

# TOWN OF LADYSMITH

## GOVERNMENT SERVICES COMMITTEE

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

Monday, January 18, 2010 at 5:30 p.m.

Council Chambers, City Hall

### AGENDA

	<u>Pages</u>
Chairperson: Councillor D. Paterson	
1. CALL TO ORDER	
2. AGENDA APPROVAL	
3. MINUTES	
• December 21, 2009	<b>1 - 2</b>
4. DELEGATION	
4.1 <u>Hayes Stewart Little &amp; Co. – Dan Little and Cara Light</u> Re: December 31, 2009 Planning Report	<b>3 - 17</b>
4.2 <u>Ken Bosma, Town of Ladysmith Representative, Nanaimo Airport Commission</u> Re: Update on Nanaimo Airport	
5. CITY MANAGER'S REPORT	<b>18 - 21</b>
6. DIRECTOR'S / MANAGER'S FOURTH QUARTER REPORTS 2009	
Director of Parks, Recreation and Culture	<b>22</b>
Director of Corporate Services	<b>23 - 24</b>
Director of Public Works	<b>25 - 26</b>
Director of Development Services	<b>27 - 29</b>
7. STAFF REPORTS	
None	
8. MEMBER SUBMISSIONS	
None	
9. CORRESPONDENCE	
9.1 <u>M. Mebs, Local Area Manager, Canada Post</u> Re: Litter in Front of Ladysmith Post Office	<b>30</b>
10. NEW BUSINESS	
11. UNFINISHED BUSINESS	
ADJOURNMENT	





# Town of Ladysmith

## GOVERNMENT SERVICES COMMITTEE

Minutes of a meeting of the Government Services Committee held in Council Chambers at City Hall  
on Monday, December 21, 2009 at 5:30 p.m.

### **COUNCIL MEMBERS PRESENT:**

Duck Paterson (Chair)	Steve Arnett
Scott Bastian	Jillian Dashwood
Lori Evans	Mayor Rob Hutchins
Bruce Whittington	

### **STAFF PRESENT:**

Ruth Malli	Sandy Bowden
Felicity Adams	Joe Friesenhan
Joanna Winter	Rebecca Kalina

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Councillor Paterson called the meeting to order at 5:30 p.m.

### **AGENDA APPROVAL**

2009-135

It was moved, seconded and carried that the agenda for the Government Services Committee meeting of Monday, December 21, 2009 be approved as circulated.

### **MINUTES**

2009-136

It was moved, seconded and carried that the minutes of the Government Services Committee meeting of November 16 and 30, 2009 be approved as circulated.

### **DELEGATIONS**

BIKE PLAN UPDATE - HB LANARC

Keltie Craig of HB Lanarc presented highlights of the Ladysmith Bike Plan final report which included goals and implementation of the plan. Councillor Paterson thanked Ms. Craig for the presentation of the Bike Plan.

### **REPORTS**

LADYSMITH BICYCLE PLAN - FINAL REPORT

2009-137

It was moved, seconded and carried that it be recommended to Council that the Ladysmith Bicycle Plan be accepted in principle;

AND THAT the implementation and the recommended Bicycle Network and Official Community Plan bicycle-supportive policies be referred to the 2010 Strategic Planning process.

WATER QUALITY MONITORING PROGRAM

2009-138

It was moved, seconded and carried that it be recommended to Council that the Water Quality Monitoring Report prepared by Koers & Associates Engineering Ltd. be received.

ENVIRONMENTAL IMPACT STUDY - STAGE 1

2009-139

It was moved, seconded and carried that it be recommended to Council that the Environmental Impact Study - Stage 1, prepared by Dayton and Knight be received.

BUILDING PERMIT FEES

2009-140

It was moved, seconded and carried that it be recommended to Council to amend Bylaw No. 1629 to establish new construction values of \$100 per square foot for the main floor and \$50 per square foot for any additional floor of a residential building.

2009-141

It was moved, seconded and carried that it be recommended to Council that staff be requested to review the fees for garages, sundecks, plumbing etc. and make recommendations to the Committee if the fees need to be changed.

#### TANGIBLE CAPITAL ASSETS POLICY

2009-142

It was moved, seconded and carried that it be recommended to Council that the Ladysmith Tangible Capital Asset Policy be approved as submitted.

#### TOWN OF LADYSMITH COMMUNICATIONS POLICY

2009-143

It was moved, seconded and carried that it be recommended to Council that the Communications Policy, as amended, to guide all communications from and within the Town of Ladysmith be adopted.

### CORRESPONDENCE

#### DAVIS ROAD SCHOOL - DAVIS ROAD TRAFFIC CONCERNS

2009-144

It was moved, seconded and carried that it be recommended to Council that the letter from Karen Fediuk, PAC Chair, Ecole Davis Road, dated November 27, 2009 be received and referred to staff for consultation with the RCMP, and that staff specifically request the RCMP to conduct a week long evaluation of Davis Road near Davis Road School in conjunction with 'speed watch' in January 2010, and further that staff be directed to provide a recommendation at a future Government Services Committee meeting to resolve the traffic safety issues identified by the letter writer.

#### GAMESTOWN 2010

2009-145

It was moved, seconded and carried that it be recommended to Council that the correspondence from the Honourable Mary McNeil, Minister of State for the Olympics and ActNow BC regarding the Town of Ladysmith as an Early Bird Draw Winner in the GamesTown 2010 draw be received.

#### REQUEST FOR LETTER OF SUPPORT

2009-146

It was moved, seconded and carried that it be recommended to Council that the correspondence from G. Bezeau regarding a letter of support be received and that Council provide a letter expressing its support in principle for the proposed pub subject to the outcome of the public consultation process as required by the Liquor Control and Licensing Branch and confirmation of the details such as hours of operation etc. of the liquor primary license application.

### ADJOURNMENT

2009-147

It was moved, seconded and carried that the meeting be adjourned at 6:39 p.m.

**TOWN OF LADYSMITH**

**DECEMBER 31, 2009**

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**HAYES STEWART LITTLE & CO.**

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**PLANNING REPORT TO THE  
FINANCE COMMITTEE**

# THE TOWN OF LADYSMITH

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We have prepared this report to assist the Finance Committee in reviewing the planning for the audit of the December 31, 2009 consolidated financial statements of the Town of Ladysmith (“the Town”). The audit process includes many tests of transactions and balances; therefore, this report may not necessarily identify all matters that could be of interest to the Committee. This report has been prepared solely for the use of management and the Finance Committee in discharging its responsibilities and should not be used for any other purposes.

# **I. Responsibilities of Management, Council and External Auditors**

## **Management Responsibilities**

Management responsibilities as they relate to financial reporting are as follows:

- \* Preparation of consolidated financial statements;
- \* Designing and maintaining accounting systems and records;
- \* Ensuring accurate and complete recording of transactions;
- \* Selecting and applying proper accounting policies;
- \* Ensuring the safeguarding of assets;
- \* Implementing and ensuring the continued operation of internal controls designed to minimize the risk of fraud and error occurring and maximize the chance of detection if they do occur; and,
- \* Establishing procedures to ensure compliance with Canadian general accepted accounting principles as recommended by the Public Sector Accounting Board (PSAB).

## **Finance Committee Members' Responsibilities**

The finance committee's role is to act in an objective, independent capacity as a liaison between the auditors, management and Council, to ensure the auditors have a facility to consider and discuss governance and audit issues with parties not directly responsible for operations.

The finance committee's responsibilities include:

- \* Being available to assist and provide direction in the audit planning process when and where appropriate;
- \* Meeting with the auditors as necessary and prior to release and approval of consolidated financial statements to review audit, disclosure and compliance issues;
- \* Where necessary, reviewing matters raised by the auditors with appropriate levels of management, and reporting back to the auditors their findings;
- \* Making known to the auditors any issues of disclosure, governance, fraud or illegal acts, non-compliance with laws or regulatory requirements that are known to them, where such matters may impact the consolidated financial statements or auditor's report;

## **I. Responsibilities of Management, Council and External Auditors (Cont.)**

- \* Providing guidance and direction to the auditors on any additional work they feel should be undertaken in response to issues raised or concerns expressed;
- \* Making such enquiries as appropriate into the findings of the auditors with respect to governance, management conduct, cooperation, information flow and systems of internal controls; and
- \* Reviewing the draft consolidated financial statements prepared by management, including the presentation, disclosures and supporting notes and schedules, for accuracy, completeness and appropriateness, and approve same to be passed to directors for approval.

### **Our Responsibility as Auditors**

Our responsibility as auditors of your organization is to express an opinion on whether the consolidated financial statements present fairly, in all material respects, the financial position, results of operations and cash flows of the organization in accordance with Canadian generally accepted accounting principles.

An audit is performed to obtain reasonable but not absolute assurance as to whether the consolidated financial statements are free of material misstatement. Due to the inherent limitations of an audit, there is an unavoidable risk that some misstatements of the consolidated financial statements will not be detected (particularly intentional misstatements concealed through collusion), even though the audit is properly planned and performed.

## **II. The Audit**

### **Components**

Our audit includes:

- \* Assessing the risk that the consolidated financial statements may contain misstatements that, individually or in the aggregate, are material to the consolidated financial statements taken as a whole; and
- \* Examining, on a test basis, evidence supporting the amounts and disclosures in the consolidated financial statements.

As part of our audit, we will obtain a sufficient understanding of the business and the internal control structure of the Town of Ladysmith to plan the audit. This will include management's assessment of:

- \* The risk that the consolidated financial statements may be materially misstated as a result of fraud and error; and,
- \* The internal controls put in place by management to address such risks.

### **Audit Approach**

Outlined below are certain aspects of our audit approach which are intended to help you in discharging your oversight responsibilities. Our general approach to the audit of the Town of Ladysmith is to assess the risks of material misstatement in the consolidated financial statements and then respond by designing audit procedures.

- Our general approach to the audit of the Town of Ladysmith incorporates substantive testing of account balances as follows:
  - A review and enhanced documentation of the accounting process
  - Determination of materiality
  - General risk assessment and understanding of management control environment
  - An assessment of any unadjusted differences of the prior year in order to determine the extent of material misstatements in the current year financial statements
  - Development of an audit plan
  - Performance of audit plan, including:
    - substantive in the areas of:
      - \* cash receipt/revenue
      - \* cash payment/expenditure systems
      - \* payroll

## II. The Audit (Cont.)

This includes the testing of individual transactions, confirmations of revenue to external sources, reasonableness testing and analytical comparisons to prior years and budgeted amounts.

- Substantive testing of the following major areas:
  - \* Cash - confirmation of balances and review of reconciliations.
  - \* Temporary investments - confirmation of balances and review of reconciliations.
  - \* Accounts receivable - analytical comparison to prior year, substantive tests of non-recurring items.
  - \* Inventory – attendance at inventory count, testing of quantity counted and pricing used in valuation.
  - \* Investments/Reserves – confirmation/verification of balances, review of reconciliation to general ledger.
  - \* Capital assets - vouching of significant additions and disposals.
  - \* Accounts payable - analytical comparison to prior year, review of reconciliation to general ledger, and review of subsequent payments and cutoff procedures.
  - \* Long Term Debt - confirmation/verification of balance.
- Completion of concluding procedures, including:
  - \* Reviewing subsequent events;
  - \* Obtaining management representations; and
  - \* Issuing of our report on the consolidated financial statements and a letter to management regarding internal controls and other matters as a result of our audit.

### Materiality

Materiality is the term used to describe the significance of financial statement information to decision makers. An item of information, or an aggregate of items, is material if it is probable that its omission or misstatement would influence or change a decision. Materiality is a matter of professional judgment in the particular circumstances.

Materiality in an audit is used to:

- Guide planning decisions on the nature and extent of our audit procedures;
- Assess the sufficiency of the audit evidence gathered; and
- Evaluate any misstatements found during our audit.

We plan to use a materiality of \$95,000. The materiality for last year's audit was \$95,000.

## II. The Audit (Cont.)

### Audit Risk

Audit risk is defined as “the risk that the auditor will fail to express a reservation in his or her opinion on financial statements that are materially misstated.” Audit risk includes the following components:

- (a) inherent risk, which is the risk of a material misstatement occurring in the first place;
- (b) control risk, which is the risk that the system of internal control will not prevent or detect a material misstatement; and
- (c) detection risk, which is the risk that a material misstatement that has not been corrected by the system of internal control will not be detected by us.

Inherent risk and control risk differ from detection risk in that they exist independently of the audit and are functions of an entity and its economic and control environments, regardless of whether an audit is conducted. Detection risk relates to the nature, extent and timing of our audit procedures. We will assess inherent and control risks to enable us to design sufficient substantive procedures to reduce detection risk to a level that, in our judgment, results in an appropriate level of audit risk. Detection risk will always be present even if we examine an account balance or a group transaction one hundred percent because of the inherent limitations of auditing procedures, and the fact that all relevant information may not be made available to us.

### The Business Environment

The business environment currently places high emphasis on the significance of financial reporting and governance in an organization. In addition, greater importance is placed on internal controls and related checks and balances within organizations. There is an expectation of both the auditors and Council to challenge the financial information presented by management.

## **III. Audit Approach**

### **Significant Audit Areas**

During the planning process, we identify significant cycles which contain critical assertions. Significant cycles are those which involve an ongoing process that records a large number of transactions. The critical assertions within each significant cycle are defined as those likely to have the most risk of a material misstatement. Designating a cycle's assertion as critical does not necessarily mean that problems are anticipated, and areas may be so identified even though no major problems are expected.

In addition to significant cycles, our audit also focuses on documenting, assessing and testing controls over governance and over the financial reporting processes in the organization. As a result, we will perform audit work in these areas. We have identified the following significant cycles at the Town of Ladysmith:

- Taxes
- Fees and charges
- FJCC revenues
- Subdivision and development fees
- Purchases
- Payroll

### **Preliminary Assessment of Internal Control**

Our preliminary assessment of internal control, the planned extent of audit work related to internal control, and our risk assessments determine the nature, extent and timing of our procedures. Our interim work includes a review of the internal control environment at the top governance level, information technology level, and in greater detail at each critical assertion level and financial reporting process, in order to confirm our risk assessments.

### **Risk-based Approach**

Our risk-based approach focuses on obtaining sufficient appropriate audit evidence to reduce the risk of material misstatement in the consolidated financial statements to an appropriately low level. This means that we focus our audit work on higher risk areas that have a higher risk of being materially misstated.

### **III. Audit Approach (Cont.)**

#### **Audit Procedures**

In responding to our risk assessment, we will use tests of details and substantive analytical procedures. The objective of the tests of details is to detect material misstatements in the account balances and transaction streams. Substantive analytical procedures are used to identify differences between recorded amounts and predictable expectations in larger volumes of transactions over time.

Our approach to the audit will be determined based on our risk assessment and assessment of the organization's internal controls. Provided that there are sufficient controls, and it is efficient for us to rely on those internal controls, we will use a combination of tests of controls, tests of details and substantive analytical procedures. The objective of the tests of controls is to evaluate whether certain controls operated efficiently. The objective of the tests of details is to detect material misstatements in the account balances and transaction streams. Substantive analytical procedures are used to identify differences between recorded amounts and predictable expectations in larger volumes of transactions over time.

#### **Illegal Acts, Fraud, Intentional Misstatements and Errors**

Our auditing procedures, including tests of your accounting records, are limited to those considered necessary in the circumstances and would not necessarily disclose all illegal acts, fraud, intentional misstatements or errors should any exist. We will conduct the audit under Canadian generally accepted auditing standards (GAAS), which include procedures to consider (based on the control environment, governance structure and circumstances encountered during the audit), the potential likelihood of fraud and illegal acts occurring.

These procedures are not designed to test for fraudulent or illegal acts, nor would they necessarily detect such acts or recognize them as such, even if the effect of their consequences on the financial statements is material. However, should we become aware that an illegal or possible illegal act or an act of fraud may have occurred, other than one considered clearly inconsequential, we will communicate this information directly to the audit committee.

It is management's responsibility to detect and prevent illegal actions. If such acts are discovered or audit committee members become aware of circumstances under which the Town may have been involved in fraudulent, illegal or regulatory non-compliance situations, such circumstances must be disclosed to us.

### **III. Audit Approach (Cont.)**

#### **DL 2016 Holding Corporation (DL2016)**

During the year, DL2016 Holding Corporation, a wholly owned subsidiary of the Town of Ladysmith was incorporated. Our audit procedures will include reviewing the agreements, resolutions, and leases between the Town, DL2016 and the Ladysmith Maritime Society to assess the financial statement disclosure needed in the December 31, 2009 financial statements of the Town.

## IV. Timing and Team

### Key Dates and Deadlines

November 16, 2009	Commencement of interim field work
Within seven days of December 31, 2009	Inventory count procedures to be performed
TBA	Commencement of year end visit
At least seven days prior to Finance Committee meeting	Preliminary audit clearance to be provided on the draft consolidated financial statement
Expected to be mid to late April 2010 or early May 2010	Finance Committee meeting
Expected to be mid to late April 2010 or early May 2010	Council meeting

### Client Service Team

Audit Partner	Dan Little, CA
Audit Manager	Cara Light, CA
Engagement Senior	Jamie Goodman
Engagement Staff	Owen Madrick Nira Hopewell

## V. Assumptions, and Assistance

### Assumptions

Our audit work effort is based on assumptions regarding the operations of the organization (internal factors), the environment in which the organization operates (external factors). In addition, our time and related fee estimates are dependent upon management's ability to maintain a strong system of internal standards throughout the year, and upon the timely, complete, and accurate preparation of audit assistance working papers and documentation. In the event that we encounter difficulties, we will advise management of the change in our work effort and timing prior to proceeding in these areas.

### Management Assistance

As in prior years' audits, we will provide management with a list of schedules and information needed to facilitate our audit work for both the interim and year end visits. In the event that the documentation requested in the Client Assistance Package is provided to us on an incomplete basis, requires revisions due to the discovery of errors or any other reason, or is received later than the agreed dates as established at our audit planning meetings, additional fees at our standard hourly rates may be charged if the errors or delays result in additional time to be incurred by our firm to complete the audit on a timely basis. Any significant delays may affect our ability to meet completion target dates and we may need to reschedule our field work and attendance to fit the work into our audit schedule as resources become available.

### Acknowledgement

This communication is prepared solely for the information of the finance committee and is not intended for any other purpose. We accept no responsibility to a third party who uses this communication.

To ensure there is a clear understanding and record of the matters discussed, we ask that members of the finance committee sign their acknowledgement in the spaces provided below. Should any member of the finance committee wish to discuss or review any matter addressed in this letter or any other matters related to financial reporting, please do not hesitate to contact us at any time.

Acknowledgement of Finance Committee:

We have read and reviewed the above disclosures and understand and agree with the comments therein:

Per: \_\_\_\_\_ Title: \_\_\_\_\_ Date: \_\_\_\_\_

## **VI. Independence Statement**

We have been engaged to audit the financial statements of the Town of Ladysmith for the year ending December 31, 2009.

Canadian generally accepted auditing standards (GAAS) require that we communicate at least annually with you regarding all relationships between the Town and us that, in our professional judgement, may reasonably be thought to bear on our independence.

In determining which relationships to report, these standards require us to consider relevant rules and related interpretations prescribed by the appropriate provincial institute / order and applicable legislation, covering such matters as:

- (a) Holding a financial interest, either directly or indirectly, in a client;
- (b) Holding a position, either directly or indirectly, that gives the right or responsibility to exert significant influence over the financial or accounting policies of a client;
- (c) Personal or business relationships of immediate family, close relatives, partners or retired partners, either directly or indirectly, with a client;
- (d) Economic dependence on a client; and
- (e) Provision of services in addition to the audit engagement.

We have prepared the following comments to facilitate our discussion with you regarding independence matters.

We are not aware of any relationships between the Town and us that, in our professional judgement, may reasonably be thought to bear on our independence that have occurred from January 1, 2009 to November 16, 2009.

The total fees charged to the Town for audit services pertaining to the Town of Ladysmith December 31, 2008 financial statements were \$31,000. In addition, we charged fees of \$9,675 for financial consulting services. These fees were billed during the period from August 16, 2008 to October 19, 2009.

GAAS requires that we confirm our independence to management. However, since the Rules of Professional Conduct of the Institute of Chartered Accountants of British Columbia deal with the concept of independence in terms of objectivity, our confirmation is to be made in that context. Accordingly, we hereby confirm that we are objective with respect to the Town within the meaning of the Rules of Professional Conduct of the Institute of Chartered Accountants of British Columbia as of November 16, 2009

This report is intended solely for the use of the council, management, and others within the Town and should not be used for any other purposes.

## VII. Significant Changes in Public Sector Accounting Handbook - 2009

Effective Date	Section Number	PUBLIC SECTOR ACCOUNTING HANDBOOK - MAJOR CHANGES 2009	
		Summary of New Sections	Highlights of Significant Changes
2009-01-01	S. 3150	<b>Tangible Capital Assets</b> This revised Section establishes standards for reporting of capital assets.	<b>Significant Changes</b> The main feature of the revised Section is a requirement for a government to report all of its tangible capital assets such as roads, buildings and bridges at cost (no netting of grants).
2009-01-01	S. 1000,1100,1200	<b>Financial Statements</b>	<b>Significant Changes</b> The update to the Handbook requires the adoption of the full accrual basis of accounting for local governments, resulting in revisions to these sections.
2009-04-01	S. 1300	<b>Government Reporting Entity</b>	<b>Significant Changes</b> The transitional provisions have been extended by one year.
2011-01-01		<b>Accounting Framework</b>	<b>Significant Changes</b> Requires the transition of Canadian GAAP for publicly accountable entities to International Financial Reporting Standards (IFRS). An invitation for feedback on the future of financial reporting by government organizations has been issued.

In addition to the above changes to the Public Sector Handbook, the following 'statements of recommended practice' ("SORP") and 'statement of principles' ("SOP's") have been issued or amended. SORP's are not part of GAAP; they are not prescriptive, but offer general guidance to encourage and assist public sector entities in effectively reporting relevant information that is useful in evaluating the entity's financial condition at the financial statement date. Compliance with SORP's is not mandatory but encouraged. SOP's propose key principles and definitions that the Public Sector Accounting Board expects to include in a future exposure draft.

- Government Transfers, which establishes standards regarding when a government should recognize the revenue/expense of a transfer
- SORP 3, Assessment of Tangible Capital Assets, the objective of which is to provide guidance to governments that choose to prepare and present a report on the physical condition of their tangible capital assets, including those that are leased
- Tax Revenues, a new (proposed) section that aims to provide guidance in the accounting and reporting of government revenues, specifically various types of taxes
- Financial Instruments, an exposure draft that addresses the recognition, measurement and related disclosures for derivative and non-derivative financial instruments
- Liability for Remediation and Mitigation of Contaminated Sites, an SOP that proposes to expose the subject noted above as new CICA PSAB HB material
- SORP 4, Indicators of Financial Condition, that provides guidance to governments that choose to report supplementary information on financial condition
- Entity Level Financial Statements, which proposes principles dealing with financial statement items that are unique to the entity level.
- Financial Reporting by Certain Government Organizations, and exposure draft the main features of which are to determine which financial statement presentation to follow; either PSAB or IFRS.

## VIII. Significant Changes in CICA Handbook - 2009

Effective Date	Section Number	CICA HANDBOOK - MAJOR ACCOUNTING (GAAP) CHANGES 2008 Detailed Summary of New Sections	Highlights of Significant Changes
2008-08-01	S. 1535	<b>Capital Disclosures</b> This new Section establishes standards for disclosing information about an entity's capital and how it is managed.	<b>Significant Changes</b> An entity will now be required to disclose information about its objectives, policies and processes for managing capital, as well as its compliance with any externally imposed capital requirements.
2008-01-31	S.3031	<b>Inventories</b> This new Section, which replaces the former Inventories, Section 3030, establishes standards for the measurement and disclosure of inventories.	<b>Significant Changes</b> The main features of the new Section are: <ul style="list-style-type: none"> <li>• Measurement of inventories at the lower of cost and net realizable value, with guidance on the determination of cost, including allocation of overheads and other costs to inventory.</li> <li>• Cost of inventories of items that are not ordinarily interchangeable, and goods or services produced and segregated for specific projects, assigned by using a specific identification of their individual costs.</li> <li>• Consistent use (by type of inventory with similar nature and use) of either first-in, first-out (FIFO) or weighted average cost formula to measure the cost of other inventories.</li> <li>• Reversal of previous write-downs to net realizable value when there is a subsequent increase in the value of inventories.</li> <li>• Specific guidance for certain inventories held by not-for-profit organizations.</li> </ul>

In addition to the above changes to the CICA Handbook, the following 'emerging issues' ("EIC's") have been issued or amended. EIC's are part of GAAP. Please note that we have mentioned only those EIC's that we feel impact the District.

- There were no new EIC's that we feel impact the Town.

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## Status of Top 5 Departmental Strategic Priorities

*December, 2009*

*Department: City Manager*

Strategic Priority	Work to Date	Current Status	Benchmarks (include dates)	Anticipated Date of Completion
<p>1. New Civic Space</p>	<p>-High St Project Team established: Ladysmith Resources Centre Association, Boys &amp; Girls Club, Ladysmith Seniors Centre Society (terms of reference, communication plan etc)                      -Approval to move funding for Spirit Square to High St.                      -Secured funding from CAF of \$2.75m                      -Architect hired, RFP's developed and issued for major components of work to renovate, build                      -Legal agreements drafted for leases                      -Tight project timelines: funding and rigorously detailed priorities in process of being established</p>	<p>-Meetings held for project team for all project management aspects                      -Building and site design process commenced (rezoning, public consultation, site planning)                      -Plan for moving of Seniors, demolition of interior of existing building developed and implementation in Jan 10                      - Construction Manager engaged to oversee renovations of existing building                      - Project Manager engaged to set and implement renovation and construction schedule, to ensure tight timelines are met and funds expended as required by funders</p>	<p>-Establish Project Team (Jan 09-completed)                      -CAF Funding secured (Sept 14.09-completed)                      -Hire Architect (Sept 09-completed)                      -Complete public consultation (Nov 09-with stakeholder audiences in facilities, for Spirit Square-early 10)                      -Develop detailed drawings (early 2010)                      -Commence re-construction of existing building (Jan 10)                      -Commence construction of new building (Mar 10)                      -Commence Spirit Square (Jan 10)                      -Completion of all, Mar 11</p>	<p>Project is a 'fast-track project' with very tight timelines.                      Major components of project will be completed by March 2011 to meet funding requirements</p>

## Status of Top 5 Departmental Strategic Priorities

*December, 2009*

*Department: City Manager*

Strategic Priority	Work to Date	Current Status	Benchmarks (include dates)	Anticipated Date of Completion
2. Community Marina	<ul style="list-style-type: none"> <li>-Established DL 2016 Holdings Corporation (including board of directors, auditor, shares, bank, insurance etc)</li> <li>-Completed License, Sub-lease and Management and Operating agreements with DL 2016 and Ladysmith Maritime Society (LMS)</li> <li>-Assisted LMS with funding grant applications (ICE'T and West Coast Community Adjustment Program)</li> </ul>	<ul style="list-style-type: none"> <li>-Inspector of Municipalities approval pending</li> <li>-DL 2016 borrowing pending (after Inspector of Municipalities approval)</li> <li>-Funding announcements pending for LMS</li> </ul>	<ul style="list-style-type: none"> <li>-Agreements completed and signed (Aug 09)</li> <li>-Inspector of Municipalities approval (original target Oct 09-- pending)</li> <li>-Borrowing approval (Dec 09--delayed pending funding announcements from LMS)</li> </ul>	<ul style="list-style-type: none"> <li>-Establishment of DL 2016 is on-going</li> <li>-Borrowing to be completed as LMS requires funding (first phase-Dec 09--delayed re: funding announcements for LMS)</li> </ul>
3. Implementation of Vision Document	<ul style="list-style-type: none"> <li>-Attended sessions with Whistler Centre for Sustainability to seek assistance with implementation</li> <li>-Received National Planning Award for</li> </ul>	<ul style="list-style-type: none"> <li>-Integration at all levels in the organization, including DCC review, bylaw review, staff green team, bicycle study, walking study, solar power at city hall etc.</li> <li>-Establish formal agreement</li> </ul>	<ul style="list-style-type: none"> <li>-Meet with Whistler Centre for Sustainability (July 09-completed)</li> <li>-Establish formal agreement (Dec 09--delayed until spring)</li> <li>-Bylaw reviews (on-going,</li> </ul>	<ul style="list-style-type: none"> <li>-Integration of contents of visioning document will continue for near future</li> <li>-Formal</li> </ul>

## Status of Top 5 Departmental Strategic Priorities

*December, 2009*

*Department: City Manager*

Strategic Priority	Work to Date	Current Status	Benchmarks (include dates)	Anticipated Date of Completion
	<p>Visioning Process and Visioning Document</p> <p>-Held discussions with Committees and Commissions on supporting role in implementation</p>	<p>with Whistler Centre for Sustainability</p> <p>-Integrate learning with other municipalities in region (co-ordinate efforts, best practices, share in training)</p>	<p>commenced in Aug 09, intern funding secured, will provide resource for this work starting in April 10)</p>	<p>implementation plan to be established completion by April 2010 (will be delayed unless additional resources allocated, intern could assist in April)</p>
<p>4. Waterfront Development-Geotech &amp; Environmental Assessment; Archaeological Study</p>	<p>-Clean up of DL 651</p> <p>-Negotiated agreement and partnership with Province of B.C. and Stz'uminus First Nation</p> <p>-Awarded contract to Golder &amp; Associates</p> <p>-Received funding from Federal Government (Green Municipal Fund)</p> <p>-Received funding from Provincial Government</p>	<p>-Archaeological Study completed</p> <p>-Golder &amp; Associates study underway and on schedule</p> <p>-Mayor and City Manager made presentation at Brownfields Conference, Oct 28.09-completed</p> <p>-Agreements for funding GMF-approved by Council; Brownfield to Council Nov 09-completed</p>	<p>-Complete applications and secure funding (Oct 09-completed)</p> <p>-Archaeological Study (Nov 09-completed)</p> <p>-Complete Golder Report (Mar 2010-on schedule)</p>	<p>March 2010</p>

## Status of Top 5 Departmental Strategic Priorities

*December, 2009*

*Department: City Manager*

Strategic Priority	Work to Date	Current Status	Benchmarks (include dates)	Anticipated Date of Completion
	(Brownfield Renewal Funding Program) -RFP and award of Archaeological Study			
5. Confirm Vision, Mission, Values with Council	-Strategic planning meetings with Council, confirmed revised vision, mission, values -Draft document presented & circulated to all staff and committees, commissions for comment and feedback	-Feedback and comments from staff, committees and commissions received - Formally adopted by Council November 09 – completed)	-Confirm vision, mission, values, with Council-prepare draft document (October 5-completed) -Circulate to Committees, commissions, staff (October 8-completed) -Feedback received (October 30-completed) -Integrate vision, mission, values into communications plan (Nov 09-completed)	-December 7 Council meeting-completed

## Status of Top 5 Departmental Strategic Priorities

December, 2009

*Department: Parks, Recreation & Culture*

Strategic Priority	Work to Date	Current Status	Benchmarks (include dates)	Anticipated Date of Completion
1. Sports Fields - Lot 108	subdivision, zoning and servicing are all in process; dealing with numerous encumbrances on title	working on appraisals; survey work being carried out; negotiating with stakeholders	finalize subdivision and removal of encumbrances April, 2010	2011
2. FJCC Heating & Lighting	new Dry-O-Tron (dehumidification / heat reclamation system) ordered; consultants working on seamless installation to minimize facility down time	equipment has arrived; installation to follow; investigating lighting upgrades	install equipment in January/February; replace outdated lighting by April, 2010	April, 2010
3. Holland Creek Trails	preparing report on areas requiring upgrades or improvements for budget deliberations	identifying areas; determining costs	carry out improvements in May – June 2010	June 2010
4. Environmental issues	working on Community Energy Plan and other outstanding issues	reviewing agreements and starting monitoring	Entertain proponents for MOU; Proceed with recommendations May, 2010	June 2010
5. School District Field Development & Joint Use	meeting to review outstanding issues	awaiting completion of the School District 68 Facilities Plan	meet in March for status reports	Ongoing

# Status of Top 5 Departmental Strategic Priorities

Department: Corporate Services

January, 2010

Strategic Priority	Work to Date	Current Status	Benchmarks (include dates)	Anticipated Date of Completion
1. Communications Strategy	<ul style="list-style-type: none"> <li>Research complete</li> <li>Document finalized</li> <li>Approved by Council on Dec.21/09</li> </ul>	<ul style="list-style-type: none"> <li>Implementation strategy under development</li> </ul>	<ul style="list-style-type: none"> <li>Implementation strategy to be presented to Senior Management Team - Feb./10</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of plan <b>Mar./10</b></li> </ul>
2. Town-Operated Trolley System	<ul style="list-style-type: none"> <li>Trolley transit system in full operation</li> <li>Transition of function to Public Works complete</li> <li>Corporate Services responsible for advertising and website</li> </ul>	<ul style="list-style-type: none"> <li>Acquisition of back up trolley from Nelson under way (inspection incomplete)</li> <li>Advertising policy under review</li> </ul>	<ul style="list-style-type: none"> <li>Trolley stop shelter to be delivered mid-Jan./10</li> <li>Advertising policy implementation by Mar./10</li> </ul>	<ul style="list-style-type: none"> <li>Management of service ongoing</li> </ul>
3. Small Craft Harbours Lease	<ul style="list-style-type: none"> <li>Construction of causeway within Small Craft Harbours lease area of DL 2016 underway</li> <li>Met with DFO to identify next steps</li> </ul>	<ul style="list-style-type: none"> <li>Proposal from DFO under review by staff</li> <li>Letter to LLMB requesting amendment to lease area drafted</li> </ul>	<ul style="list-style-type: none"> <li>Construction of causeway commenced Oct./09</li> <li>Anticipated confirmation of lease amendment by LLMB – Mar./10</li> <li>Prepare draft of letter of consent for access and interim construction – Feb./10</li> </ul>	<ul style="list-style-type: none"> <li>Completion of amendments to lease – <b>Mar./10</b></li> <li>Completion of causeway project – <b>2010</b></li> </ul>
4. Canada's Top 100 Employers & Service Provider	<ul style="list-style-type: none"> <li>Review of criteria and application form initiated</li> <li>Staff met with other applicants to review process</li> </ul>	<ul style="list-style-type: none"> <li>Reviewing current HR policies/practices</li> <li>Request submitted for application form for 2011</li> </ul>	<ul style="list-style-type: none"> <li>Develop list of proposed changes to HR policies/practices (include budget implications) – Mar./10</li> <li>Implement changes to HR policies/practices –</li> </ul>	<ul style="list-style-type: none"> <li><b>June/10</b></li> </ul>

## Status of Top 5 Departmental Strategic Priorities

*Department: Corporate Services*

*January, 2010*

Strategic Priority	Work to Date	Current Status	Benchmarks (include dates)	Anticipated Date of Completion
5. Bylaw Review Project	<ul style="list-style-type: none"> <li>• Staff met with other local governments to review electronic tracking programs</li> <li>• Data input initiated</li> <li>• Initial review of bylaw list underway</li> </ul>	<ul style="list-style-type: none"> <li>• Reviewing bylaws in detail including requests for revisions submitted to date</li> </ul>	<ul style="list-style-type: none"> <li>• Jun./10</li> <li>• Prepare application for 2011 – Jun./10</li> <li>• Complete meetings with senior managers – Mar./10</li> <li>• Complete outline of process (include schedule and budget implications) – Apr./10</li> <li>• Proceed with amendments – 2010</li> </ul>	<ul style="list-style-type: none"> <li>• <b>2010</b></li> </ul>

## Status of Top 5 Departmental Strategic Priorities

December, 2009

*Department: Public Works*

Strategic Priority	Work to Date	Current Status	Benchmarks (include dates)	Anticipated Date of Completion
<p>1. Wastewater Treatment</p>	<ul style="list-style-type: none"> <li>• Tender awarded to Rocky Point Metalcraft</li> <li>• Detail Design for Phase II underway</li> <li>• Grant application for Phase III submitted.</li> <li>• New agreement for shellfish monitoring requirements.</li> <li>• Environmental Impact Study required</li> </ul>	<ul style="list-style-type: none"> <li>• Construction approximately 70% completed.</li> <li>• Detail Design for phase II approximately 75% completed.</li> <li>• No grant received to date for Phase III.</li> <li>• Monitoring agreement between three governments signed.</li> <li>• Phase I of Environmental Impact Study completed.</li> </ul>	<ul style="list-style-type: none"> <li>• 50% grant for Phase I and the 2/3 grant for phase II expire March 31, 2010</li> </ul>	<ul style="list-style-type: none"> <li>• Phase I Construction to be completed by March, 2010</li> <li>• Phase II ready for tender in Fe 2010.</li> </ul>
<p>2. Waterline – Holland to Stocking Lake: UV Light Treatment</p>	<ul style="list-style-type: none"> <li>• Application for permit for Holland – Stocking pipeline submitted.</li> <li>• Application submitted for Infrastructure grant</li> <li>• Water Protection Plan</li> <li>• Water Quality Monitoring Program</li> </ul>	<ul style="list-style-type: none"> <li>• Both applications awaiting the referral process.</li> <li>• A new Conditional Water License was received in December</li> <li>• South End Chlorinator design underway.</li> </ul>	<ul style="list-style-type: none"> <li>• New Operating Permit received from VIHA requires Town to complete Pipeline from South end to Arbutus by June, 2010 and the Centralized Chlorination by December 2010.</li> </ul>	<ul style="list-style-type: none"> <li>• Water Protection Plan Completed</li> <li>• Water Quality Monitoring Program completed</li> </ul>

<p>3. Amphitheatre Bank Stabilization</p>	<ul style="list-style-type: none"> <li>• Geotechnical Engineer hired</li> <li>• Biologist hired</li> <li>• Contractor hired</li> <li>• Material arranged.</li> </ul>	<ul style="list-style-type: none"> <li>• Design completed</li> <li>• Approvals from Fisheries and Oceans have been received</li> <li>• All permits in place</li> <li>• Contractor waiting for low tide to complete work</li> </ul>	<ul style="list-style-type: none"> <li>• Window of opportunity open till the end of February.</li> </ul>	<ul style="list-style-type: none"> <li>• All work to be complete by end of February, 2010</li> </ul>
<p>4. Municipal Road Maintenance</p>	<ul style="list-style-type: none"> <li>• All operational programs to ensure safe road completed.</li> </ul>			
<p>5. Organic Waste Collection – Multi-family</p>	<ul style="list-style-type: none"> <li>• Meetings with contractor to determine method of collection</li> </ul>	<ul style="list-style-type: none"> <li>• Method of collection determined.</li> <li>• Costs for service determined</li> <li>• Meetings being set with Strata Councils to introduce program</li> </ul>	<ul style="list-style-type: none"> <li>• Meetings with all strata councils completed by spring 2010</li> </ul>	<ul style="list-style-type: none"> <li>• Program implemented by end of 2010</li> </ul>

## Status of Top 5 Departmental Strategic Priorities

January 2010

*Department: Development Services*

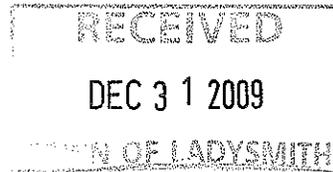
Strategic Priority	Work to Date	Current Status	Benchmarks (include dates)	Anticipated Date of Completion
<p>1. Holland Creek Area (HCA) Plan Review</p>	<ul style="list-style-type: none"> <li>• Community Visioning-HCA session</li> <li>• Consulting team discussions (HB Lanarc) &amp; draft proposal/TOR prepared</li> <li>• Two meetings held with developing interests/land owners, staff &amp; consultants to review TOR/funding</li> </ul>	<ul style="list-style-type: none"> <li>- Developing parties discussing conditions for participation in funding the plan review (land certainty/access certainty)</li> </ul>	<ul style="list-style-type: none"> <li>- Terms of reference concluded (TBD)</li> <li>- Funding agreement in place (TBD)</li> <li>- Consultant selected (TBD)</li> <li>- Planning process commenced (TBD)</li> </ul>	<p>December 2010 (One year process)</p>
<p>2. Affordable Housing/Manufactured Home Park</p>	<ul style="list-style-type: none"> <li>- Surplus land identified for MHP/residential development</li> <li>- Land use plan created</li> <li>- Neighbourhood meeting held</li> <li>- Zoning complete</li> <li>- Appraisal prepared</li> </ul>	<ul style="list-style-type: none"> <li>- Finalising lot configuration for revised layout</li> <li>- Finalising RFP process</li> </ul>	<ul style="list-style-type: none"> <li>- Agreement for sale of manufactured home park site (Jan 31)</li> <li>- Agreement for sale of multiple family site (TBD)</li> </ul>	<p>June 2010</p>

	<ul style="list-style-type: none"> <li>- Engineering costs determined</li> <li>- Select tender (RFP)</li> </ul>			
3. Tourism Plan - UBCM Phase 2 Activities	<ul style="list-style-type: none"> <li>- Funded program activities completed</li> </ul>	<ul style="list-style-type: none"> <li>- Final report submitted to funding agency</li> <li>- Website enhancements are on-going</li> <li>- Two publications to be delivered (rack card and heritage brochure)</li> </ul>	Completed December 2009	Completed.
4. Economic Development Office Resource Review	<ul style="list-style-type: none"> <li>- Workplan discussions held with ED Cowichan</li> <li>- Strategic planning session held with EDC</li> <li>- ED Cowichan launched "Cowichan First" (BRE) program in Ladysmith</li> </ul>	<ul style="list-style-type: none"> <li>- Budget considerations</li> </ul>	Budget finalized - May 2010	Completed.
5. Development Cost Charge (DCC) Bylaw Review (Phase 1 & 2)	<ul style="list-style-type: none"> <li>- Project lists updated</li> <li>- 'Green' approaches discussed with</li> </ul>	<ul style="list-style-type: none"> <li>- Special GSC meeting to be held</li> <li>- Stakeholder process to be</li> </ul>	<ul style="list-style-type: none"> <li>- Direction from Council- Feb/March 2010</li> <li>- Stakeholder process – TBD</li> </ul>	Summer 2010

	<ul style="list-style-type: none"> <li>- consultant (LEFTSIDE PARTNERS)</li> <li>- Update memo being prepared by consultant</li> </ul>	<ul style="list-style-type: none"> <li>- planned/hold</li> <li>- Bylaw to be prepared/Readings</li> </ul>	<ul style="list-style-type: none"> <li>- Bylaw Readings (TBD)</li> <li>- Provincial Approval</li> </ul>	
6. Bike Plan Update	<ul style="list-style-type: none"> <li>- Consultant selected</li> <li>- Start-up meeting/bike tour held</li> <li>- Consultant to undertake consultation and prepare Draft Plan</li> <li>- Public session held</li> <li>- Plan to Council Final Report delivered</li> </ul>	<ul style="list-style-type: none"> <li>- Final report to funding agency</li> <li>- Post on Town's website</li> </ul>	<ul style="list-style-type: none"> <li>- Final report to funding agency by January 31, 2010</li> </ul>	January 2010



December 30, 2009



Mayor Robert Hutchins  
Town of Ladysmith  
410 Esplanade  
P.O. Box 220  
Ladysmith BC V9G 1A2

Dear Mayor Hutchins,

Thank you for your letter regarding your concerns about the litter in front of the Ladysmith Post Office.

Canada Post has policies in place to support best practices of reduction, reuse, recycling and recovery wherever financially and logistically feasible. While we have provided recycling bins in our postal box lobbies in the past for the convenience of our customers, we no longer provide these containers for customers to recycle or dispose on site.

Instead, we are encouraging our customers to review, sort, and dispose of any mail, including those items destined for recycling, at home, just as if the mail was delivered to their door. We want to prevent fire and safety hazards in our lobbies and reduce the risk of private information contained within mail items from falling into the wrong hands. Unfortunately, some mail containing confidential information has been thrown into lobby bins instead of being taken home, leaving it accessible to identity thieves.

As well, Canada Post has a commitment to our commercial customers to ensure their advertising mail pieces reach their customers. The distribution of print advertising material has long been an important service to our commercial customers and to our success as a fiscally responsible business.

If you feel litter outside the post office is becoming a concern, the return of the city's garbage bin that used to sit 10 feet from the front steps of the Post Office may help to alleviate this problem.

Thank you again for bringing your concerns to our attention.

Yours truly,

Mark Mebs  
Local Area Manager, Canada Post