N Railway Corridor 25 Year License of Occupation Agreement
FILE:

PURPOSE/INTRODUCTION

The purpose of this report is to seek direction on entering into a 25 year License of Occupation Agreement with the Island Corridor Foundation for trail use and development within the E&N Railway Corridor

RECOMMENDED RESOLUTION

That it be recommended to the Board:

That a 25 Year License of Occupation agreement with Island Corridor Foundation, inclusive of the City of Duncan, Municipality of North Cowichan, Town of Ladysmith and Town of Lake Cowichan, commencing January 1, 2018, for the purpose of constructing, operating and maintaining a regional park trail for public use, be approved, and,

That the 25 Year License of Occupation agreement with the Island Corridor Foundation be forwarded to the City of Duncan, Municipality of North Cowichan, Town of Ladysmith and Town of Lake Cowichan for their concurrence as signatories to the agreement.

BACKGROUND

Following acquisition of the E&N Railway Corridor in 2006 by the Island Corridor Foundation (ICF), regional districts along the corridor collaborated with ICF to develop standards and guidelines for trail development within the rail corridor, leading to creation of the "*Vancouver Island Rail Corridor Rail-with-Trail Design Guidelines*" document adopted by all parties in 2009. Through application of these design guidelines, the Cowichan Valley Regional District has proceeded to construct sections of the Cowichan Valley Trail within the railway corridor lands, inclusive of Duncan to Lake Cowichan and sections within the Chemainus—Ladysmith area. Tendering for construction to complete the rail-with-trail between Saltair and Chemainus is currently proceeding and preliminary design work is also underway for extending the rail-with-trail south of Chemainus to Westholme in 2019. The Regional District also maintains the Friendship (siye'yu) Trail within the E&N Railway Corridor from Duncan to Green Road.

With continued expansion of the CVRD's trail network within the E&N Railway Corridor, it is timely that a long-term agreement be secured with the Island Corridor Foundation to secure the viability and investment of these trails for many years to come for the benefit of Cowichan Valley residents and visitors to the region. The Capital Regional District and Regional District of Nanaimo have entered into such license of occupation agreements with the ICF for use of the rail corridor for trail development, whilst similarly applying the "*Vancouver Island Rail Corridor Rail-with-Trail Design Guidelines*" in developing their trail networks within the corridor. The license of occupation agreement with Nanaimo Regional District also includes those member municipalities through which the E&N Railway corridor is located as signatories to the agreement. This is due to provisions of the agreement enabling consideration for location of municipal utility and trail works

within the corridor, avoiding the necessity of separate agreements for each such application for use.

ANALYSIS

The proposed License of Occupation agreement between the Island Corridor Foundation and the CVRD/member municipalities is for a term of 25 years, with provision for a further 25 years through agreement of all parties. Key highlights of the License of Occupation include:

- Rights to use the corridor to use and occupy a portion of the railway corridor lands for the development, operation and maintenance of non-motorized multi-purpose trails.
- Consideration for statutory rights-of-way for local government infrastructure within the corridor as may be requested by the CVRD and member municipalities, including but not limited to water, storm drainage, sewers and dyke works.
- Security of trail investment over the term of the License of Occupation by way of any requirement to relocate approved sections of the trail to accommodate other uses/users would be at the cost of such future uses/users and not the Regional District.
- Provisions for Third Party Licensees to release, indemnify and save harmless the Regional District and member municipalities from any and against any claims, etc. as well as requirements for maintaining liability insurance naming the CVRD and member municipalities as named insured.
- Review and approval requirements for new trail construction, inclusive of adherence to the "Vancouver Island Rail Corridor Rail-with-Trail Design Guidelines", Transport Canada Regulations relating to public railway crossings and other regulations, bylaws, etc. that may be applicable.
- A one-time fee of \$5,000 to enact the License of Occupation agreement and an annual license fee equivalent to the property taxes owing annually, unless the ICF has otherwise been provided an exemption from such property taxes for the year for properties located within the boundaries of the CVRD and member municipalities.
- A file opening fee of \$2,000 for every new application for use of the E&N Railway corridor lands, with such funds to be applied by ICF towards processing such applications. This would apply to new sections of rail trail proposed, as well as other uses as permitted under the License of Occupation agreement. In addition to this file opening fee, the applicant (i.e., either the CVRD or a member municipality depending on who was applying for a use within the corridor) would also be subject to reimbursement of any additional costs incurred by ICF to review the application for use (i.e., consulting engineering fees).

The terms and conditions of the proposed License of Occupation agreement are generally consistent with the License of Occupation agreements issued by ICF to the Capital Regional District and Regional District of Nanaimo, inclusive of an annual license fee equivalent to property taxes owing, unless otherwise provided with such tax exemptions. The terms and conditions are favourable to the CVRD and member municipalities (City of Duncan, Municipality of North Cowichan, Town of Ladysmith and Town of Lake Cowichan) with respect to providing for trail and local government infrastructure use of the rail corridor, inclusive of provisions which provide for long-term security and relocation at the cost of others if such were required over the duration of the agreement. The 25 year term with a 25 year renewal clause ensures rail trail investment by the Regional District will provide a return on investment value benefit for both local residents and recreation tourism within the region.

FINANCIAL CONSIDERATIONS

The 2018 Regional Parks and Trails Budget includes funds for the one-time administration fee to enact the License of Occupation agreement with the Island Corridor Foundation. To date, permissive property tax exemptions have been granted to Island Corridor Foundation by the member municipalities (City of Duncan, Municipality of North Cowichan, Town of Ladysmith and Town of Lake Cowichan) and the Province of British Columbia. The conditions of the License of Occupation provide for no annual license fee, as long as such permissive property tax exemptions continue to be granted in future years.

Where such permissive property tax exemptions may not be granted in future for Island Corridor Foundation properties covered by License of Occupation agreement (i.e., all such properties within the boundaries of the CVRD), the Regional District would be subject, under the terms of the License of Occupation agreement, to paying an annual license fee equivalent to property taxes owing by Island Corridor Foundation for such properties. The funds to pay this property tax equivalency as a license fee would need to be annually budgeted in Function 280 – Regional Parks.

Where future improvements within the E & N Corridor under this License of Occupation agreement (i.e., trails) are to be considered, such budget decisions would be subject to Board approval for both capital improvements and annual operation/maintenance costs.

COMMUNICATION CONSIDERATIONS

Background information will be provided to CVRD's member municipalities pertaining to the proposed License of Occupation agreement with Island Corridor Foundation. Regional District staff will be available to attend council meetings as necessary to provide additional information if requested.

STRATEGIC/BUSINESS PLAN CONSIDERATIONS

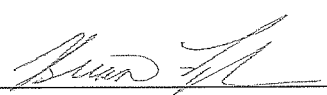
N/A

Referred to (upon completion):

- Community Services (*Island Savings Centre, Cowichan Lake Recreation, South Cowichan Recreation, Arts & Culture, Public Safety, Facilities & Transit*)
- Corporate Services (*Finance, Human Resources, Legislative Services, Information Technology, Procurement*)
- Engineering Services (*Environmental Services, Recycling & Waste Management, Water Management*)
- Land Use Services (*Community Planning, Development Services, Inspection & Enforcement, Economic Development, Parks & Trails*)
- Strategic Services

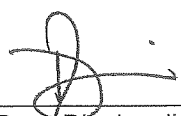
Prepared by:

Reviewed by:



Brian Farquhar
Manager

Not Applicable
Not Applicable



Ross Blackwell, MCIP, RPP, A.Ag.
General Manager

ATTACHMENTS:

Attachment A – License of Occupation Agreement Island Corridor Foundation

Attachment B – Map location of E & N Railway Corridor lands within the CVRD

LICENCE OF OCCUPATION

THIS AGREEMENT dated for reference the ____ day of _____, 2018

BETWEEN:

ISLAND CORRIDOR FOUNDATION
(Inc. No. 419938-3)

320 - 256 Wallace Drive
Nanaimo, B.C. V9R 5B3

(the "Grantor")

OF THE FIRST PART

AND:

COWICHAN VALLEY REGIONAL DISTRICT

175 Ingram Street
Duncan, B.C. V9L 1N8

(the "CVRD")

CITY OF DUNCAN

200 Craig Street
Duncan, B.C. V9L 1W3

(the "City of Duncan")

MUNICIPALITY OF NORTH COWICHAN

7030 Trans-Canada Highway, Box 278
Duncan, B.C. V9L 3X4

(the "Municipality of North Cowichan")

TOWN OF LAKE COWICHAN

39 South Shore Road, PO Box 860
Lake Cowichan, B.C. V0R 2G0

(the "Town of Lake Cowichan")

TOWN OF LADYSMITH
410 Esplanade, PO Box 220
Ladysmith, B.C. V9G 1A2

(the "Town of Ladysmith")

(collectively the "Grantees" and
individually the "Grantee")

OF THE SECOND PART

WHEREAS:

- A. The Grantor is the owner of lands legally described as set out in Schedule "A" attached to and forming part of this Agreement and containing the historical E&N Rail Line;

(the "Lands");
- B. The Grantees have requested that the Grantor grant a licence to use and occupy a portion of the Lands for the purposes of constructing, operating and maintaining a multi-purpose regional park trail for public use;
- C. The Grantor has agreed to grant to the Grantees a Licence of Occupation over a portion of the Lands on the terms hereinafter set forth.

NOW THEREFORE THIS AGREEMENT WITNESSES that in consideration of the premises and covenants contained in this Agreement, the receipt and sufficiency of which is hereby acknowledged, the parties hereto agree with each other as follows:

1.0 DEFINITIONS

1.1 In this Agreement the following terms mean as follows:

- (a) "Lake Cowichan Sub" means the area of the Lands between Duncan and Lake Cowichan identified as the Lake Cowichan Sub in Schedule A;
- (b) "Motor Assisted Cycle" means a motor assisted cycle that meets the requirements of the Motor Assisted Cycle Regulation, B.C. Reg. 151/2002 made pursuant to the *Motor Vehicle Act*, except that it may have four wheels that come in contact with the ground;

- (c) "Multi-purpose Use" means uses of the Trail by members of the public on foot, horseback, bicycle or by way of other non-motorized vehicle or Motor Assisted Cycle;
- (d) "Third Party Licensee" means a person given permission by the Grantor to construct and use a Crossing over a portion of the Trail, as contemplated under section 4.2 of this Agreement, but does not include any of the following: a local government (including one or more of the Grantees), BC Hydro, Telus, Fortis BC, or any other public or private utility using the Lands for the purpose of electrical, telephone, telecommunication, gas distribution, or other utility works or services; and
- (e) "Trail" means the trail for Multi-purpose Use constructed, operated and maintained by the Grantees on a portion of the Lands existing on either side of the central rail corridor, or as otherwise aligned on untracked portions of the Lands by mutual agreement, and within which the typical trail surface will be four metres in width within a typical five to eight metres (5 - 8m) wide Trail corridor.

1.2 For the purposes of this Agreement, but subject to section 2.1, the local government boundaries of the Cowichan Valley Regional District will be considered to include only that part of the Cowichan Valley Regional District within the boundaries of an electoral area.

2.0 RIGHT TO USE

2.1 For the purposes of this section, the rights granted to the Grantees shall be interpreted as the right of each Grantee on that portion of the Lands contained within the local government boundaries of each of the Grantees' local government. For certainty, the Grantee, Cowichan Valley Regional District, may exercise its rights under this Agreement within any part of the Lands over which the Cowichan Valley Regional District has established a parks and trail service.

2.2 The Grantor grants to the Grantees, subject to the performance and observance by the Grantees of the terms, conditions, covenants and agreements contained in this Agreement, a non-exclusive right by way of licence allowing the Grantees to enter on the Lands and to install, construct, operate, maintain and repair the Trail.

2.3 The Grantor grants to the Grantees, their officers, servants, agents, employees, contractors and subcontractors the right to do all acts, things and matters necessary for or incidental to the installation, construction, operation, replacement, maintenance and repair of the Trail.

2.4 The Grantor grants to the Grantees and the Grantees' elected officials, officers, agents,

employees, contractors, subcontractors and licencees, the right to pass and repass, with or without motorized vehicles, along and upon portions of the Lands necessary to access the Trail and Utilities, and along and upon the Trail for the purposes of installation, construction, operation, replacement, maintenance and repair of the Trail, including but not limited to the removal of any trees from the Lands that the Grantees may from time to time determine are hazardous and present a danger to users of the Trail.

- 2.5 The Grantor grants to the Grantees and the Grantees' invitees and licencees, including members of the public, the right to pass and repass on foot, horseback, bicycle or by way of any other wheeled non-motorized device or Motor Assisted Cycle, along and upon that portion of the Lands necessary to access the Trail and along and upon the Trail upon terms and conditions set by the Grantees.
- 2.6 The Grantor shall consider granting to the Grantees, upon request by the Grantees, a statutory right of way for local government infrastructure including but not limited to water, storm drainage, sewers and dikes and all fixtures, fittings, pumps, valves, electrical lines and appurtenances thereto.
- 2.7 The Grantor and Grantees agree that the Grantees will submit to the Grantor all plans for the construction of segments of the Trail for approval by the Grantor, which will not be unreasonably withheld. The Grantor and Grantees also agree that any trails constructed at the time this Agreement is signed will be deemed to have been approved by the Grantor.
- 2.8 The Grantor and Grantees further agree that if at any time during the Term or any Renewal term, if it is necessary for the Grantor to use any of the Lands upon which an approved Trail or other trail improvements are located for railway operations, the Grantor, at its sole discretion shall have the right to relocate the Trail or any portion thereof and any other Trail improvements to another section of the Lands.
- 2.9 Any relocation of the Trail constructed in accordance with the trail setback and separation guidelines as outlined in Section 6 of the Vancouver Island Rail Corridor Rail-with-Trail Design Guidelines – June 2009 will be at the sole expense and cost of the Grantor. Any relocation of the Trail that is not constructed in accordance with the trail setback and separation guidelines as outlined in Section 6 of the Vancouver Island Rail Corridor Rail-with-Trail Design Guidelines – June 2009 will be at the sole expense and cost of the Grantees.

3.0 QUIET ENJOYMENT

3.1 The Grantor covenants and agrees to and with the Grantees that the Grantees may peaceably hold and enjoy the rights granted in this Agreement.

4.0 THIRD PARTY INTERESTS

4.1 Subject to section 4.2, the Grantor reserves to itself from the grant and covenants made by it to the Grantees under section 2.0, the right for the Grantor, its agents, employees, lessees, contractors, subcontractors and licensees to have full and complete access to the Trail to carry out any operations associated with the Grantor's or other licensees' use of the Trail during the Term or Renewal Term of this Agreement, provided that such access and use does not damage, or unreasonably disrupt or interfere with the Grantees' Trail.

4.2 If the Grantor enters into an agreement with any Third Party Licensee for the occupation and use of a portion of the Trail (such portion referred to herein as a "Crossing"), including but not limited to the grant of a licence to construct and use a driveway access or crossing for motor vehicles, or a Crossing for utilities or services such as a water line or stormwater works, the terms of the agreement with the Third Party Licensee must include provisions requiring the Third Party Licensee to:

- (a) release, indemnify and save harmless the Grantees from any and against any claims, demands, suits, actions, awards, proceedings and judgments arising from the use of the Crossing by the Third Party Licensee or any invitee of the Third Party Licensee;
- (b) construct and maintain the Crossing in accordance with specifications and standards for such Crossings that the Grantor and the Grantees may from time time agree upon; and
- (c) maintain liability insurance against third party claims arising from the operation and Crossing that is the subject of the licence, with inclusive limits of not less than Two Million (\$2,000,000.00) Dollars for bodily injury, including death and property damage, and naming the Grantee as an additional insured.

4.3 The Grantor shall provide the Grantees with advance notice of the Grantor's intention to enter into an agreement with a Third Party Licensee under section 4.2, including a copy of the proposed agreement and specifications for the proposed Crossing, and shall provide the Grantees with a reasonable opportunity to comment on the proposed Crossing.

4.4 A copy of the Grantees' form of release and indemnity is attached a Schedule "D" to this Agreement.

- 4.5 The Grantor shall use reasonable efforts to facilitate the requirements of section 4.2(a-c) of this Agreement on granting a new Crossing, but nothing in this Agreement shall impose of create liability on the Grantor if a Third Party Licensee fails to enter into, maintain or comply with the requirements of 4.2(a-c).

5.0 PLANS AND DRAWINGS

- 5.1 The Grantees shall provide to the Grantor, at no cost to the Grantor, copies of any as-built drawings, plans or surveys produced, commissioned or otherwise acquired by the Grantees in the course of the Grantees' exercise of their rights under this Agreement, that show the extent and location of the portion of the Lands being used by the Grantees for the purpose of the Trail, as well as any improvements installed or constructed by the Grantees. A reduced copy of such drawings, plans or surveys shall be deemed to form part of this Agreement upon written agreement of the parties.
- 5.2 Any and all plans, drawings, trail designs and construction of the Grantee's shall comply with any and all applicable laws, statutes, regulations, regulatory directives, by-laws, licenses and permits, including without limitation, Transport Canada's most current draft of RTD-10 Regulation relating to public railway crossings.

6.0 CONSIDERATION

- 6.1 Within seven (7) days of the date of this agreement, the Grantee shall pay the Grantor a one-time Administrative Fee of Five Thousand (\$5,000.00) Dollars, plus any applicable Goods and Services Tax, to offset the Grantor's anticipated costs of administering this Agreement over the Term.
- 6.2 In consideration of the rights of the Grantees under this Agreement, in each year of this Agreement each of the Grantees shall pay to the Grantor an amount equivalent to the real property taxes payable by the Grantor to that Grantee, upon receipt from the Grantor of a copy of the Real Property Tax Notice confirming the amount of real property taxes owing with respect to such of the Lands which are not tax exempt (the "**Annual Licence Fees**"). For certainty, if the Grantor is exempt from real property taxation within the boundaries of a Grantee's local government, no Annual Licence Fee shall be payable by that Grantee.
- 6.3 The parties agree that, except as set out in section 6.1, 6.2 and 6.3, no further fees or charges whatsoever shall be owing from the Grantees to the Grantor in consideration of the Grantees' rights under this Agreement.
- 6.4 Notwithstanding section 6.3, any new application by the Grantee for any use of the corridor (including but not limited to new trails) will be accompanied by a file opening fee of Two Thousand (\$2,000.00) Dollars plus any applicable Goods and Services Tax, payable to the Grantor to allow the Grantor to process applications. In addition to the foregoing,

the Grantee shall be responsible to reimburse the Grantor (and Grantor's rail operator) for all costs of reviewing applications by the Grantee including, but not limited to, engineering fees. The Grantee agrees in advance to a \$2,000.00 plus GST fixed cost for the Grantor's engineer to review trail applications and a variable cost for any crossings by the Trail over the track to be reviewed by the Grantor's engineer. Further increases in the file opening fee will be subject to the approval of the Island Corridor Foundation Board, acting reasonably. Subsequent to the completion of this due diligence and the Grantor approving the use contemplated by the review, there will be no further fees, rentals or other charges levied by the Grantor on that use.

- 6.5 Provided the Fees are paid when due, the Grantor agrees to waive all railway crossing fees for the Trail except for fees payable for road crossings which are otherwise payable by any of the Grantees under a separate agreement.
- 6.6 The Grantor agrees to waive all fees for new railway crossings established by the Grantor as of the date of this Agreement, including those for road crossings, which would otherwise be payable by any of the Grantees; provided however, that this waiver does not include any costs relating to the design, development or construction of a railway crossing.
- 6.7 The Grantees will not be responsible to pay real property taxes related to future Third Party Licensees or lessees that may be granted rights by the Grantor to use the Lands, including rights granted under or over the Trail area of the Lands.

7.0 TERM

- 7.1 The term of the licence granted under this Agreement shall be from the 1st day of January 2018, to the 31st day of December 2043 (the "Term"), with a right by mutual consent to renew for a further twenty-five (25) year term (the "Renewal Term"), unless earlier terminated pursuant to this Agreement.

8.0 GRANTEES' COVENANTS

- 8.1 For the purposes of this paragraph:

- (a) "Guidelines" mean the construction guidelines for the Trail, including requirements as to its width, depth and materials attached here to as Schedule "B".
- (b) "Plans" mean the design drawings created for each phase of the Trail construction:
 - (i) containing the construction details of the Trail including its width, depth, and the material which will be used in its construction;

- (ii) showing the location of the Trail on the Lands; and
- (iii) containing any requirements of the Grantor reasonably required during the construction, maintenance, repair, relocation or removal of the Trail for the protection of its property or railway operation;

reduced copies of which shall be deemed to form part of this Licence and be attached hereto as Schedule "C" upon written agreement of the parties.

8.2 The Grantees covenant and agree to and with the Grantor that the Grantees:

- (a) may, in accordance with the Plans and Guidelines, approved by the Grantor in writing, and where such approval may permit the Trail to be constructed to higher standards than those contained in the Guidelines, construct a Trail within the physical boundaries of the Grantees' local government and if constructed, shall maintain or cause to be maintained, the Trail in a good and workmanlike manner in order to cause no unnecessary damage or disturbance to the Grantor or the Lands;
- (b) shall carry out construction of the Trail so as not to adversely affect the drainage of the Lands and to not redirect or increase the quality or velocity of surface water runoff or any streams into the Grantor's drainage system or upon the railway tracks or other lands and facilities of the Grantor;
- (c) shall keep and maintain at its cost and expense the Trail and all its parts in good order and condition and in a structurally sound manner such that the existence and use of the Trail shall not interfere with the Grantor's use of its Lands and its railway operations on the Lands; and to do all repairs in all respects to a standard at least equal in quality of material and workmanship to the original material and work;
- (d) shall remove and discharge or cause to be removed or discharged promptly at its cost and expense any lien, encumbrance or charge upon the Lands which arises out of the use of the Lands under this Licence by the Grantees or by reason of labour or material furnished or claimed to have been furnished for any construction maintenance or repair of the Trail; and
- (e) shall repair, or cause to be repaired at its expense, any damage done to the track, the ballast or to any property of the Grantor by the construction, operation, maintenance, repair, relocation or removal of the Trail or any part thereof.

8.3 LAKE COWICHAN SUB

In addition to the other covenants of the Grantees under this Agreement, the Grantees

shall have the following additional obligations with respect to the Lake Cowichan Sub, where the Grantor's railway will not be operating:

- (a) the Grantees shall be responsible for the maintenance of all Trails, trees, culverts and drainage on all of the Lands within the Lake Cowichan Sub where such maintenance is considered by the Grantees to be necessary for the maintenance of the Trails, and in exercising its responsibilities under this provision the Grantees may do all acts, things and matters necessary for or incidental to the installation, construction, operation, replacement, maintenance and repair of any works the Grantees consider to be necessary for that purpose.

9.0 RELEASE AND INDEMNITY

- 9.1 No Grantee shall make a claim or demand against the Grantor or any of the Grantor's employees, representatives or agents, for any injury, loss or damage, including injury resulting in death, loss of or damage to property suffered or sustained by the Grantees or the Grantees' employees, representatives, agents or invitees, caused by or arising out of or connected directly or indirectly with this Agreement or anything done or not by as required hereunder unless such injury, loss or damage is caused by or arises out of the gross negligence or wrongful act or omission of the Grantor or the Grantor's employees, representatives, licensees, tenants or agents or a railway operation malfunction or accident not caused by the Grantor's negligence.
- 9.2 Each Grantee shall indemnify and save harmless the Grantor from and against any and all claims, demands, awards, actions, proceedings and judgments by whomsoever made, brought or prosecuted (collectively "**Claims**"), and from and against any and all injury, loss, damage, costs or expense (collectively "**Damages**") suffered or incurred by the Grantor, the Grantor's employees, representatives, licensees, agents, tenants or invitees entering upon that portion of the Lands within the Grantee's local government boundaries, and which are based upon, arise out of or are connected directly or indirectly with this Agreement or anything done hereunder or anything not done as required hereunder, unless such Claims or Damages are caused by or arise out of the gross negligence or the wrongful act or omission of the Grantor or the Grantor's employees, representatives licencees, tenants, invitees or agents.
- 9.3 For greater certainty, the provisions of sections 9.1 and 9.2 do not limit the obligation of a Third Party Licensee to indemnify the Grantees in accordance with section 4.2 of this Agreement.

10.0 INSURANCE

- 10.1 Each Grantee will maintain at its sole cost and expense, in good standing for the Term or Renewal Term (or any extension thereof), liability insurance against third party claims

arising from the operation and use of a portion of the Trail within the local government boundaries of the Grantee with inclusive limits of not less than Five Million (\$5,000,000.00) Dollars for bodily injury, including death and property damage, and in that event, the Grantees will, on request from the Grantor, provide the Grantor with evidence that such insurance is, at all times during the Term or Renewal Term (or any extension thereof), enforceable and in effect.

11.0 TERMINATION

11.1 Except as hereinafter provided, upon breach by any one of the Grantees of any of the provisions herein contained which breach is not remedied by that Grantee within sixty (60) days from the date of registered notice thereof mailed by the Grantor to that Grantee (the "**Breach Notice**"), the Grantor may bring a claim for damages or avail itself of any other remedy which it may have without further notice against that Grantee; or terminate this Agreement in respect of that portion of the Trail within the local government boundaries of that Grantee, if the breach continues for one hundred and twenty (120) days after written notice from the Grantor to that Grantee of its intention to terminate this Agreement, provided always that if the Grantee commences to remedy the breach within sixty (60) days of receipt of notice aforesaid and thereafter diligently and continuously proceeds with the remedial action, the Grantor shall not bring any claim or exercise any other remedies which it may have in respect of such breach provided such breach is remedied within one hundred and twenty (120) days from the date the remedial action is begun.

11.2 If the Grantor notifies a Grantee of a breach of this Agreement and of its intention to terminate this Agreement under section 11.1 in respect of that portion of the Trail within the local government boundaries of that Grantee, the Grantor must also notify each of the other Grantees and any of the Grantees may, at their option, take steps to remedy the breach of which the Grantor has provided notice.

11.3 In the event that any of the Grantees who are not in default choose to take steps to remedy a breach of which the Grantor has provided notice in accordance with Article 11.1, the said Grantee(s) must give written notice to the Grantor of that Grantee's intention to remedy the breach, and if such Grantee commences to take action to remedy the breach within thirty (30) days of such notice and thereafter diligently pursues action to remedy the breach, the Grantor shall not bring any claim or exercise any other remedies which it may have, provided the breach is remedied within sixty (60) days from the date the remedial action commenced.

12.0 NO ASSIGNMENT

12.1 The Grantees covenant and agree to and with the Grantor that the Grantees shall not assign or sublet the right granted herein without the written consent of the Grantor.

13.0 COMPLIANCE WITH LAW

13.1 The Grantees shall abide by and comply with all the lawful bylaws, rules and regulations of the Province of British Columbia, every municipality or other lawful authority which in any manner relate to or affect the Lands and the right hereby granted insofar as the Grantees is subject hereto.

14.0 OWNERSHIP OF IMPROVEMENTS

14.1 Any and all Trail improvements brought onto, laid or erected upon or buried under the Lands by the Grantees shall immediately be and become the Grantor's property without compensation to the Grantees. Except to the extent otherwise expressly agreed by the Grantor in writing, no such Trail improvements shall be removed by the Grantees from the Lands either during or at the expiration or sooner termination of the Term or Renewal Term of this Agreement, except that:

- (a) The Grantees shall at the end of the Term or Renewal Term of this Agreement remove such of the Trail improvements as the Grantor requires to be removed (except for Trail bed and Trail surface materials such as gravel or asphalt, which may remain in place) and any such removal shall be completed in accordance with sub-section 16.2 below.

15.0 REGISTERED INSTRUMENT

15.1 In the event that the Grantor intends to transfer or lease its Lands, the Grantor agrees to advise the prospective purchaser or Lessee of this Licence of Occupation and the Grantor agrees to register against title to the Lands a Lease in substantially the same terms as this Agreement for the remainder of the Term or Renewal Term for the purpose of a Trail in favour of the Grantees in advance of the transfer or the leasing occurring. Further, the Grantor agrees to notify the Grantees in the event that the Grantor learns of any proceedings against it which may result in the Grantor losing its interest in the Lands and will, where possible, grant to the Grantees a Lease in substantially the same terms as this Agreement for the remainder of the Term or Renewal Term over its Lands for the purposes of the Trail.

16.0 GENERAL PROVISIONS

16.1 Notices: It is hereby mutually agreed:

Any notice required to be given under this Agreement shall be deemed to be sufficiently given:

- (a) to be delivered at the time of delivery and
- (b) if mailed from any government post office in the Province of British Columbia by prepaid registered mail addressed as follows:

- (i) if to the Grantor:

Island Corridor Foundation
320 - 256 Wallace Drive
Nanaimo, B.C. V9R 5B3

- (ii) if to the Grantees:

Cowichan Valley Regional District
175 Ingram Street
Duncan, B.C. V9L 1N8

City of Duncan
200 Craig Street
Duncan, B.C. V9L 1W3

Municipality of North Cowichan
7030 Trans-Canada Highway, Box 278
Duncan, B.C. V9L 3X4

Town of Lake Cowichan
39 South Shore Road, PO Box 860
Lake Cowichan, B.C. V0R 2G0

Town of Ladysmith
410 Esplanade, PO Box 220
Ladysmith, B.C. V9G 1A2

and any such notice shall be deemed to have been given to and received by the addressee on the date of personal delivery or three (3) days after the mailing thereof, postage prepaid and registered, as the case may be. Any party may at any time and from time to time notify the other in writing as to a change of address and the new address to which notices shall be given to it until further changed.

- 16.2 Removal Upon Termination of Agreement: The Trail placed, erected or built on the Lands at the expense of the Grantees will if required by the Grantor, be removed from the Lands by the Grantees within sixty (60) days after termination or surrender of this Agreement (except for Trail bed and Trail surface materials such as gravel or asphalt, which may

remain in place) and the Grantees will leave the Lands neat, clean, level, free and clear of all waste material, debris and rubbish all to the satisfaction of the Grantor. The Grantees covenant that if they are required to remove the Trail they will make good all damage caused to the property of the Grantor by reason of such removal and if such Trail is not so removed by the Grantees and the Lands not left neat, clean, level, free and clear of all waste material, including landscaping and trees, debris and rubbish as aforesaid (except for Trail bed and Trail surface materials such as gravel or asphalt, which may remain in place) within the said period of sixty (60) days, the Grantor may carry out such work and the Grantees will pay to the Grantor all costs and expenses reasonably incurred in so doing. In the event that the Grantor determines that the continued presence of the Trail does not constitute a hazard of interference with the rail operations of the Grantor, then the Grantees may abandon the Trail in place, in which case it will become the Grantor's unencumbered property.

- 16.3 Grantees' Right Non-Exclusive: The Grantees agree that their right to use the Lands pursuant to this Agreement is non-exclusive and acknowledges that the Grantor has in the past, and may in the future, enter into agreements with other persons ("Third Parties") to occupy and use the Lands for any and all additional purposes, for communication purposes, for the installation of utilities and cables (below and above ground), for landscaping, and for vehicular use and driveways, and that such Third Parties may be permitted to occupy portions of the Lands provided that all such uses shall not create hazards or unreasonably interfere with or prohibit the use of the Lands by the Grantees, their elected official officers, employees, contractors, licensees, agents and members of the public as contemplated under this Agreement and the Grantor shall provide as built drawings of the Third Party works to the Grantees affected.
- 16.4 Temporary or Permanent Relocation to Accommodate Third-Party Uses: If the Grantor enters into agreements with Third Parties to occupy and use the Lands and requests that the Grantees relocate temporarily or permanently all or part of the Trail, such temporary or permanent relocation will be at the cost of the Grantor, and only if the design requirements of the Trail can be met and the continuity of the Trail preserved.
- 16.5 Gender and Construction: Wherever the singular or masculine is used in this Agreement the same shall be deemed to include the plural or the feminine, or the body politic or corporate, also the heirs, executors, administrators, successors and assigns of the parties hereto and each of them (where the context or the parties so require).
- 16.6 Time of Essence: Time is to be the essence of this Agreement.
- 16.7 Enurement: This Agreement will enure to the benefit of and be binding upon the parties hereto and their respective heirs, administrators, executors, successors, and permitted assignees.

- 16.8 Waiver: The waiver by a party of any failure on the part of the other party to perform in accordance with any of the terms or conditions of this Agreement is not to be construed as a waiver of any future or continuing failure, whether similar or dissimilar.
- 16.9 Headings: The headings in this Agreement are inserted for convenience and reference only and in no way define, limit or enlarge the scope or meaning of this Agreement or any provision of it.
- 16.10 Remedies Cumulative: No remedy under this Agreement is to be deemed exclusive but will, where possible, be cumulative with all other remedies at law or in equity.
- 16.11 Applicable Law: This Agreement is to be construed in accordance with and governed by the laws applicable in the Province of British Columbia.
- 16.12 No Partnership, Etc.: No provision of this Agreement shall be construed to create a partnership or joint venture relationship, an employer-employee relationship, a landlord-tenant, or a principal-agent relationship.
- 16.13 Amendments: This Agreement may not be modified or amended except by the written agreement of the parties.
- 16.14 Entire Agreement: This Agreement contains the entire agreement and understanding of the parties with respect to the matters contemplated by this Agreement and supersedes all prior and contemporaneous agreements between them with respect to such matters.
- 16.15 Survival of Representations: All representations and warranties set forth in this Agreement and all provisions of this Agreement, the full performance of which is not required prior to a termination of this Agreement, shall survive any such termination and be fully enforceable thereafter.
- 16.16 Notification of Violation: Each party shall promptly notify the other party of any matter which is likely to continue or give rise to a violation of its obligations under this Agreement.
- 16.17 Whole Agreement: The whole agreement between the parties is set forth in this document and no representations, warranties or conditions, express or implied, have been made other than those expressed.
- 16.18 Severability: Each article of this Agreement shall be severable. If any provision of this Agreement is held to be illegal or invalid by a Court of competent jurisdiction, the provision may be severed and the illegality or invalidity shall not affect the validity of the remainder of this Agreement.
- 16.19 Counterparts: This Agreement may be executed in counterpart with the same effect as if

both parties had signed the same document. Each counterpart shall be deemed to be an original. All counterparts shall be construed together and shall constitute one and the same Agreement.

IN WITNESS WHEREOF the parties hereto have set their hands and seals as of the day and year first above written.

ISLAND CORRIDOR FOUNDATION)
by its authorized signatories:)

_____)
Name:)

_____)
Name:)

COWICHAN VALLEY REGIONAL DISTRICT)
by its authorized signatories:)

_____)
Name:)

_____)
Name:)

CITY OF DUNCAN)
by its authorized signatories:)

_____)
Name:)

_____)
Name:)

MUNICIPALITY OF NORTH COWICHAN)
by its authorized signatories:)

_____)
Name:)

_____))
Name:))

TOWN OF LAKE COWICHAN)
by its authorized signatories:)

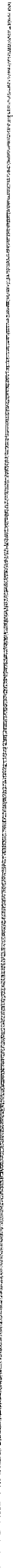
_____))
Name:)

_____))
Name:)

TOWN OF LADYSMITH)
by its authorized signatories:)

_____))
Name:)

_____))
Name:)





Town of Ladysmith

Municipality of North Cowichan

Town of Lake Cowichan

Cowichan Valley Trail

Friendship Trail

City of Duncan

Shawnigan Village Rail Trail Concept

Capital Regional District

LEGEND

- Existing Off Road Trails 
- Proposed Off Road Trails 
- E&N Rail Corridors 





STAFF REPORT TO COMMITTEE

DATE OF REPORT June 5, 2018
MEETING TYPE & DATE Regional Services Committee Meeting of June 27, 2018
FROM: Community Planning Division
Land Use Services Department
SUBJECT: Cowichan 2050: Request for Endorsement
FILE:

PURPOSE/INTRODUCTION

The purpose of this report is to request endorsement of the Cowichan 2050 regional planning framework.

RECOMMENDED RESOLUTION

That it be recommended to the Board:

1. That the Cowichan 2050 regional planning framework be endorsed,
2. That the Chair is authorized to sign the "Call to Action", and
3. That staff be directed to develop a framework of financial and staff mechanisms to continue this initiative into the future, through the budget process.

BACKGROUND

The CVRD has struggled to develop a regional planning framework that reflects the priorities and concerns of the multiple communities and interests within the region. In 2010, the CVRD embarked on the development of a Regional Sustainability Strategy. The nature of the project has been modified over time. In 2012, the project was referred to as an Integrated Regional Sustainability Plan. In late 2013, the name of the project became "Sustainable Cowichan: Regional Sustainability & Climate Action Strategy." Funding for this project was received from the UBCM Regionally Significant Projects Fund (Gas Tax funding).

As reported at the November 29, 2017 meeting of the CVRD's Regional Services Committee, the consulting firm of EcoPlan International was hired to assist in the development of a strategy that would prepare the region for the challenges to be faced in the foreseeable future, i.e. by 2050. This strategy would provide a comprehensive overview of the social, environmental and economic forces shaping the region and insights into how local governments within the CVRD can best collaborate to manage change and anticipated growth. The project's outcomes were intended to include:

1. A relationship-building process to support more collaborative regional planning, and
2. A high-level policy document that established a guiding framework for better coordination on region-wide development issues.

The key planning challenges that need a regional approach include:

1. Climate change: water issues, sea level rise, increased incidence of drought;
2. Growth management: projected population increases;
3. Changing governance structures: ~~160~~ regional restructuring of municipal governance,

potential settlement of treaties, potential for increased role of First Nations with regard to land management powers.

But there are others as well, such as the region's vulnerabilities in terms of solid waste management, availability of water regionally, and other matters that require attention.

The process that was used to develop the Cowichan 2050 regional planning framework included:

- Multiple CVRD project task force meetings;
- Three Regional Working Group meetings, held on November 24, 2017; February 16, 2018; and April 20, 2018;
- Presentations to municipal councils, First Nations, and School District #79 Board; and
- An Elected Officials Forum, held on May 11, 2018.

At each of these meetings and presentations, important questions were raised, leading to refinement in the ideas, approaches, and ultimately, the final products.

The Elected Officials Forum participants felt that the Cowichan 2050 process reflected a positive way forward for the region, and encouraged staff to bring the documents forward to the various local government bodies for review and endorsement.

ANALYSIS

The Cowichan 2050 vision, taken from the Cowichan Visions 2020 process (originally developed in 1992), is as follows: *The people of the Cowichan Region work together to collectively take responsibility for a caring, safe, prosperous, diverse, ecologically sound community and ensure opportunities for current and future generations.*

This vision has stood the test of time, and based on the analysis of the various documents (most of which had significant public input), continues to reflect the visions of the people of the Cowichan region.

The Cowichan 2050 regional planning framework, at this early stage, is made up of three documents:

1. "Call to Action" – A document that commits the municipal councils and regional board to continue to collaborate on matters of regional concern;
2. "Regional Working Group Scope of Work" – A document that outlines the structure around *how* regional collaboration will take place moving forward; and
3. "Backgrounder" – A document that highlights shared policy objectives from approximately 300 planning documents prepared in the region over the past 30 years, and identifies areas where the region would benefit from more fulsome collaboration.

These documents emerged from discussions and direction received throughout the process, including the Elected Officials Forum.

The completion of the three documents making up the regional planning framework essentially completes "Phase 1" of the Cowichan 2050 project. On a going forward basis, as called for in the documents, the CVRD has been identified as the ongoing convenor for the Cowichan 2050 process. At a minimum, this work will require scheduling and facilitating future meetings of the Regional Working Group, anticipated to be held on a quarterly basis. Doubtless there will be additional work, such as convening of subcommittees, making presentations to First Nations and other regional bodies, and undertaking policy research and development.

Within the CVRD, the Community Planning unit is best positioned to continue the work of Cowichan 2050.

FINANCIAL CONSIDERATIONS

The current mandate of Community Planning is to plan for the CVRD's unincorporated areas, whereas Cowichan 2050 is a regional initiative involving municipalities as well as unincorporated areas. The costs for this work should not be borne solely by residents in unincorporated areas.

Moving ahead with Cowichan 2050 will require that a source of funding be identified for the Community Planning Division to be able to carry out this work.

COMMUNICATION CONSIDERATIONS

The CVRD's website will be updated to showcase progress on the Cowichan 2050 project, including copies of the three documents. As the various jurisdictions endorse the project, this information may be added.

STRATEGIC/BUSINESS PLAN CONSIDERATIONS

The CVRD Board's #1 regional strategic focus area is "Excellence in Regional Land Use Planning," which involves the development of "a regional planning strategy that addresses a range of land use issues and influences across all municipalities and electoral areas to ensure sustainable and coordinated management of growth and development."

With the completion of Phase 1 of the Cowichan 2050 project, the specific task may be considered finished. However, it is actually just finished the initial phase of scoping the work that needs to be done to result in excellence in regional land use planning. To achieve this goal of excellence, Cowichan 2050 will need to move into the next phase, to operationalize the work.

Referred to (upon completion):

- Community Services (*Island Savings Centre, Cowichan Lake Recreation, South Cowichan Recreation, Arts & Culture, Public Safety, Facilities & Transit*)
- Corporate Services (*Finance, Human Resources, Legislative Services, Information Technology, Procurement*)
- Engineering Services (*Environmental Services, Recycling & Waste Management, Water Management*)
- Land Use Services (*Community Planning, Development Services, Inspection & Enforcement, Economic Development, Parks & Trails*)
- Strategic Services

Prepared by:

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Manager

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General Manager

From: Cathy Peters

Sent: June 26, 2018

Subject: present to UBCM; CST- Child Sex Trafficking in BC and how to stop it

Dear Mayors, City Councils, Premier and Solicitor General of British Columbia, FYI, I have included a newspaper article from the Chilliwack Progress newspaper dated last Friday. The article describes the pandemic of CST and a summary of my presentation to the Chilliwack Youth and Children Committee.

ASK: please write a letter to the UBCM to support my presentation request for Whistler UBCM Convention in September.

I hope to hear from your communities. Our children are not safe in BC.

Thank you.

Sincerely,

Mrs. Cathy Peters

BC anti-human trafficking educator, speaker, advocate

A MODERN EQUAL SOCIETY DOES NOT BUY AND SELL WOMEN AND CHILDREN.

The Chilliwack Progress

Friday



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B.C. anti-child sex trafficking advocate, Cathy Peters, visited Chilliwack to motivate the community to help put an end to what she's calling "The new pandemic: Child sex trafficking in B.C. and how we can stop it." (Sarah Gawdin/The Progress)

Chilliwack's children are at risk, says B.C. child sex trafficking watchdog

Cathy Peters wants Chilliwack to be a positive example for the province

Sarah Gawdin
The Progress

A B.C. former teacher turned advocate wants to help "make Chilliwack an example for the rest of the province," when it comes to putting an end to child sex trafficking.

Cathy Peters says she's always had a soft-spot for children, but it wasn't until her son began working for a Manitoba MP that the safety of children became her key priority.

Where Peters taught in

Delta was near what's called "a kiddie stroll," she said. "A place where children would walk up and down the street to sell their bodies." At the time, her goal was just to get her students to successfully complete Grade 10.

Today, her mission has expanded from getting kids to a certain point in their education, to preventing them from ever being sold into the sex trade. As a result, Peters has been presenting all over the province to police, city councils, schools, churches,

and whomever else she can, to talk about what she's calling a new pandemic: child sex trafficking in B.C.

In the past two-and-a-half years, Peters has presented to more than 180 groups free of charge.

"British Columbia is the best place in Canada and North America for sex buyers," said Peters during her presentation in Chilliwack's Neighbourhood Learning Centre on June 19.

And Peters wants to make sure Chilliwack, with its close proximity to the American border, has its eyes wide open when it comes to the safety of the community's children.

"Don't fool yourselves," she said, looking around at the dozens of people who attended her presentation. "You have a very big problem here. Don't be surprised if you find prostitution rings in the high schools."

"Where children play, predators prey," Peters said simply.

"Child sex trafficking is all about the money," continued the retired schoolteacher. The average pimp, says Peters, can get anywhere from \$280,000 to \$360,000 per year per victim. And right now, the most popular commodity on the sex trade market are young, white girls between nine- and

Continued on Page A6

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News

Participants urged to report sex trafficking

Continued from Page A1

14-years-old. "And our aboriginal girls are getting destroyed by this," added Peters.

Const. Isabelle Christensen, who has been a member of the RCMP for more than two decades, sat in on Peters' discussion.

"I think when we hear human trafficking we think of something different than what it is," said the community liaison officer. "We'd like to think we don't have that problem in Chilliwack, but seeing how it's defined, it's more like the old version of prostitution and johns."

And the best way to combat that model says Peters, is to focus on what she calls the "Two E's": education and enforcement.

In 2014, Canada enacted Bill C-36, the Protection of Communities and Exploited Persons Act, which made the buyers of sex criminals, and those selling sex victims. However, Pe-

ters says it's poorly enforced, which has fit the region up like a bescom to those looking to buy illicit sex.

"Our federal government is on the trajectory to fully decriminalize prostitution... We already have johns who act with impunity... and this will lead to brothels in every community. We are headed for hundreds

over the course of a month to make her presentation. "Don't take (issues) on personally, get the police involved."

"I hear all the time from police. 'We just don't get the reports.' So I beg of you, report it," Peters continued.

And while the police reports help tremendously, Peters says the other aspect of ending this pandemic is ensuring a community has the right services to help victims escape with their lives.

Having seen a lot in her career with the RCMP Christensen says one of the most important things that she walked away

from Peters' presentation was the resources we have available at our fingertips.

"It opened my eyes to the services we have," said the community-based officer. "The possibility of help is there."

For more information on the services Chilliwack has to offer, visit the local services website at www.comserv.bc.ca, or the Child and Youth services web-

"Where children play, predators prey"

Cathy Peters

Anti-child sex trafficking advocate

of (Robert) Picktons (at this rate)," continued Peters.

But even in the darkest of places, the smallest bit of light helps. And Peters says Chilliwack is primed to be a leader in ridding the province of this criminal blight.

"You have a great detachment here, work with them," exclaimed Peters, who met with each of the city's four watches

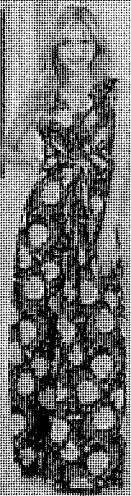
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WOODY'S

July 4, 2018

Clayton Postings

Director of Parks, Recreation & Culture

Ladysmith, BC

Dear Sir,

The Ladysmith Lions Club has made numerous contributions to the citizens and facilities in Ladysmith since 1941. The development of playgrounds is amongst the most significant. In 1954 the Club embarked on the development of a Little League Baseball Park in the Market Square area. The park was officially opened and turned over to the Town of Ladysmith on July, 1957. The facility was referred to as "Lions Playground No. 1, the Market Square Recreation Park". No official name or sign was established. Since its dedication the park was most often referred to as "the ball field at High Street".

Recent review of the Club's history revealed the omission of a sign naming the Park. Consultation with the local baseball organization has produced a name and a proposed sign to correct the 61 year shortcoming.

Together, the Ladysmith Lions Club and the Ladysmith Baseball Association, propose the name "High Street Ball Park" to be placed on the building wall facing High Street. The proposed sign text and design is attached.

Early approval would be greatly appreciated.

Ladysmith Lions Club



Ladysmith Baseball Association



High Street Ball Park

EST. 1957

BY

LADYSMITH LIONS CLUB



7/6/2018



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33 Roberts Street
Ladysmith, B.C. V9G 1A4
T 250 245 2112
F 250 245 2124
E info@ladysmithcofc.com
www.ladysmithcofc.com

July 4, 2018



Mayor and Council
Town of Ladysmith
PO Box 220
410 Esplanade Avenue
Ladysmith, BC V9G 1A2

Dear Sirs and Madames,

I am writing on behalf of the Board of Directors and staff of the Ladysmith Chamber of Commerce to ask for your support on a project we are undertaking. We have identified the need and value of creating and offering walking tours in the Town of Ladysmith and we feel that an organized effort which includes the Town, the Chamber and the Heritage Society will be the best way to accomplish this endeavour.

I attended a walking food tour in Tofino, BC and we were treated to a guided walking heritage tour of the town as well as stops at many different local eateries. As I participated in this tour I noted several things which would work well in the Town of Ladysmith, first, it would be very beneficial to the restaurants and pubs we visited as some were out of the way and not otherwise on our radar, second, the guided tour was run by a private company and clearly provided an economic opportunity to several residents of the area in the form of a business opportunity. What became very evident to me as I participated in the tour was that Ladysmith could and should be taking advantage of our heritage and history with this same concept but we could add so much more as we have so much more.

I have met with the President of the Ladysmith and District Historical Society, Mr. Ed Nicholson, and have obtained his support for the project along with an offer to access much of the Society's archive information. I have also met with the museum manager, Lesley Moore, and she has pledged her support for the project. As part of their support we have had discussions around utilizing the summer student labour they obtain each year through the summer student grant program.

My research has included a conference call with a company out of Vancouver called "On this spot" Enterprises. They are a company who specialize in creating walking tours for smartphones. They have created tours for the City of Nanaimo and my next step will be to go to Nanaimo and participate in these tours to get a better feel for how they work on a "on the street" level.

I have attached a copy of the white paper supplied to me by On the Spot Enterprises so you can obtain a better feel for what this project will look like. I envision a starting point of walking tours of our heritage buildings in the downtown core but a further expansion of this project to include the industrial and First Nation's heritage along the waterfront and in other areas of the community. Eventually, I would like to see the walking tours become hiking and kayaking tours as well utilizing our waterfront and trail systems. The use of this app would not be limited to tourists but could also be a valuable resource for local residents as well.

My understanding is that funding is available through the Island Coastal Economic Trust for projects such as this. Our job will be to secure the 50% of the funding that ICET will not provide. I am asking for the support of the Town of Ladysmith in the form of a letter of support for this project and a possible contribution of any matching funding that may be available through the tourism budget.

I would be happy to provide any further information you may require or answer any questions you may have.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Tammy Leslie". The signature is fluid and cursive, with a large initial "T" and "L".

Tammy Leslie
President



On This Spot App

White Paper

On This Spot Enterprises

Andrew Farris: Co-Founder and CEO

Christopher Reid: Co-Founder and CTO

Sean Edmunds: COO

Table of Contents

| | |
|-------------------------------|----|
| Executive Summary | 3 |
| Our Philosophy | 3 |
| Company Profile | 4 |
| Why On This Spot? | 4 |
| Coverage Explained | 8 |
| Partnership Benefits | 10 |
| Process | 11 |
| Coverage Plans and Timetables | 12 |
| Budget | 13 |
| Monitoring and Evaluation | 15 |
| Sustainability | 16 |
| Conclusion | 17 |

Executive Summary

This white paper outlines our proposal to build a series of walking tours in your community based on *then-and-now* photos. The app is currently available for download for Apple and Android devices. It is and will remain free to use and your community's tours and photographs will be permanently accessible to anyone anywhere.

This paper lays out the shortcomings of existing history apps, which are largely focused on a single city or rely on crowdsourced content, whereas *On This Spot* covers multiple cities and carefully vets content for quality. It explains how local heritage, tourism and business organizations can benefit from being included in the app.

The process we would enact to create content for your community is explained, along with a choice of four coverage plans based on the number of historic photos recreated. Budget breakdowns for the four coverage plans are given, which range from \$7,000 to \$22,000. Measures to show how funding institutions can monitor the value of their investment are included, along with explanations of *On This Spot's* technical, institutional and financial sustainability.

Our Product and Philosophy

On This Spot takes people on guided walking tours through the history that surrounds them. At each stop on their journey users will find themselves standing in the footprints of a photographer who took a historic photograph. They can view a *then-and-now* photo comparison, use our built-in camera to create their own *then-and-now* content, and discover how local history ties into the broader human experience.

On This Spot aims to make history engaging, educational, and accessible to the widest possible audience. We emphasize a clean and intuitive interface that presents local history in well-defined tiers, which provides unparalleled depth without overwhelming users.

On This Spot's unique *then-and-now* photos ignite people's curiosity, while thoughtful and comprehensive walking tours examine a practically limitless range of historical themes. The app's built-in camera encourages users to go out and recreate the photos on their own, which can be shared on social media.

Company Profile

On This Spot was founded in 2014 as a history and photography blog that focused on *then-and-now* photos from cities around the world. In 2016, Andrew Farris and Christopher Reid developed the blog into a photography and walking tour app.

Since the app's launch *On This Spot* has successfully partnered with a number of cities across Western Canada, including Vancouver, Strathmore, and Nanaimo. To help facilitate our growth we've expanded our staff by appointing Sean Edmunds as our Chief of Business Development and Annabel Howard as Chief of Content Development.

We are working with partners to expand our coverage across the rest of Canada. In addition in 2018 we will be launching coverage in a number of American cities including San Francisco, Boston, and Washington D.C.

Why On This Spot?

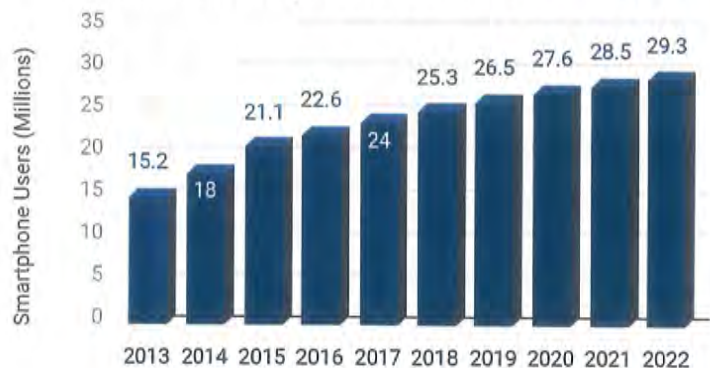
Smartphones have proliferated in a remarkably short time.

Today 65% of Canadians own a smartphone - a 58% increase since 2013. These numbers are even higher among millennials.

Not only do more people have smartphones, but they are using them more frequently to meet a growing list of needs. The polling firm, *Catalyst*, conducted a survey on Canadians' technology habits and concluded:

Far from being an occasional touchpoint for Internet access and communication on the go, smartphones have become a key part of the fabric of day-to-day life. Canadians are more comfortable with their devices now, and are increasingly using them for everyday at-home activities that previously would have been accomplished on a laptop or desktop computer.

Canadian Smartphone Users 2013-2022



Smartphones have revolutionized the way Canadians live, work, and play, but no app has yet made significant inroads into history education.

We believe this has not occurred because the two main approaches taken by existing history apps have major shortcomings:

1. **The majority of history apps focus on a specific city, which isolates the city from the opportunity of inter-city tourism exposure.**
2. **A number of history apps rely on crowdsourced material from their user base.** While this seems practical in theory, there is limited vetting in the uploading process which often results in inconsistent and historically inaccurate material.

Our approach is to develop high-quality content curated by experienced history professionals covering a variety of cities within a single app. This gives *On This Spot* a leading edge in becoming the go-to app for interactive history education.

City-Specific Apps

City-specific apps are usually developed when a heritage or tourism organization wants to digitize their local heritage resources and hires a developer to create an app focusing on that particular city.

London StreetMuseum, Saint John Walking Tours and Toronto In Time are all recent examples. Our research has found that these apps have difficulties captivating and maintaining their audience for a number of reasons. Here we outline a couple of them, along with our solutions to these problems.

1. Single city focus limits total addressable market potential.

When a history app caters solely to one city its total addressable audience is limited geographically and constrains future development plans. For example, Saint John Walking Tours has less than 500 Android downloads since its launch in 2016, whereas our platform has had over 4,000 Android downloads in that same timeframe spanning multiple cities. Expanding the St. John Walking Tours app to new markets would require total rebranding and redevelopment.



Our Solution: By uniting all partners on a single platform, the ability to promote history across a region dramatically increases. Every new city brings in a new potential audience and our platform allows users to access content from other partner cities.

2. User engagement issues

Local marketing efforts are usually left to the funding institutions and are often limited to a initial press release and a few local news articles. Our research has found that user engagement quickly dissipates if no further marketing efforts follow the initial launch and no new content is added.

Our Solution: Launch of a city's content will be accompanied by our own media campaign, marketing campaign for the 'Nearby' business subscription service, creation of brochures, a web page, and a city-specific section of the online store. Our service creates hundreds of striking *then-and-now* photos that generate engaging news coverage. Our web pages feature a selection of the best *then-and-now* photos. These pages generate substantial web traffic and draw a continuous stream of visitors directed to download the app. For example, our Vancouver page has been shared on Facebook over 12,000 times. The online store means individuals and businesses can buy and display quality art based upon the app's photography system.

3. App development requires continued maintenance

The Android and iOS operating systems are constantly updated which can suddenly render an app inoperable. Avoiding this requires continual monitoring and updating which can be expensive and challenging for projects funded by one-time grants. For example, the London StreetMuseum app once had an augmented reality feature. Firmware updates caused this feature to crash frequently, so StreetMuseum removed it rather than try to resolve the issue. This negatively affected the user experience.

Our Solution: We have projected ongoing maintenance cost expectations and have allocated a portion of initial funding requirements to cover these efforts for at least 36 months. In addition, revenues generated from our 'Nearby' subscriber base will further support these efforts and ensure our platform runs smoothly for years to come.

4. Lack of interactivity

While many history apps have clean and intuitive interfaces, few have developed interactive features that appeal to millennials. For example, Toronto in Time maps out historic information, however users cannot create custom photos nor can they share them on social media.

Our Solution: Our *then-and-now* camera provides interactivity and facilitates user engagement. Users are able to create custom *then-and-now* photos and upload them to their chosen social media platform. It also facilitates millennial engagement and a sense of community amongst our user base.

Crowdsourced Apps

Historypin, *Timera*, and *What Was There* are all examples of crowd-sourced apps. These are the result of developers creating a platform and then expecting users to upload the content themselves.

1. Spotty and inaccurate content

Crowdsourced history platforms rely solely on uploaded content from their user base. This means there is limited vetting of uploaded content, leading to inaccurate or poorly mapped out historical information that will negatively affect user engagement. In addition, if there is high-quality content uploaded it requires a user to wade through vast quantities of irrelevant content to find it.

Our Solution: We carefully recreate and map out all the historic photographs used in *On This Spot ourselves*. We also ensure our tours are written in a uniform manner that emphasises historical accuracy and interesting writing. With this method we ensure that users have the same overall experience using the app in Vancouver as they would in Nanaimo or the tiny hamlet of Gleichen.

2. Feature creep

Developers of crowdsourced apps require new users to constantly upload content, and the best way to encourage them is to cater to the many feature requests these users submit. This typically results in the platform having a bewildering array of buttons and irrelevant features that can make the casual user's experience overwhelming and confusing.

Our Solution: We aim to keep the focus of the app squarely around the photos and the tours, keeping the interface as simple and intuitive as possible. While we are constantly developing



new features to incorporate within the app, we will only add them if they advance this core aim.

While our approaches to these problems seem relatively straightforward, no other app developers appear to have tried them together. This makes us confident that *On This Spot* is well positioned to capture a significant portion of the rapidly growing market for smartphone-based experiential history.

Coverage Explained

Coverage for an *On This Spot* partner city is based on the number of historic photo opportunities, calculated in multiples of 100. For each 100 photos we reshoot, we propose to create one to three walking tours totaling around 20 stops (or 'one full tour') and 5,000 to 8,000 words of text.

Why the extra photos?

This practice leaves a large majority of the photo opportunities in the app unaffiliated with any tour. There are three key reasons why we create extra photos:

- 1. Greater tour creation flexibility.** This method allows us to pick historical photos that match the narrative theme of a particular tour while maintaining a logical walking route.
- 2. Increase in repeat usage.** This approach allows users a huge number of opportunities to recreate historic photos that are unaffiliated with a particular tour. We have found that this significantly increases usage of our platform. For example, over 65% of our users are returning to experience other tours or to see what other photo opportunities surround them.
- 3. Increased sponsorship opportunities** - our platform allows for local businesses and other heritage organizations to be featured despite not being incorporated into a particular tour. This allows for many benefits such as increased foot traffic to their business, increased community presence and awareness.

Tour Design

We take great care in writing our tours, striving to achieve high levels of historical accuracy (tours have footnotes and bibliographies), and adhering to best practices in modern historiography. Rather than summarizing the history of buildings and their owners in dry Wikipedia-style entries like many other apps, we use first-person accounts, eye-catching statistics, and historical opinion to add colour and keep the writing as engaging as possible. We submit all tours to local historical authorities for input before launch. These tours, combined with the striking *then-and-now* photos, create a deeply immersive and entirely unique historical experience.

The writing that goes with each image is tiered so as to cater to the different ways people engage with the app. The top text doubles as a photo caption and an introduction to the mini essay that follows. The mini essay that follows delves deeper into the theme of the spot. Users intuitively know they can read that section or not without missing out on an integral part of the experience. This way we avoid overwhelming casual users.

Other Included Deliverables

- 1. Photography Print Store Webpage.** All *On This Spot* partners will have a dedicated section of our online store featuring high resolution then and now photo artwork that we create in their city. They can be purchased in a variety of sizes and styles and delivered to the customer through a dropshipping service. **10% of the revenues from photo sales featuring each partner city will be donated to the partner organizations. Visit On This Spot's online store at www.onthisspot.smugmug.com.**
- 2. Webpage.** All *On This Spot* partners will have a dedicated web page featuring the best *then-and-now* photos. The aim is to increase our partner's social media presence and alert more people to the app. We have found this to be an effective strategy. The Vancouver page, for instance, has received over 210,000 visitors to date.
- 3. Media Campaign.** After launch of the content we will reach out to local, regional and national media to place stories about your city's coverage. We have had enormous success doing this as can be seen by our features in the Vancouver Sun, CTV, and CBC News, among many others (www.onthisspot.ca/press.html).
- 4. Brochures.** We will design brochures for your city's content, including information on how to use the app, tour locations and outlines. It will be designed along the same template as the brochures we have developed for other partner cities.

On This Spot Partnership Benefits

Our research has shown there are many benefits to partnering with On This Spot—particularly for heritage and tourism organizations, educators, and local businesses.

Most businesses and organizations want to increase their presence among millennials and interactive history tours can significantly help these efforts. Our user base is tilted towards millennials with 60% of our user base being under the age of 35. ***On This Spot provides the perfect platform for engaging the millennial generation with local history.***

On This Spot helps cities position themselves as destinations for education, entertainment, and cultural enrichment for tourists. For example, 81% of U.S. tourists are considered 'cultural tourists' and over a third of these tourists agree that specific arts, cultural or heritage events significantly influenced their choice of destination.

On This Spot is a powerful tool for educators. Teachers can incorporate *On This Spot* material into their curriculum, for instance, as has already occurred with Grade 2 classes in Strathmore and an undergraduate course at the University of Victoria. It further encourages students to actively go about learning local history on their own time which helps them identify with their city.

Using our 'Nearby' feature, we have found that local businesses are very receptive to partnering with On This Spot. **Not only do local businesses see increased foot traffic from our history tours, but they also have the opportunity to promote their business through sponsorships or by subscribing to be featured on our platform.**

For Q2 2018, we are developing a system where local businesses can subscribe to our '**Nearby**' feature. We would waive this fee for institutions that provide initial funding. In addition heritage organizations can promote admission packages within our platform that encourage users to purchase admission to their museum directly through the app.

In addition to free permanent listing for funding institutions in the 'Nearby' feature, we will credit funding institutions in a mutually agreed upon manner. Currently we include a logo and link to a sponsor's website on each city page. We can list prominent funding institutions as sponsors for specific tours, and we can design tours to feature specific institutions.

Process

We have streamlined our process in creating coverage for a particular city. Here we explain our multi-step process and timetables.

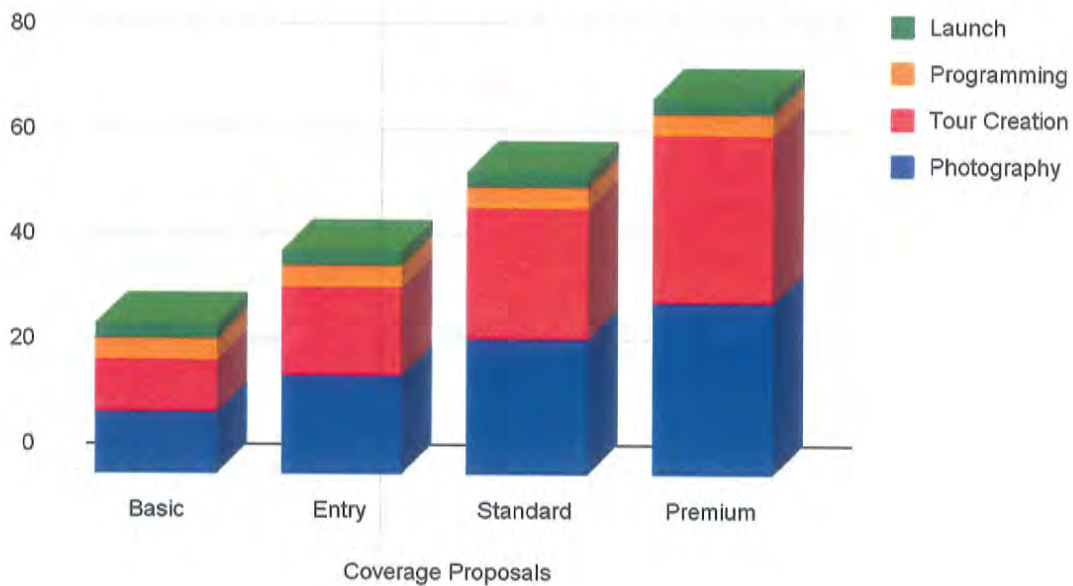
| Photography | |
|--|---|
| 1. Preliminary Research <ul style="list-style-type: none"> ● Basic historical background ● Study maps, historical geography ● Identify themes of interest | 2. Photo Research <ul style="list-style-type: none"> ● Search archival databases to create rough map of historic photos ● Search along theme subjects and in relevant neighbourhoods |
| 3. Photography & Mapping <ul style="list-style-type: none"> ● Go on foot to carefully restage all possible historical photographs ● Remap them to exact coordinates | 4. Photo Editing <ul style="list-style-type: none"> ● Edit old and new photos together ● Fill out database with all relevant info ● Discard incomplete, incorrect photos |
| Tour Creation | |
| 5. Plan Out Tours <ul style="list-style-type: none"> ● Plan tour routes based on mapped photo opportunities ● Plan narrative structures | 6. Research & Write Tours <ul style="list-style-type: none"> ● Conduct extensive library research ● Write tours ● Write captions for unaffiliated photos |
| 7. Editing <ul style="list-style-type: none"> ● Edit for style, accuracy ● Submit to sponsor for approval ● Implement recommended edits | |
| Programming and Launch | |
| 8. Compile and Upload <ul style="list-style-type: none"> ● Compile photo and tour data ● Set up new city database ● Upload to server and test | 9. Launch and Peripherals <ul style="list-style-type: none"> ● Launch app content, city web and store pages ● Create promotional materials for media, sponsor and social media ● Create brochures |
| Post Launch Activities | |
| 10. Promotional Campaign <ul style="list-style-type: none"> ● Contact all relevant media for story placements ● Push content on social media | 11. Market Subscription Services (Open ended) <ul style="list-style-type: none"> ● Contact local businesses that can be featured in 'Nearby' feature ● Set up subscriptions |

Coverage Plans and Timetables

| Coverage Plans | | | | |
|-------------------|-------|-------|----------|---------|
| | Basic | Entry | Standard | Premium |
| Photographs | 100 | 200 | 300 | 400 |
| Tours (Full-size) | 1 | 2 | 3 | 4 |

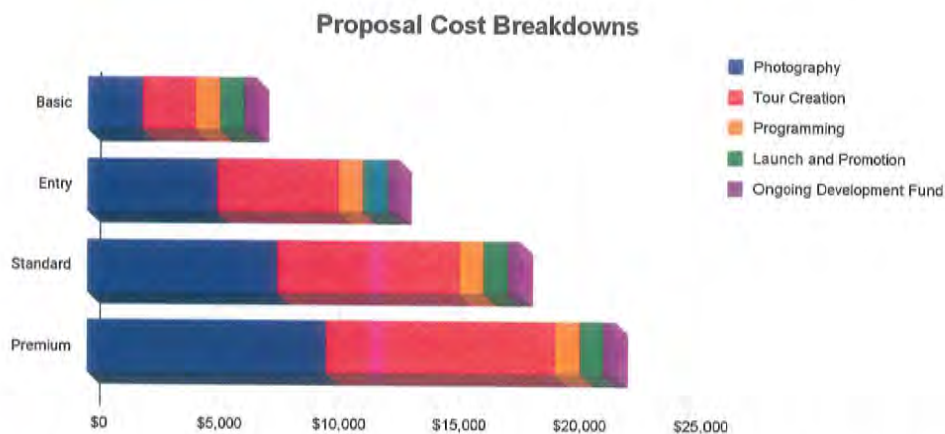
Depending on the coverage package chosen the timetable to execute the above process in your city will range from approximately 25 to 70 working days with the bulk of the time spent on the photography and tour creation.

Timetables for the Different Proposals (Working Days)



Budget

| Coverage Plan Cost Breakdown | | | | |
|------------------------------|----------------|-----------------|-----------------|-----------------|
| | Basic | Entry | Standard | Premium |
| Photography | \$2,300 | \$5,350 | \$7,900 | \$9,950 |
| Tour Creation | \$2,200 | \$5,150 | \$7,600 | \$9,550 |
| Programming | \$1,000 | \$1,000 | \$1,000 | \$1,000 |
| Launch and Promotion | \$1,000 | \$1,000 | \$1,000 | \$1,000 |
| Ongoing Development Fund | \$500 | \$500 | \$500 | \$500 |
| Total | \$7,000 | \$13,000 | \$18,000 | \$22,000 |



Photography and Tour Creation: Designing immersive, engaging tours is an intensive process that is best done with a team member on the ground walking the routes and taking extensive notes. This is a function carried out by one of our photographer/researchers, and their travel expenses are factored into this figure.

Programming: Entering a new city into the app generally takes our programmers the same amount of time regardless of the level of coverage. There are significant economies of scale benefits to becoming an *On This Spot* partner.

Ongoing Development Fund: This initial payment ensures the ongoing maintenance of the app over a period of 36 months. Further to this, revenues from our 'Nearby' subscription base will facilitate introducing new features and improving overall future user experience.

Factors Potentially Impacting the Budget

Waived Fees for Historic Photographs

With all previous partner cities, we have been able to recreate digital versions of the images free of charge while listing the archival record for each image and crediting the source institution. Our budget assumes we will be able to access a collection of historic photos at little to no cost. If this is not feasible, then we will need to consider archival usage fees as an additional cost of development.

Digitized Archival Collections

Our proposals assume the historic photos we have access to are already digitized. In the case of Strathmore, Alberta, most of the photo collections used were not digitized. Sorting these photos by hand is time consuming, and may add 1-3 days to the photo research phase of the project.

Using Existing Walking Tour Content

The above timetable assumes that *On This Spot* staff will handle the research and writing of the walking tours from start to finish. This has been the case in all our partner cities to date. However, many cities have walking tour content that may be suitable for our platform. In this case, it would reduce the time and cost of creating tours. All existing tour content will have to be modified to some degree, and calculating exactly how much we can shave off our budget depends on:

- Sufficient historic photos exist of the material featured in the tour.
- The walking tour content is of sufficient depth (300-500 words per stop)
- How closely the writing dovetails with our style of thematic history

Monitoring and Evaluation

Following launch, evaluating the returns of *On This Spot* coverage for funding organizations and other beneficiaries can be done with analytics and data gathering.

Analytics

Using Google Analytics, we have access an enormous amount of anonymized data on how users interact with the app. These include:

- **User Behaviour:** We are able to track the proportion of users that are new vs returning. Returning users are fundamental to the success of any application platform.
- **User Demographics:** We are able to track geographic location, gender, and age of our user base.
- **User Location:** We are able to track the average amount of time users spend in the app, where they are physically located when they are using it, and which tours they find most engaging.

This data can be incredibly useful for sponsors as they can track what audiences are taking the tours, what they are viewing, and their travel habits. Data is available in real-time, and we currently compile quarterly reports on this data for interested sponsors.

Data Gathering and Mailing Lists

We are in the final stages of launching a new feature that will offer users the option of logging into *On This Spot* through their Facebook accounts.

Through this feature, users will be able to subscribe to our mailing list allowing us to create a custom marketing lists for promotional offers or events put on by our sponsors. Funding institutions will have access to both this data and our marketing lists upon request.

Sustainability

Many organizations have funded history app platforms across North America, and we have spoken to a number who have had disappointing experiences. In many of these cases a lack of user engagement results in a rapidly declining usage rate which effectively strands an organization's investment in an unused software relic. We want to emphasize that this will not occur with *On This Spot*. Our app will continue to draw users over the long-term, providing an ongoing return on investment to funding institutions.

On This Spot's technical sustainability is ensured by our focus on history and simplicity of design. Because historic photos and their map coordinates never really change, they will need minimal upkeep to ensure they are updated. The tours will need only incremental updates many years after publishing—if they ever need updating at all. The app's simple yet groundbreaking approach to storytelling will not go out of style. Other apps that rely on rapidly evolving AR or VR technologies will almost certainly require massive overhauls in order to avoid being rendered obsolete by technological advancement.

On This Spot's institutional sustainability is ensured by our passion for developing this concept in the long term and the massive continued interest we have received. This project is borne out of our fierce personal passion for history, and we are fully invested in pushing this concept as far as it can go. We are encouraged by the enormous interest we have received. Not only is our storytelling model viable in virtually every community in North America, but there is significant consumer demand that isn't being met by any competitor.

On This Spot's financial sustainability is ensured by our low operating costs and the great monetary potential in new features in development. While the upfront cost of developing coverage may be relatively high, ongoing operating costs are very low. We are very excited to unveil the 'Nearby' feature in 2018, as it will provide us with a constant revenue stream from local businesses, providing financial sustainability far into the future.

Conclusion

This many photo opportunities and tours may sound like an enormous amount of content, and that's because that is our aim. Our analytics show that a large concentration of high-quality content keeps users returning to our platform and generates a positive user experience: On This Spot has a 4.7/5 rating on the Android store.

We intend to provide our partner cities broader and deeper coverage than what is currently offered by our competition. For instance, the London Streetmuseum app, one of the most popular history apps, maps out 500 historic photos in that 8-million-strong metropolis. We have 600 photos in Vancouver, 400 in Nanaimo, and nearly 200 in Strathmore (population 13,000). Our 11 tours in Vancouver amounted to some 75,000 words of carefully researched and engagingly written content. This is a level of depth in a single city we have not encountered in any other non-crowdsourced history app.

It is our intention to create a definitive, digital history experience for your city which will become a fixture for tourists, locals, and educators. Once we develop the content, it will be in the app permanently at no ongoing cost. It will *always* be free to download and access *all* the content. In the months and years ahead, we will be constantly improving the design and adding features to the platform on which that content is housed, ensuring *On This Spot* stays at the forefront of design and usability.

For any and all inquiries do not hesitate to contact On This Spot Enterprises.

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ON THIS SPOT UPCOMING FEATURES

March 2018

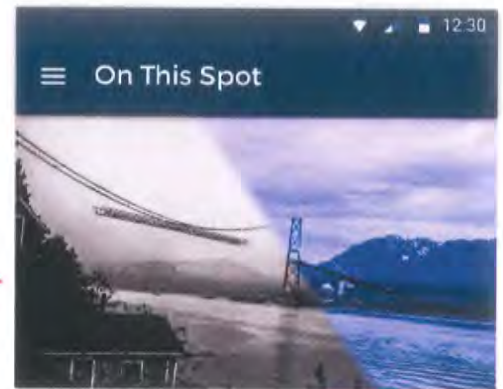
This document outlines the planned design changes to the On This Spot app to be rolled out over Q2 2018. Included here are an overhaul of the layout to promote engagement with the historic photos, launch of the nearby system, including business subscriber pages, and integration with the e-commerce store. An improved camera and image editor are still being designed and will be included in a later version of this document. Those updates are scheduled for Q3 2018.

Other planned changes not included in this document include downloadable map packs (Q2 2018), push notifications (Q2 2018), search function (Q4 2018), a photo rating system (Q4 2018). and audio tours (2019).

CITY LIST

The City list is the first screen users arrive at after the login screen. It includes all the partner cities included in the app ordered by distance from the user.

An iconic then and now photo mashup to represent the city.



Vancouver

Canada's Pacific metropolis

600 Photos

11 Tours

Number of photo opportunities and walking tours available in that city.

The user's distance from the city is indicated if the user is not already within the city. In this case the user is in Vancouver.



Nanaimo

A city built on coal

400 Photos

6 Tours

75 km

An expand/collapse toggle will reveal text that gives a brief introduction to the city's history. This will be useful for tourists scrolling through the list who may be unfamiliar with smaller cities.

Nestled on the east coast of Vancouver Island, the place now known as Nanaimo was home to the Snunemuxw for thousands of years before becoming one of the first places in British Columbia to see substantial European settlement. Starting in the 1850s miners settled in Nanaimo who could work the area's vast coal reserves. Today Nanaimo is being reborn as a cultural centre that has preserved its rich architectural and cultural heritage.

Tapping the photo or the raised 'EXPLORE' button revealed upon expand will take the user to the city home page.

EXPLORE

CITY PAGE

Every partner city will have its own independent section. This page will act as the home base for that city. In this instance we've chosen Vancouver.

A **top tab menu** to navigate each city's content. It will disappear and reappear on scroll. The active tab will be highlighted.

Image carousel showing several iconic photos of the city, allowing users to get a flavour for some of the then and now photography available.

Introduction to the city, longer than the one in the city list.

Eye-catching links to lists, including Walking Tours and the three classes of subscriber businesses including Attractions, Food & Drink and Hotels. (For sake of space Food & Drink and Hotels not shown here).

Partner credits as well as a link to their website. We are happy to discuss alternate means to credit partner institutions within the app.



Canada's Pacific metropolis

At the southwestern corner of mainland British Columbia, the land around what would become Vancouver has been inhabited by First Nations peoples for thousands of years.

The first European settlers arrived in the 1860s and began clearing the thick evergreen forests around Vancouver's deep harbour. In 1886 the town was made the western terminus of the Canadian Pacific Railway and the city began a massive building boom, which was not hindered by a devastating fire that same year. Vancouver quickly became the economic metropolis for British Columbia's vast resource-rich hinterland.

Today Vancouver is the economic and cultural heart of the province, and over half of British Columbians live in and around Vancouver.

Find Nearby



On This Spot's Vancouver Coverage is made possible by the generous support of our partners.



[Visit Website](#)

TOUR LIST

A list of the walking tours available in the city sorted by the distance from the user. The main lists for the subscriber businesses indicated on each city's home page will be in the same style.

Tour tab ensures easy access.

Representative then and now photo to draw attention to each tour.

Distance from user.

Expand/Collapse toggle to give brief summary of tour.

Bottom bar that allows users to have all the tours organized in a list or shown on a map.



NEARBY LIST

The nearby list includes all information within a city, including tour stops, standalone photo opportunities, and subscriber businesses. The list will load 20 entries at a time and is designed to encourage users to scroll through and examine each photo or business in turn.

Highlighted **nearby** tab ensures easy access.

Each **historic photo** entry contains a title, indicates whether it is part of a tour or is standalone, the historic photo's date, distance from user, a thumbnail of the image, and an expand/collapse toggle.

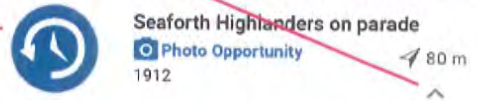
Each **subscriber business** entry contains a title, the type of business, the distance from user, a thumbnail image of the business, and an expand/collapse toggle.

An **expanded historic photo** entry shows more information and gives new options.

Upon pressing the expand/collapse toggle a **fader button** will appear that will allow users to fade the expanded image between then/now without leaving the list view. This tool will allow users to easily scroll through dozens of then/now photo combinations.

An **expanded subscriber business** entry will show a larger image of the business, show the business's logo, and include a small blurb about the business.

A **bottom bar** will allow users to switch between list and map views, or filter their results along a variety of parameters.



The Regimental band of the Seaforth Highlanders on parade at the Cambie Street Grounds in front of the Beatty Street Drill Hall.



Landmark hotel built in the Chateau style for the Canadian Pacific Railway company that has remained a Vancouver icon since 1937.



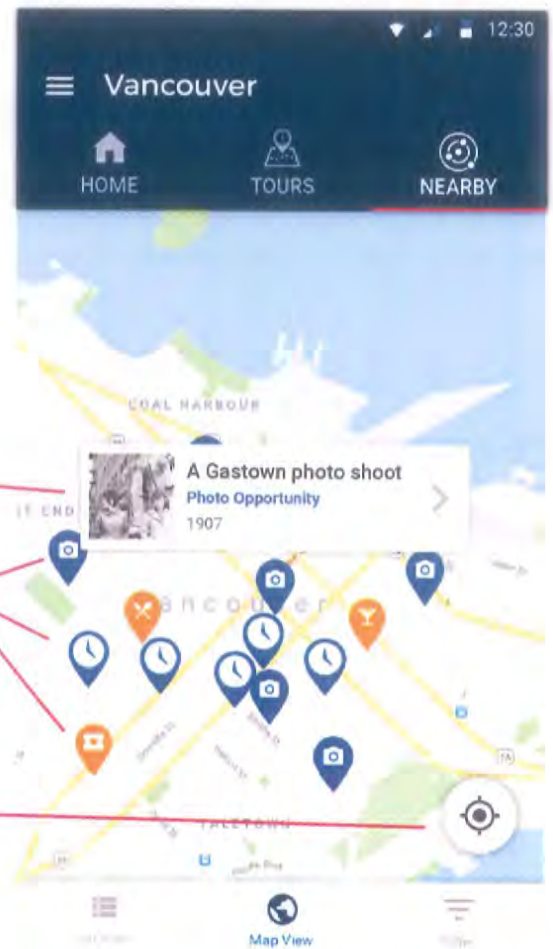
NEARBY MAP

This is the map view of the nearby list, and users can toggle seamlessly between this and the list view. Without filters the map integrates all types of entries within the map.

Tapping a **marker** brings up similar data to that available in the list view.

Map markers correspond to type of historic photos (part of a tour or standalone) or the type of subscriber business.

Location button makes map zoom to the user's current location.



STANDALONE PHOTO STOP

This is a standalone photo opportunity, a then/now photo combination that is not part of any tour. Typically there will be a ratio of 4:1 standalone photo opportunities to tour stops in a city.

Then and now photo are superimposed over each other and users can use the **slider** to sweep back and forth between the two photos, allowing for a close comparison. For a working example visit a photography page on www.onthisspot.ca.

Map/Image toggle centrally located to allow users to quickly and seamlessly switch between the map and the image.

Obvious **full screen button** will take users to the photoviewer.

Data included for every standalone photo includes a title, date for the historic photo, historic photo caption and images sources.

Users who have signed in on Facebook and Google will be able to leave **comments** on any image.

If this particular photo is available in our e-commerce store a link will take users directly to the relevant **store** page.

Every image will include this **floating action camera button** that will take users to the camera where they can recreate the historic photo.



Acrobats performing in Chinatown
1936

Acrobats perform in a parade at the opening of the Chinese Carnival. The happy atmosphere masks the underlying uncertainty for the Chinese community at this time, as the Second Sino-Japanese War was going very badly indeed for China in the late 1930s. The Chinese in Canada mobilized to send whatever aid they could to the ailing mother country.

Photo Credits:
Vancouver Archives AM1063- CVA 300-103
On This Spot Enterprises

STORE

COMMENT



PHOTOVIEWER

Tapping the full screen button will take users to the photoviewer, where they can zoom in on images using the pinch gesture.

Return to historic photo entry.

Image slider to sweep back and forth between then/now.

Users may want to examine the image carefully here before trying to take a photo.

Toggle between image fader and slider to cater to user preferences.

Users can easily share a particular photo stop through social media.



NEARBY LIST FILTER

Users will be able to filter the nearby list entries along a variety of criteria that we intend to build out over time. An image search will also be included at the top of the nav bar (not pictured).

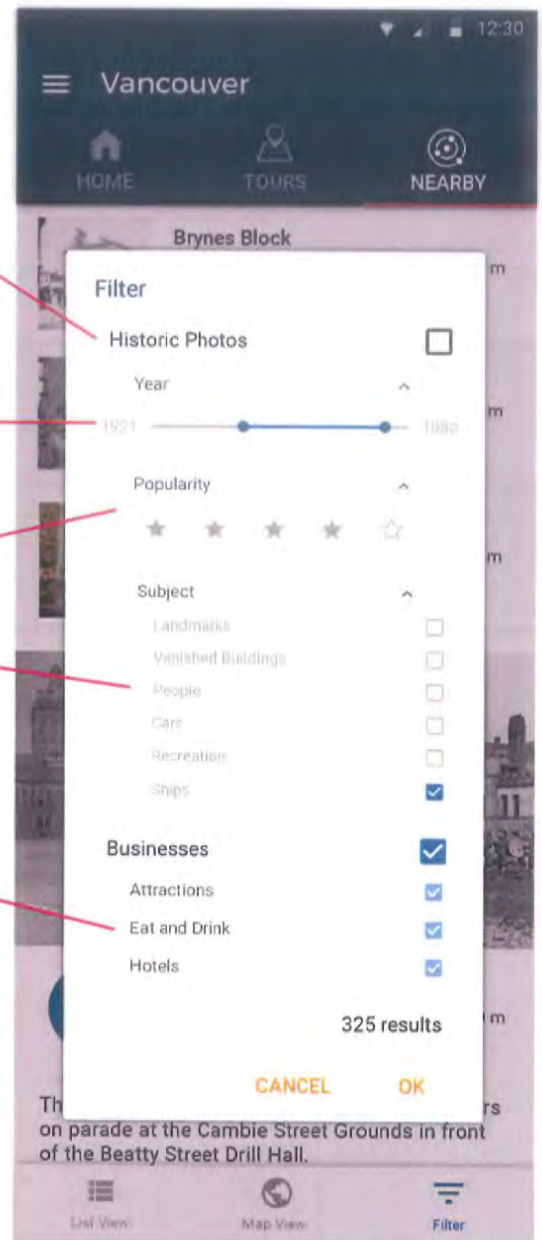
Users can toggle the nearby list to just feature historic photos or subscriber businesses.

Filter photos by a range of years.

Filter photos by user ratings of historic photos.

Filter photos by subjects included in historic photos.

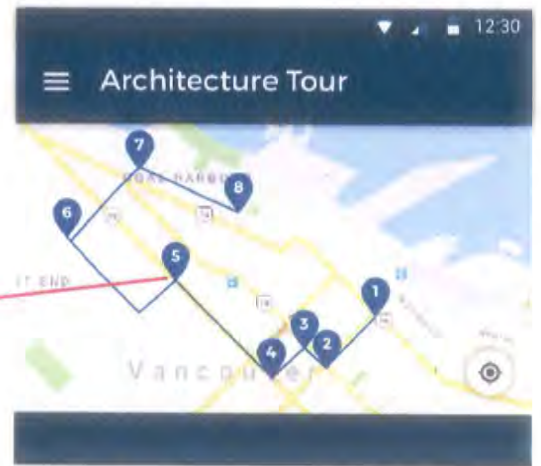
Filter subscriber businesses by type.



TOUR INTRODUCTION

The introduction to a tour will lay out the tour route and introduce the subject matter. It will be designed for ease of navigation.

Numbered map markers indicating tour route.



A story told in wood, brick, and steel

This tour will guide you through the rich architectural legacy of the first 50 years of Vancouver. We will see who and what inspired Vancouver's most famous landmarks. We will learn the characteristics of some of the most prominent building style and examine the social, economic and technological changes reflected in the buildings from this dynamic and exciting time."

Tour introduction.

For most of us, our buildings are utilitarian things, little more than pieces of scenery. They are to be lived in and worked in, but rarely considered and appreciated. Walking down the street we may be struck by a particularly handsome or interesting building, but the moment is fleeting and quickly lost in the hustle and bustle of daily life.

Yet that momentary spark of inspiration is in some ways the essence of architecture. Canada's most legendary architect, Vancouver's own Arthur Erickson, said, "Whenever we witness art in a building, we are aware of an energy contained by it."¹ Careful, considered and conscious effort has been put into every aspect of the way we interact with our buildings. They are designed to impress and to inspire. To make us feel.

One of the most wonderful things about living in a city is being surrounded by fine examples of architecture. Taking the time to contemplate that architecture can be an immensely enriching experience, opening the door to a deeper understanding of the people that created it. A city's buildings are a reflection of a society's values and the way it sees itself.

As the Oxford History of Architecture put it, "Architecture, to state the obvious, is a social act—social both in method and purpose. It is the outcome of teamwork; and it is there to be made use of by groups of people, groups as small as the family or as large as an entire nation. Architecture is a costly act. It engages specialized talent, appropriate technology, handsome funds. Because this is so, the history of architecture partakes, in a basic way, of the study of the social, economic, and technological systems of human history."²

1. Stouck, 69
2. Kostof, 7

START

Tour Stops



1. St. James Church
1885

40 m
v



2. Oppenheimer Building
1898

10 m
v

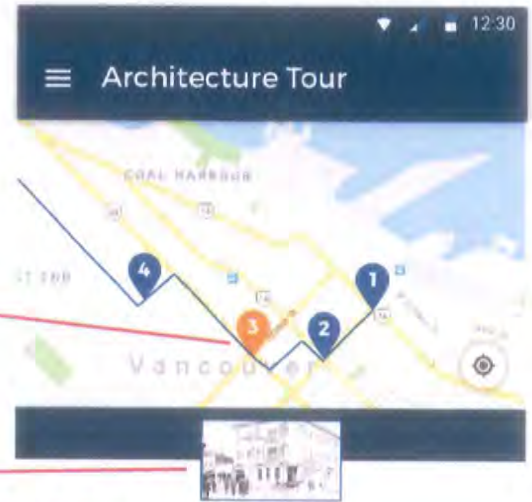
A list of tour stops at the bottom that expands/collapses in the same manner as items in the nearby list, allowing users to scroll through all the photo stops.

TOUR STOP

Each stop on a tour includes a full write-up tied to each photo, as well as easy-to-use navigation tools.

Current tour stop is highlighted on the map.

Image/map toggle.



Numbered tour stop in title, with year of historic photo just below.

3. The Byrnes Block
1907

Photo caption that doubles as an introduction to narrative.

Almost immediately after the fire the city became gripped with railway fever as the Canadian Pacific Railway drew near. The city's merchants sought to lure new customers with new and exciting buildings designed in a whole range of architectural styles. By far the most popular was the Renaissance-derived Italianate style seen here in the Byrnes Block. It's the building on the left.

Full stop write-up in a greyer and smaller font.

The frantic real estate speculation that happened in every Western Canadian town touched by the CPR was especially pronounced in Vancouver, which beat out Port Moody for the honour of being the railway's western terminus. Hoping to capitalize on the expected waves of immigrants and tourists, businesses competed with each other in commissioning ever most luxurious and beautiful buildings.

One of the very first was the Byrnes Block, built on top of the smouldering ashes of Deighton House, the successor to Gassy Jack's old tavern. Fittingly located at the symbolic heart of Vancouver, this building set a new standard for the city's merchants to aspire to. Housing the Alhambra Hotel, it was designed in the Italianate style, the British Victorian take on Italian villas from the 1500s. There are a number of noticeable Italianate features like the flat roof, the tall, narrow windows with ornamental mouldings at the top and a projecting strip along the top of the building called a cornice that was held up by decorative brackets. This style became hugely popular in Vancouver in the 1880s and you'll notice many Italianate buildings when you're walking around Gastown.²

The beautiful exterior was matched by an opulent interior that itself set a new standard in luxury accommodation. No longer would Vancouver be a place where people who died in bars be left to rot on the floor!

Footnotes.

1. Smith
2. Cruikshank

Photo Credits.

Photo Credits:
Vancouver Archives AM1663- CVA 300-103
On This Spot Enterprises

Floating Action Camera Button.



Store and Comment buttons.



Bottom bar overflow menu to navigate between different tour stops.

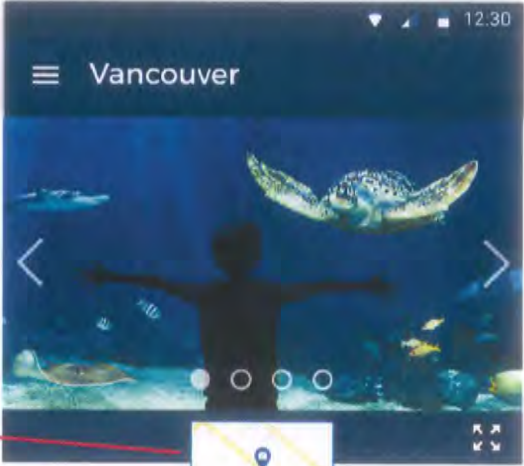
- Introduction
- 1. St. James Church
- 2. Oppenheimer Building
- 3. Byrnes Block
- 4. The Last Best West
- 5. Dunn-Miller Block
- 3. Byrnes Block


Next and last stop tour navigation buttons.




BUSINESS SUBSCRIBER PAGE

Every business subscriber will have a page of this style accessible through the nearby list and the relevant list on the city home page (attraction, food & drink, or hotel). The content included here would be submitted by the business.

Image carousel. 

Image/map toggle. 



Business name and type. **Vancouver Aquarium**
 **Tourist Attraction**

Brief introduction. The Vancouver Aquarium is a public aquarium located in Stanley Park in Vancouver, British Columbia, Canada. In addition to being a major tourist attraction for Vancouver, the aquarium is a centre for marine research, conservation and marine animal rehabilitation.

Business hours. M-F: 9am - 5pm
Sat. - Sun.: 11am - 5pm

Further information. The Vancouver Aquarium was one of the first facilities to incorporate professional naturalists into the galleries to interpret animal behaviours. Prior to this, at the London Zoo Fish House, naturalists James S. Bowerbank, Ray Lankester, David W. Mitchell and Philip H. Gosse (the creator of the word aquarium) had regularly held "open house" events, but the Vancouver Aquarium was the first to employ educational naturalists on a full-time basis. Aquarium research projects extend worldwide, and include marine mammal rescue and rehabilitation.

In October 2009 the Vancouver Aquarium was designated as a

 **COMMENT**  **SHARE**

Walking Tours

1. Nanaimo's Waterfront

Take a stroll along Nanaimo's harbour walkway, discovering how the stretch of waterfront has shaped the city's history and provided livelihoods for the people who have called this place home.

Begin by learning about the Snuneymúxw, the First Nations people who have lived and fished here for thousands of years. Then see how the arrival of European settlers brought thriving coal mining, fishing, and forestry industries to this harbour.



Sketch of a Snuneymúxw village, 1840s.

2. Pioneer Life in Nanaimo

Walk down Nanaimo's historic Commercial Street and Victoria Crescent and peel back the years to see what Nanaimo once looked like and how Nanaimoites once lived. This tour spans the 1850s to the 1920s.



Two women cross Commercial Street, 1920s and today.



5. Newcastle Island

Newcastle Island is a Marine Provincial Park located just a short water taxi from downtown Nanaimo. Called Saysut-shun by the Snuneymúxw, it has long held special significance in their ancient culture. Since the arrival of Europeans Newcastle Island has been home to coal and sandstone mines, fisheries, and a resort. This Newcastle Island tour is the perfect accompaniment for a day trip to the island.



Newcastle Island, 1930s and today.

3. Robert Dunsmuir

Robert Dunsmuir arrived in Nanaimo as a lowly coal miner with his remarkable wife Joan in 1852. Through hard work and shrewd business sense, Robert built a coal empire starting in Nanaimo.

Soon he was the richest man in the province and perhaps the most successful and admired businessperson in British Columbia's history. Yet his success came at a cost: He is sometimes best remembered for his ruthless suppression of unions and vindictive treatment of his workers. On this tour you can learn about Robert's life and how he shaped Nanaimo.



Robert Dunsmuir.

4. Nanaimo in the Fifties

See what happened in the pivotal years after World War II - when Nanaimo underwent an explosive economic boom that profoundly shaped the city we know today. It was an exciting time, marked by new industries, buildings and people that reshaped Nanaimo from a hardscrabble mining town to a major Vancouver Island hub of culture, business and shopping.



The Hub Cafe, 1950s and today.

6. Departure Bay

This tour covers the fascinating history of Departure Bay, the broad sweep of coast north of Nanaimo known as Sil'ilup to the Snuneymúxw people. It starts at the BC Ferries terminal and involves a walk north along the beach of rock and sand - so we recommend appropriate footwear. It ends with a small hike up Sugar Mountain where you can have a magnificent view of the whole harbour and see the coal terminals that once existed here.

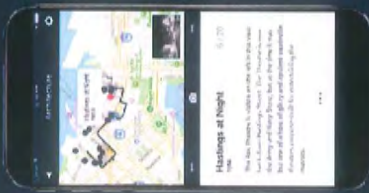


Departure Bay coal piers, 1890s and today.

Developed with the support of



A New Way to Experience
Nanaimo's History



Six self-guided walking
tours to discover the history
that surrounds you.

400 fascinating then and now
photos so you can precisely com-
pare Nanaimo's past to its present.



Create your own then and now
photo mash-ups with your smart-
phone camera.



Download at
www.OnThisSpot.ca



If you enjoyed the Nanaimo content
check out the On This Spot coverage in

Vancouver • Victoria • Strathmore

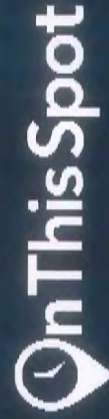
And more being added all the time!



www.OnThisSpot.ca

FREE

Historic Walking Tour App NANAIMO



Download the Free App

