



TOWN OF LADYSMITH

A REGULAR MEETING OF THE
COUNCIL OF THE TOWN OF LADYSMITH
WILL BE HELD IN COUNCIL CHAMBERS AT CITY HALL ON
MONDAY, FEBRUARY 15, 2016

Call to Order and Closed Meeting
5:30 p.m.
Regular Open Meeting
7:00 p.m.

AGENDA

CALL TO ORDER IN ORDER TO RETIRE IMMEDIATELY INTO CLOSED SESSION (5:30 P.M.)

1. CLOSED MEETING

In accordance with section 90(1) of the *Community Charter*, this section of the meeting will be held *In Camera* to consider the following items:

- Land Matter (s. 90(1)(e))
- Shared Services (s. 90(1)(k))
- Municipal Project (s. 90(1)(g))

2. RISE AND REPORT

REGULAR OPEN MEETING (7:00 P.M.)

3. AGENDA APPROVAL

4. MINUTES

4.1. Minutes of the Regular Meeting of Council held February 1, 20161 - 7

5. DELEGATIONS

- 5.1. Ed Nicholson, Harald Cowie – Ladysmith & District Historical Society
Update on Society's Progress in Meeting Strategic Plan Goals
- 5.2. Matt Palmer, Keith Kohut, Koers & Associates Engineering
Recommendations from the Water Filtration System Pilot Project

6. 2016 – 2020 FINANCIAL PLAN DELIBERATIONS

- 6.1. S/Sgt. Ken Brissard, Royal Canadian Mounted Police
2016 Staffing Levels and Budget – Ladysmith Detachment
- 6.2. Presentation and Discussion – Draft Financial Plan Document.....8 - 74
- 6.3. Public Input and Questions

7. REPORTS

- 7.1. City Manager’s Quarterly Report (October to December 2015) 75 - 88

Staff Recommendation:

That Council receive the City Manager’s report for the quarter ending December 31, 2015.

- 7.2. Video Streaming and Archiving of Regular Council Meetings..... 89 - 93

Staff Recommendation:

That Council direct staff to implement one of the options for the live video streaming and archiving of regular Council meetings outlined in the staff report from the Director of Corporate Services.

- 7.3. Management of Bio-Solids (Compost) at Public Works Yard94 - 127

A table that forms part of Appendix B to the report is available in hard copy at City Hall and is not included in the electronic copy of this agenda.

Staff Recommendations:

That Council:

1. Direct staff to continue to process bio-solids at the Public Works Yard for the immediate future.
2. Accept a proposal from Transform Compost Systems Ltd. as outlined in their letter dated January 25, 2016, to assist in the management of a capital upgrade project at Public Works to enclose the current bio-solids composting operation in a building.
3. Waive the Purchasing Policy in order to accept a proposal from Transform Compost Systems Ltd. dated January 25, 2016 to assist in the management of a capital upgrade project at the Public Works yard to enclose the bio-solids composting in a building.

- 7.4. Options for Disposal of Waste in the Downtown Core (presentation)

Staff Recommendation:

That Council provide direction to staff regarding containers for the collection and disposal of waste in the downtown core.

8. BYLAWS

- 8.1. Town of Ladysmith Council Remuneration and Expense Bylaw 2001, No. 1427, Amendment Bylaw (No. 2) 2016, No. 1901128 - 129**

The purpose of Bylaw 1901 is to establish rates for Council Remuneration in accordance with the recently adopted recommendations from the Council Remuneration Select Committee.

Staff Recommendation:

Bylaw 1901 may be read a first, second and third time.

9. CORRESPONDENCE

- 9.1. Carolyn Deakin, City of Port Coquitlam
Build Canada Grant Funding Resolution for Federation of Canadian
Municipalities 130**

Staff Recommendation:

That Council consider if it wishes to endorse the resolution from the City of Port Coquitlam for the Federation of Canadian Municipalities 2016 Annual General Meeting calling for the federal and provincial governments to increase their contributions to project costs under the Build Canada Grant Program.

10. NEW BUSINESS

- 10.1. Hanging Baskets and Banners in the Downtown Core**

Staff Comment:

Staff are in the process of preparing 2016 work plans and have included hanging baskets and banners in the downtown core as tasks to be completed in the spring. If Council wishes to provide direction on either of these matters it is appropriate to provide direction at this time.

- 10.2. Attendance at 2016 Convention, Association of Vancouver Island and Coastal Communities.....131 - 139**

Staff Comment:

Town of Ladysmith policy permits the Mayor and up to four Councillors to attend the Association of Vancouver Island and Coastal Communities annual convention. The registration deadline is March 18, 2016.

Staff Recommendation:

That Council determine which members will attend the Association of Vancouver Island and Coastal Communities annual convention from April 8 to 10, 2016 in Nanaimo.

11. UNFINISHED BUSINESS

11.1. Holland Creek Development.....140 - 168

Staff Comment:

Council will recall that, at the February 1, 2016 Council meeting, consideration of the matter of the Arbutus Hump portion of the Holland Creek Development was referred to the February 15, 2016 meeting, to allow time for a tour of the site.

The staff report dated February 1, 2016 (attached for reference) provided a review of the Holland Creek Area Plan as it applies to this area. Council direction on the proposed land use designation is requested.

12. QUESTION PERIOD

- A maximum of 15 minutes is allotted for questions.
- Persons wishing to address Council during “Question Period” must be Town of Ladysmith residents, non-resident property owners, or operators of a business.
- Individuals must state their name and address for identification purposes.
- Questions put forth must be on topics which are not normally dealt with by Town staff as a matter of routine.
- Questions must be brief and to the point.
- Questions shall be addressed through the Chair and answers given likewise. Debates with or by individual Council members or staff members are not allowed.
- No commitments shall be made by the Chair in replying to a question. Matters which may require action of the Council shall be referred to a future meeting of the Council.

13. ADJOURNMENT



**TOWN OF LADYSMITH
MINUTES OF A REGULAR MEETING OF COUNCIL
MONDAY, FEBRUARY 1, 2016
CALL TO ORDER 5:15 P.M. FOR CLOSED SESSION
CALL TO ORDER OF REGULAR OPEN MEETING 7:00 P.M.
COUNCIL CHAMBERS, CITY HALL**

COUNCIL MEMBERS PRESENT:

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

COUNCIL MEMBERS ABSENT:

Councillor Steve Arnett

STAFF PRESENT:

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

CALL TO ORDER

Mayor Stone called this Meeting of Council to order at 5:15 p.m. in order to retire immediately into Closed Session.

CLOSED MEETING

CS 2016-034

Moved and seconded:

That Council retire into Closed Session at 5:16 p.m. in order to consider the following items in accordance with section 90(1) of the *Community Charter*:

- Rise and Report on 2015 Closed Meeting Resolutions
- Human Resources Matter

Motion carried.

RISE AND REPORT

Council rose from Closed Session at 6:52 p.m. with report on the following Resolution:

That Council rise and report on the following resolutions from Closed Meetings held in 2015:

- That the feasibility study on 1201 and 1251 Christie Road prepared by Ron King, ipds Property Development Corp. be received and that the document be released to Urban Forest Enterprises Ltd. and Coast Realty for information.
 - That a representative of the Ladysmith Detachment of the RCMP be invited to the next Closed Council meeting to provide an update regarding issues associated with the sale and distribution of cocaine within the Ladysmith community.
-

- That Council direct staff to prepare a report on the availability of funds to purchase properties owned by the Ladysmith and District Credit Union at 721 First Avenue and 12, 20 and 26 Buller Street.
- That Council direct staff to obtain an appraisal of the properties on Buller Street and First Avenue owned by the Ladysmith and District Credit Union, in cooperation with the Credit Union.
- That Council direct staff to obtain an appraisal on the City Hall property at 410 Esplanade.
- That consideration of issues related to the contract for a feasibility study on the Town-owned property at 520 Jim Cram Drive be referred to the next closed meeting of Council.
- That Council request that staff seek advice from legal counsel regarding options for restricting the wearing of [...] gang colours in licenced establishments and at community events such as Ladysmith Days and Remembrance Day.
- That Council direct staff to investigate actions by other communities, including Campbell River, to control the presence of [...] gangs in local licenced establishments through wording and protocols in liquor licences.
- That Council direct staff to investigate whether any of the communities who have implemented the Bar Watch program assisted any licenced establishments to join the program.
- That Council direct staff to determine the approximate cost of demolishing existing buildings in the vicinity of Buller Street and Kitchener Street.
- That Council direct the Mayor and staff to negotiate a purchasing agreement with Ladysmith and District Credit Union for four properties located at 12, 20 and 26 Buller Street and 721 First Avenue and bring a proposed financing package back to Council.
- That Council appoint the following applicants to the Board of Variance to serve on the Board for three year terms:
 - Jan Christenson
 - Tim Horner
 - Terry Doherty
 and that staff be directed to advise all applicants of the outcome of the selection process.
- That Council direct staff to submit a counter-offer in the amount of \$920,000 for the properties owned by the Ladysmith and District

Credit Union located at 12, 20 and 26 Buller Street and 721 First Avenue, subject to financing.

- That Council waive the six-year limit on terms and reappoint Pam Fraser to the Advisory Planning Commission, and Kaien Shimizu to the Advisory Design Panel.
- That Council direct staff to review the Town's Commission and Committee structure and report back to Council with recommended options.
- That Council endorse Option 1 as presented in the Feasibility Study on 520 Jim Cram Drive prepared for the Town by Ron King of ipds Property Development Corp. to rezone the Town-owned property at 520 Jim Cram Drive to allow for four single family residential lots on the site as it currently exists.
- That staff report back to Council with proposed costing for a design charrette for Town-owned waterfront properties and Town-leased water lots.
- That Council direct staff to seek a statutory injunction against the use of DL 651 for long-term moorage as recommended by Town legal counsel in a memorandum to the City Manager dated September 23, 2015.
- That Council accept with deep regret and sincere appreciation the letter of retirement from the City Manager dated October 22, 2015.
- That Council refer the discussion of a succession plan and recruitment for the City Manager's position to a Special Meeting of Council to be held on Monday, November 23, 2015 at 6:00 p.m.
- That Council refer consideration of a Lasting Legacy Award to a Special Meeting of Council to be held on Monday, November 23, 2015 at 6:00 p.m.
- That Council approve the sale of an approximately 1.5 metre strip of the laneway adjacent to the property at 602 Sanderson Road to John Rothwell on the terms and conditions contained in the Offer to Purchase/Contract of Purchase and Sale between the Town and Mr. Rothwell dated December 4, 2015 (the "Rothwell Agreement") and authorize the Mayor and Corporate Officer to execute the Rothwell Agreement on the Town's behalf.
- That Council approve the transfer of an approximately 1.5 metre strip of the laneway adjacent to Lot 1, District Lots 41 and 67, Oyster District, Plan VIP79202 Except Part in Plan VIP80128, VIP81447 and VIP 84843 to Zenn Developments Ltd. on the terms

and conditions contained in the Land Exchange Agreement between the Town and Zenn Developments Ltd. dated December 4, 2015 (the “Zenn Agreement”) and authorize the Mayor and Corporate Officer to execute the Zenn Agreement on the Town’s behalf.

- That discussion regarding Council’s updated Strategic Plan and the recruitment process for the new Chief Administrative Officer be referred to a closed meeting of Council to take place at 6:00 p.m. on Wednesday, December 16, 2015.
- That Council direct staff to allocate up to \$32,000 from the Real Property Reserve to fund the construction of a public washroom at the Ladysmith and District Credit Union.

Motion carried.

REGULAR OPEN MEETING

Mayor Stone called the Regular Open Meeting to order at 7:00 p.m. and acknowledged the traditional territory of the Stz’uminus First Nation.

AGENDA APPROVAL

CS 2016-035

Moved and seconded:

That Council approve the agenda for the Council meeting of February 1, 2016.

Motion carried.

MINUTES

CS 2016-036

Moved and seconded:

That Council approve the minutes of the Special Meeting of Council held January 11, 2016.

Motion carried.

CS 2016-037

Moved and seconded:

That Council approve the minutes of the Regular Meeting of Council held January 18, 2016.

Motion carried.

DELEGATIONS

Judy Stafford, Nora Arajis – Cowichan Green Community 2015 Year in Review

J. Stafford presented the video “2015 in Review” produced by Cowichan Green Community, highlighting the organization’s programs and accomplishments over the past year, particularly in the area of supporting and encouraging local food production and consumption. Council thanked Ms. Stafford and the organization for their dedication to sustainability and food security.

PROCLAMATIONS

Mayor Stone proclaimed the week of February 8 to 14, 2016 as **Variety Week** in the Town of Ladysmith in recognition of the dedicated service and leadership to BC communities provided by Variety–The Children’s Charity.

Mayor Stone proclaimed the week of February 15 to 22, 2016 as **Heritage Week** in the Town of Ladysmith, with the theme "Distinctive Destination: Experience Historic Places", in recognition of the possibilities provided by BC's distinctive destinations to stimulate tourism, attract new residents and encourage investment.

**DEVELOPMENT
APPLICATIONS**

CS 2016-038

**Development Variance Permit Application – 410 Third Avenue (Forrest)
Lot 1, Block 73, District Lot 56, Oyster District, Plan 703A**

Moved and seconded:

That Council direct staff to proceed with statutory notice for Development Variance Permit application 3090-15-03 for Lot 1, Block 73, District Lot 56, Oyster District, Plan 703A (410 Third Avenue).

Motion carried:

OPPOSED:

Councillors Fradin and Henderson.

**Official Community Plan Amendment/Rezoning Application – Holland
Creek Development (Glencar Consultants)**

Lot 1, Block 192, District Lot 103, Oyster District, Plan EPP44156

The Director of Development Services gave a presentation with an overview of the proposed development, and confirming Council's previous direction with respect to this application.

Glen Carey of Glencar Developments, project manager for the Holland Creek Development, responded to questions from Council and provided clarification on proposed plans for the section of the area known as Arbutus Hump.

G. Carey proposed that a special Multi-Family Development Permit Area could be designated in the development plan.

Staff and G. Carey responded to questions from Council.

Council requested that the applicant arrange a tour of the proposed development for Council.

Moved and seconded:

CS 2016-039

1. That Council direct staff to prepare a bylaw(s) to amend the Official Community Plan and to amend the Holland Creek Area Plan as outlined in this staff report from the Director of Development Services dated February 1, 2016.

2. That Council direct staff to continue to work with the applicant on the proposed voluntary contribution of land for natural parks and trails, pursuant to the Community Amenity Contribution Policy and the principles provided in this staff report.

3. That Council direct staff to work with the applicant on the rezoning

part of application 3360-15-02, including legal agreements, refer the proposed rezoning to the Advisory Planning Commission and report back to Council.

4. That Council request the applicant to host its final public meeting / presentation at least two weeks and not more than one month prior to the date of the public hearing to allow the public time to review the final proposal and ask questions prior to the formal public hearing.

Motion carried.

Moved and seconded:

CS 2016-040 That Council refer the review of the land use designation for the Arbutus Hump hillside in the Holland Creek Development to the February 15, 2016 Regular Meeting of Council.

Motion carried.

STAFF REPORTS

Rotary / Kinsmen Picnic Area Project

Moved and seconded:

CS 2016-041 That Council authorize funding for the Rotary/Kinsmen Picnic Area Project and include the project in the 2016-2020 Financial Plan, at a cost of \$22,000, with \$7,000 coming from Gas Tax Funds and \$15,000 from donations.

Motion carried.

Regional Recreation Funding Committee Appointment

Moved and seconded:

CS 2016-042 That Council appoint Mayor Stone to be the Town of Ladysmith representative on the Cowichan Valley Regional District Recreational Select Committee.

Motion carried.

Ladysmith Golf Club Maintenance Request

Moved and seconded:

CS 2016-043 That Council advise the Ladysmith Golf Club that:

- Decisions relating to additional service levels for recreational facilities or services will be reviewed following receipt of the final report of the updated Parks, Recreation and Culture Master Plan project, which is currently underway.
- Any higher level service requests will be referred to the 2017 budget deliberations.

Motion carried.

Council members expressed support for the efforts for the Ladysmith Golf Club Society and acknowledged the need to increase membership and golf course use, for the benefit of the entire community.

Development Cost Charges Program Update

Moved and seconded:

- CS 2016-044** That Council:
1. Direct staff to undertake a comprehensive review of the Town's Road, Water, Sanitary, Drainage, and Parks DCC Programs,
 2. Meet with Stz'uminus First Nation regarding the DCC review project and;
 3. Allocate \$30,000 in the 2016 budget to fund the consulting costs associated with this project and commence the work.
- Motion carried.*

BYLAWS

Town of Ladysmith Cemetery Care Trust Fund Appropriation Bylaw 2016, No. 1900

Councillor Hutchins expressed his continued frustration at the legislated limits on the ability of local governments to withdraw funds from Cemetery Care Trust Fund reserves to carry out cemetery improvements.

Moved and seconded:

- CS 2016-045** That Town of Ladysmith Cemetery Care Trust Fund Appropriation Bylaw 2016, No. 1900 be adopted.
- Motion carried.*

OPPOSED:

Councillor Hutchins.

QUESTION PERIOD

Members of the audience enquired about the Ladysmith Golf Course, closed meetings, and compliance with a court order by a member of the public.

ADJOURNMENT

Moved and seconded:

- CS 2016-046** That this meeting of Council adjourn at 8:50 p.m.
- Motion carried.*

CERTIFIED CORRECT:

Mayor (A. Stone)

Corporate Officer (S. Bowden)

TOWN OF LADYSMITH



**2016 – 2020
FINANCIAL PLAN**

DRAFT



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Introduction

Thank you for your interest in the Town of Ladysmith’s draft 2016-2020 Financial Plan.

Each year, the municipality adopts a 5-year financial plan; the first year of which is the detailed budget. The financial plan is the key underpinning factor in everything the Town does - it allocates the resources necessary to carry out the work of staff, which has been carefully planned to support the implementation of Council’s strategic priorities as determined (and reviewed annually) in their strategic planning.



Council began work on its strategic priorities in the fall of 2015 so that this year’s financial planning process could begin earlier than in previous years, allowing for more time and opportunities to engage with residents about their thoughts and opinions related to municipal services and expenditures.

That is where you come in – Council wants to hear what you think about the Financial Plan, about what Council plans to achieve, and how they plan to spend local tax dollars for your community.

The 2016-2020 Financial Plan – What You Need to Know:

- The main sources of revenue (income) for the Town are property taxes and user fees (water, sewer and garbage fees as well as recreation fees)

- In determining annual property tax rates, Council must consider how much money is needed to deliver services that will meet the community's needs, along with how much is needed to fund capital projects and what should be set aside for long-term maintenance, renewal and expansion of infrastructure. The discussion about tax rates will take place in April, after the Assessment Roll is completed. The Assessment Roll is the final listing of all properties in the Town of Ladysmith, and their values, as determined by BC Assessment.
- The *proposed* budget increase for 2016 is 2.22 per cent. Of that, 1 per cent is slated to be directed to capital replacement and 1.22 per cent to operations.
- Council's direction is to focus on its key strategic priorities – the priorities and the details of this direction are contained in the following pages.

Join the Conversation!

We invite and encourage you to get involved, ask questions and let us know your thoughts. It is only through hearing from the community that we can improve, and it is only through getting involved that you can be heard.

Opportunities for involvement:

- Send feedback to Council directly by email
All input received through this process will be presented to Council for consideration as they work to finalize the 2016 - 2020 Financial Plan by the statutory date of before May 15, 2016.
- Attend a Council meeting
The Regular Council meetings are on the first and third Monday each month at 7:00 p.m. Council may also schedule additional meetings to discuss the financial Plan. Check www.ladysmith.ca, or our Facebook page www.facebook.com/LadysmithBC , or call City Hall at 250.245.6400 to find out about any additional meetings.
- Add your name to our e-mail list to get up to date news and information from the Town.
Send an e-mail to info@ladysmith.ca and ask to be put on the list.

MESSAGE FROM MAYOR AND COUNCIL



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

On behalf of the Town of Ladysmith, Council is pleased to present our 2016-2019 Strategic Priorities. In this document, we commit to a set of priorities that supports the Town's vision, and sets the direction for the work plan within each priority.

Council will focus on these five strategic priorities over the next four years:



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

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

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

A Vibrant Community

ABOUT THE PLAN



HOW WERE COUNCIL'S STRATEGIC PRIORITIES CHOSEN?

Council entered into strategic priority setting in the fall of 2015. Priorities were established after careful consideration of a broad range of factors, such as:

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

WHAT HAPPENS NEXT?

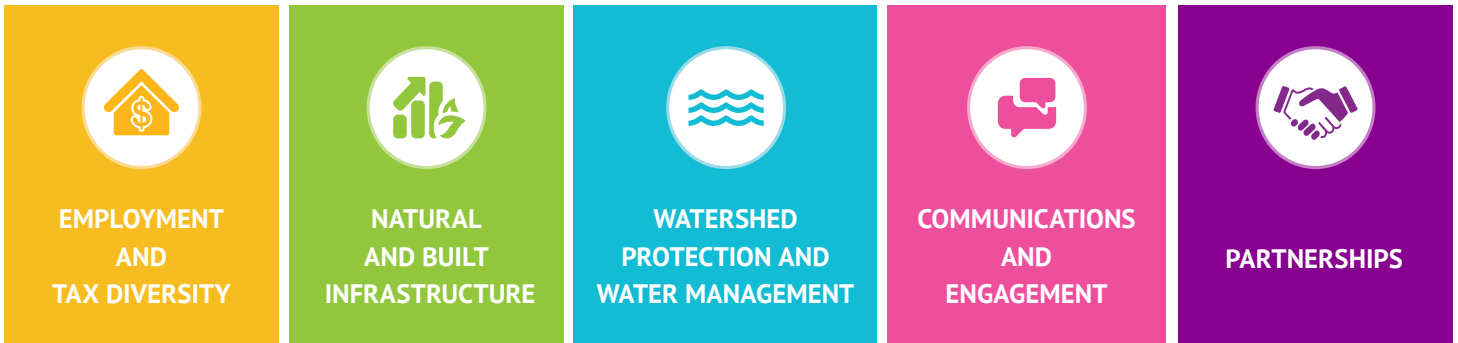
When the plan is finalized, the focus turns to implementation and accountability:

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

STRATEGIC PRIORITIES



THE PATH TO ACHIEVING OUR VISION OF LADYSMITH
IS BASED ON FIVE STRATEGIC PRIORITIES:



In the pages that follow, we define our vision in each of these five strategic priorities with specific outcomes and actions. A work plan will be prepared that details the tasks and time lines for actions.

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



EMPLOYMENT AND TAX DIVERSITY

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

DESIRED OUTCOMES

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

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

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

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

ACTIONS

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



NATURAL AND BUILT INFRASTRUCTURE

Maintain, renew and expand both natural and built infrastructure.

DESIRED OUTCOMES

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

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

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

ACTIONS

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



WATERSHED PROTECTION AND WATER MANAGEMENT

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

DESIRED OUTCOMES

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

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

Expanded water conservation programs and policies.

ACTIONS

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



COMMUNICATIONS AND ENGAGEMENT

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

DESIRED OUTCOMES

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

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

ACTIONS

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



PARTNERSHIPS

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

DESIRED OUTCOMES

Strengthened relationship with Stz'uminus First Nation.

Increased vibrancy of the downtown core.

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

ACTIONS

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



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



A message from the Chief Administrative Officer

A Financial Plan is the financial interpretation of strategic priorities. Council direction is to accomplish the priorities with minimal impact on taxation. Overall, the budget increase is 2.22 per cent, 1 per cent of which is directed to capital and 1.22 per cent to operations.

In 2015, Council directed more taxation and investment into the Town's infrastructure and services. The result of this action was:

- Greater funding for capital projects
- Setting aside funds for future asset replacements
- Invest in asset management practices

For 2016, Council continues its strategy of investing in infrastructure, by allocating 10 per cent of taxes to capital projects (such as roads and sidewalks) and 5 per cent to reserves for future projects such as a new Fire/Rescue building and a new City Hall.

With the intention of providing more information to the public and to support the goal of transparency, we have created this document to increase understanding about how the Town of Ladysmith operates and manages its finances and the property taxes it collects.

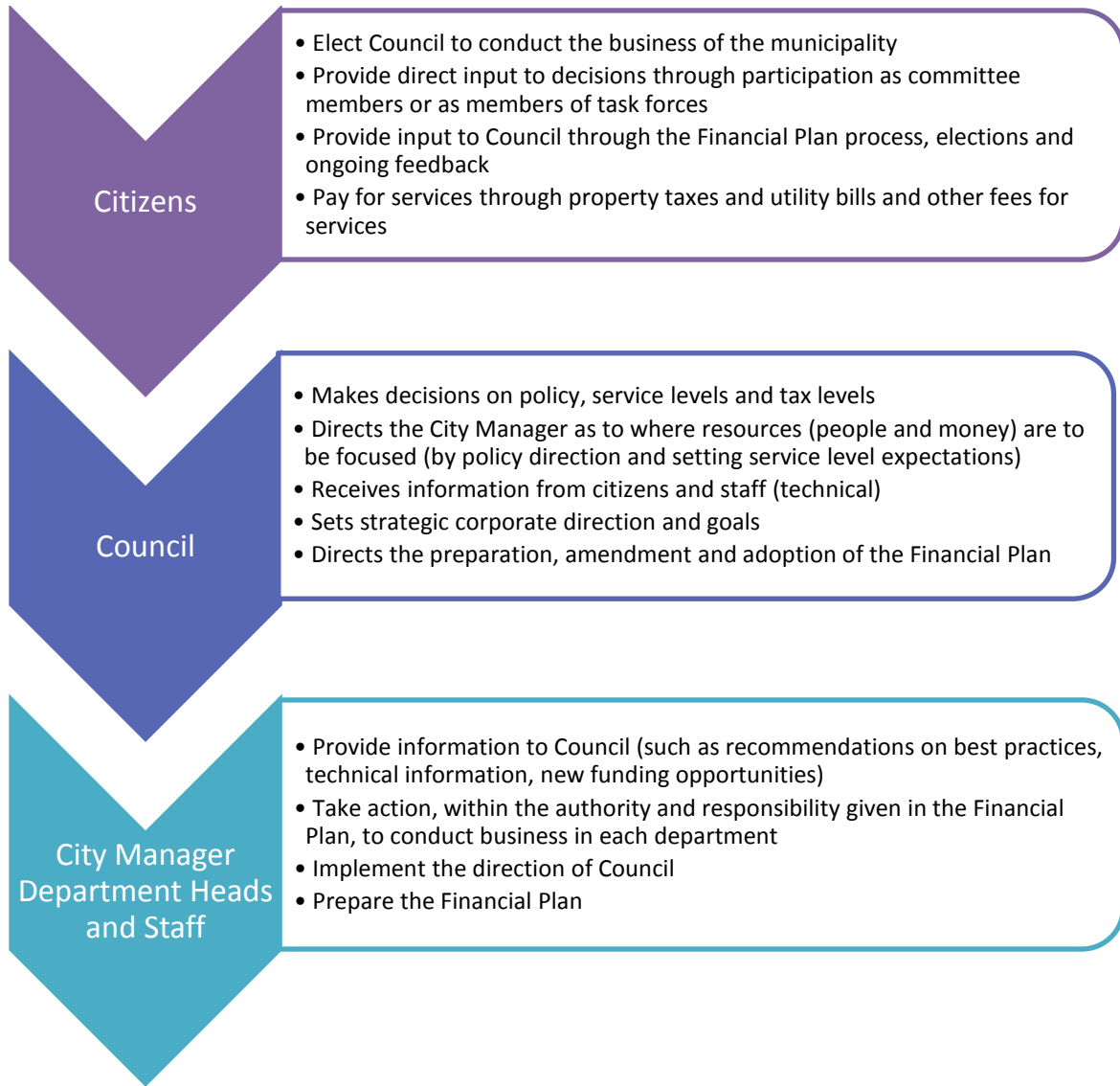
This document is intended to be a high level reference document for use during the budget discussions and to help explain why the Town does business in a certain way, to help you understand the type and level of service delivered and how the budget is determined and managed. It gives some basic information about the operations of the Town, its budget principles and processes, and some basic budget facts.

How does the Town fund services? The main source of funding for the Town is Property Taxation. It is through the *Community Charter* that the Town has the authority to levy taxes. Other sources of funds include user fees (water, sewer and garbage fees as well as recreation fees). This revenue is in direct correlation to the service provided.

Running a town is not cheap. Each year, Council spends considerable time to establish a Financial Plan. From there, the tax rates and user fees to cover service costs are calculated. Taxation and utility fees make up the majority of the Town's total revenues. Therefore, taxation is an important Council consideration. Council must also take into account the cost of *not* providing a service. For example, if the Town did not provide easy and accessible garbage collection, garbage would become scattered around our community, and not only become an eye-sore to the community, but could also present costly health hazards.

In summary, for 2016, it is Council's desire to begin the budget discussions earlier than in previous years, to maintain the investment in infrastructure and to keep the taxation impact to a minimum. We believe that this draft Financial Plan achieves these objectives and look forward to your comments.

Responsibilities in the Financial Planning Process



Financial Plan Guiding Principles

The Financial Plan integrates and aligns resources (staff and funding) with policy directions outlined in the Town’s three key guiding documents: the Official Community Plan, the Strategic Plan, and the Sustainability Plan.



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.

Mission

A safe, caring, and vibrant community.

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.

Sustainability Goals

- | | |
|--|--|
| 1. Reduce greenhouse gas and other air emissions; | 5. Protect and enhance the ecosystems and biodiversity local, regionally and globally; |
| 2. Reduce fossil fuel energy consumption and shift to renewable energy; | 6. Support a more sustainable food system, including increasing local food production, processing and consumption; |
| 3. Reduce potable water usage and manage wastewater efficiently, including re-use; | 7. Provide stable, diverse and prosperous local economic opportunities; |
| 4. Manage materials use to reduce or eliminate waste; | 8. Create healthy communities and individuals. |

8 Pillars of Sustainability

- | | |
|--------------------------------|------------------------------|
| 1. Complete Community Land Use | 5. Innovative infrastructure |
| 2. Low Impact Transportation | 6. Local Food Systems |
| 3. Green Buildings | 7. Healthy Community |
| 4. Multi-use Landscapes | 8. Local, Diverse Economy |

The following general policies and principles form the basis of developing the Financial Plan:

User Fees: Where possible, utilize revenues from user fees and charges to help offset the burden on the property tax base.

Tax Strategy: Continue to reduce the share of property tax paid by Major Industry (Class 4). Business/Other Class (Class 6) increase to be no more than half of the Residential (Class 1) increase.

Tax Shift: Shift any amounts resulting from the Tax Strategy Policy to Residential (Class 1).

Surplus: Surplus in any given year can be used as a funding source for one-time items; not as an offset to the annual tax levy.

Permissive Tax Exemption: Utilize Permissive Tax Exemptions to encourage redevelopment of certain lands and preserve the Town’s culture and heritage.

Guiding Principles:

- A realistic budget is the collective responsibility of the organization
- The Town stands unified behind the resource allocation recommendations that are developed and the decisions that are made by Council
- The budget owners are accountable to Senior Management, Council and the taxpayers
- The budget reflects the Town’s priorities separate from any special interests
- The budget is based on supported facts
- The budget will need to adapt to changing conditions

The budget process timelines and procedures must be observed to conserve corporate resources.



View from Upper Transfer Beach Parking Lot



- 1 **Ladysmith is Open for Business and Development Investment.** Engage with the development community to streamline application processes and implement best practices for community growth and investment.
- 2 **Invest in the Waterfront.** Engage with the community to update the Waterfront Area Plan.
- 3 **Support Investment in the Downtown Core.** Continue to provide tax incentives for building investment. Complete sidewalk and crosswalk projects and install amenities.
- 4 **Protection of the Watershed.** Establish a Watershed Roundtable with community partners. Complete terms of reference and focus areas, such as signage and security.
- 5 **Welcome Visitors.** Continue to direct business licence revenue to fund the Visitor Information Centre at the Ladysmith Chamber of Commerce location. Enhance facilities at Transfer Beach. Complete improvements to expand Aggie Hall parking.
- 6 **Leverage Infrastructure Funding.** Prepare project design plans to leverage infrastructure grants from senior governments for infrastructure renewal and expansion. Develop asset management strategy and necessary I.T. related infrastructure to protect investment and enhance infrastructure funding success.
- 7 **Working Together with Stz'uminus First Nation.** Continue Naut'sa Mawt Steering Committee Meetings and co-host Council Community to Community event to prepare update to Memorandum of Understanding with SFN. Commence next phase of service agreements (building inspection, water and sewer).
- 8 **Invest in Infrastructure to Protect the Environment, and Provide for Sustainable Services in the Future.** Complete Waste Water Treatment Plant to secondary treatment, evaluate and implement options for recycling bio-solids, upgrade the fueling system at Public Works, and 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.
- 9 **Water Conservation.** Continue to provide incentives to decrease water consumption and participate in regional water conservation education campaign.
- 10 **Working Together to address Community Concerns.** Resolve nuisance property concerns through a multi-agency approach. Establish a Bar Watch Program, with Good Neighbour Agreements.
- 11 **Sustainable West Coast Town.** Continue to encourage development of green industries. Continue to implement the Sustainability Action Plan.
- 12 **Prompt Communication.** Expand use of technology to deliver timely information while continuing to utilize traditional communication methods.
- 13 **Transparency.** Install technology for live-streaming and archiving of Council meetings.
- 14 **Working Together with our Neighbours.** Renegotiate water service agreement with Diamond Water District.
- 15 **Community Engagement.** Actively engage the community in Town strategies such as the updated Parks, Recreation and Culture Master Plan. Host annual Town Hall meeting.
- 16 **Shared Service Delivery.** Implement Information Technology Strategic Plan through municipal partnership.

2016 Budget Process – Timelines for Decisions

Local governments in B.C. are required by law to produce five-year financial plans, and to update them each year. In Ladysmith, the budget process begins in November, when the department heads complete their budget worksheets and assemble their preliminary budget estimates for operations and capital spending.

Final taxation impacts cannot be determined until the full B.C. Assessment Roll is released at the end of March. The Revised Roll, which is produced by the B.C. Assessment Authority, is the Roll on which the taxes are levied. Property tax rates are set after the financial plan is adopted.

In January 2016, Council set the following schedule for budget discussions, meetings and related activities:

- January 18 – set dates for 2016-2020 Financial Plan discussions
- January 26 – begin discussions on priorities and operations at a Special Council meeting
- January 29 – continue discussions at a Special Council meeting
- February 15 – review the 2016-2020 Financial Plan at the Regular Council Meeting
- March 7 – Grants in Aid deliberation

It is suggested that the following dates are set for the adoption of the financial plan and property tax bylaws:

- March 21:
 - First three readings of Financial Plan Bylaw
 - First three readings of Water Parcel Tax Bylaw
 - First three readings of Sewer Parcel Tax Bylaw
- April 4 – Discussion regarding Property Tax Rates
- April 18 - First three readings of Tax Rates Bylaw
- Adoption of the above bylaws on May 2, 2016



Amphitheatre

Opportunities & Challenges-Ensuring Community Resiliency

Significant Infrastructure Upgrades:

The Town's investments in infrastructure support community resiliency by ensuring services are available to citizens and businesses in our Town. These investments also help to support the pristine environment that businesses in sectors such as aquaculture and ecotourism rely on and expect from the Town.

Waste Water Treatment Plant

The Waste Water Treatment Plant continues to be the largest capital project for Ladysmith. This project, funded through grants, reserves and borrowing, will be completed in 2016.

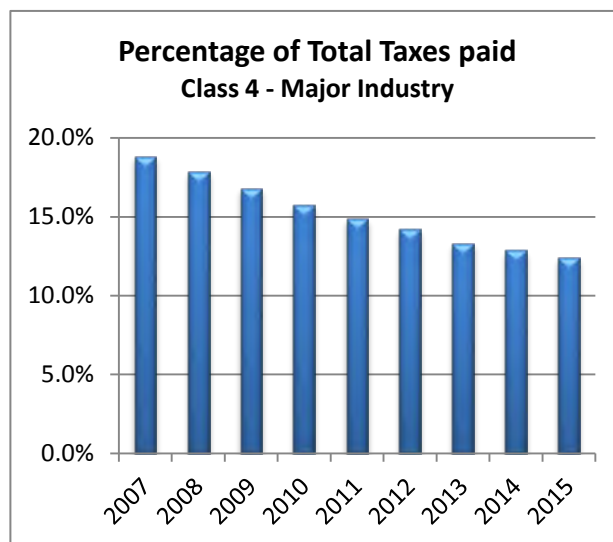
Water Filtration Plant:

In order to abide by Ministry of Health regulations, Ladysmith is required to upgrade its water treatment system to provide for filtration. Filtration and other related water supply upgrade projects intended to ensure a safe water supply for the future will be funded through borrowing. This will need the approval of citizens through 'elector assent' (voting) in 2016.

Changing Reliance on Industrial Taxation and the Resource Sector

As with many B.C. coastal communities, Ladysmith has relied heavily on taxes from the resource industry for a significant portion of its revenue. Two decades ago, the Town recognized that this dependence was not sustainable, and took steps to reduce the reliance on industrial taxation from over one third (35%) of total taxation to less than 13 per cent (13%) in 2015.

In 2015, one company, Western Forest Products, paid nearly 13 per cent (12.64%) of total taxation. The Town's reliance upon a single entity is still significant, but much less risky to the community than in the past. Reducing the Town's dependence on heavy industry for tax revenues does mean increasing taxation on other property classes.



Opportunities for Tax Relief – Revitalization Tax Exemption

In 2012, Council adopted a new Revitalization Program designed to encourage economic development through construction and renovation of properties in specific areas. This program encourages investment by essentially freezing the property assessment at the current value, thus keeping the municipal taxes on the property at the pre-construction/modification level.

In 2013, one property took advantage of this program: 1030 Oyster Bay Drive owned by Terra-North Inc. For 2016, the result of this program is a general assessment tax exemption on the revitalized portion of the property (total assessment = \$2,112,000; exemption = \$1,757,000; net = \$355,000). Although the

program meets the objective of encouraging investment, it also results in foregone tax revenue. In 2015 this amounted to \$29,185 of general taxation.

Replacing Aging Infrastructure (Asset Management)

The Town's Tangible Capital Assets inventory (TCA) shows that many assets are beyond their expected life. A number of assets have reached the end of their accounting life (in other words, they have been fully written down) and are due for replacement. Assets include (but are not limited to) roads, sidewalks, pipes, lamp posts, signage and buildings

The Town has started to undertake an asset management plan to compile, assess and plan the replacement of the Town's assets. The asset management system improvements planned for 2016 will ensure that replacement funds are used effectively to ensure long term sustainable infrastructure systems providing service to the Town.

Expansion of Services

The Town of Ladysmith and the Stz'uminus First Nation (SFN) have been working together to build a co-operative relationship that will strengthen the greater community economically, environmentally and culturally. The two Councils signed a new and updated agreement, the Naut'sa Mawt (Working Together) Community Accord, at a public ceremony in May 2012. The Naut'sa Mawt Accord reaffirms and strengthens both communities' commitment to build a strong and productive relationship and increase co-operation, and lays out specific steps for how the two communities will work together on joint initiatives. This 2012 Accord is now supported by a Memorandum of Understanding detailing specific initiatives to be undertaken jointly; a Co-operation Protocol; and Terms of Reference for the Naut'sa Mawt Steering Committee (the joint committee that meets regularly to guide the implementation of the Accord and related documents).

In 2014, Councils of the two communities signed a Services Agreement for the Town of Ladysmith to provide connections for the first 100 units of development in a Stz'uminus economic development project. This agreement says that service is provided under the same terms and conditions as a Ladysmith developer would pay. The next Services Agreement will address the provision of water and sewer services for Stz'uminus First Nation residents and the potential build-out of a major future Stz'uminus development project. It is more cost-effective and environmentally sensitive for the SFN to tie into the Town's existing infrastructure than to build its own. Federal grant funding to the SFN paid for this connection. The SFN and the Town have agreed to a basic premise that the costs of providing services for the First Nations lands will be the same as the cost of providing services within the Town.

DL 651

Council is working with other levels of government to address the issue of derelict vessels in the harbour. Although the Town does not currently have jurisdictional authority to resolve the issue, we have taken action on zoning infractions. Zoning violation notices were issued in October 2015 for vessels that had been moored longer than the seven days allowed under the Town's zoning bylaw, and the Town is working with the SFN, Province and local residents to address community concerns.



DL 651

Sources of Revenue

Property taxes form the greatest proportion of revenue. As a revenue source, property taxation offers a number of advantages. It offers a stable and reliable source of revenue for services that are difficult or undesirable to fund on a user-pay basis. These include services such as general administration, fire protection, police services, bylaw enforcement and street lighting.

Fees for Service (User fees and charges) form a large portion of planned revenue. Many services can be measured and charged on a user-pay basis, and are relatively straightforward to administer. These services include water and sewer usage, building permits, business licenses, development applications, recreational activities and sale of services. User fees attempt to apportion the cost of a service to those who use the service.

Other sources of revenue include fees and penalties on unpaid bills, and interest earned on investments.

Borrowing funds does provide an inflow of cash, although it must be paid back in accordance with the bylaw or resolution passed by Council.

Restricted funds, such as Gas Tax Funds and Development Cost Charges, have criteria associated with the use of the funds and cannot be used for general operations.

Each year, the percentage of revenue from each source changes. Below are the sources of revenue from 2014 and 2015 and those anticipated for 2016.

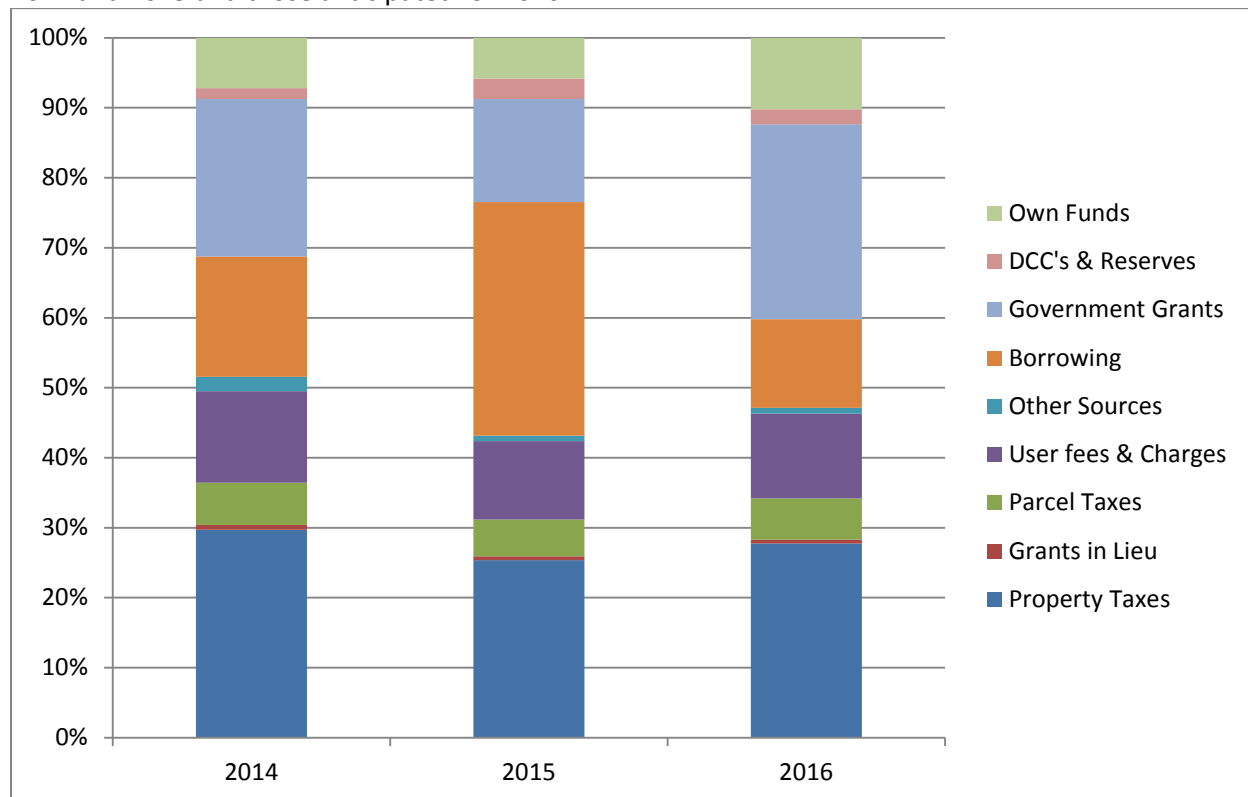
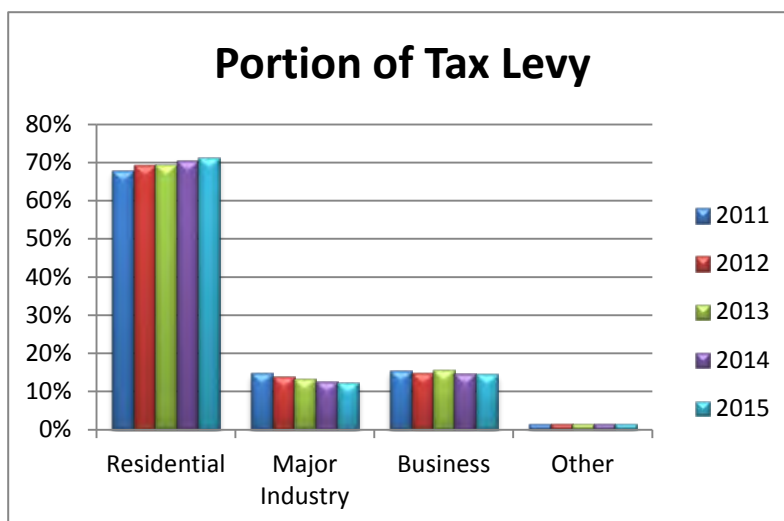


Figure 1 Sources of Revenues for the Town of Ladysmith

Property Taxes

Property taxes make up the largest funding source for the Town. Property taxes are calculated each year after Council sets the budget. The amount is calculated using the assessed values from B.C. Assessment, factoring in growth in the Town from one year to the next. This value is then used to determine an overall taxation rate. This rate is made up of:

- Municipal tax which supports the costs of running the municipality,
- Police tax which supports the cost of the police force (RCMP) within the municipality, and
- Library tax which is Ladysmith’s portion paid to the Vancouver Island Regional Library.

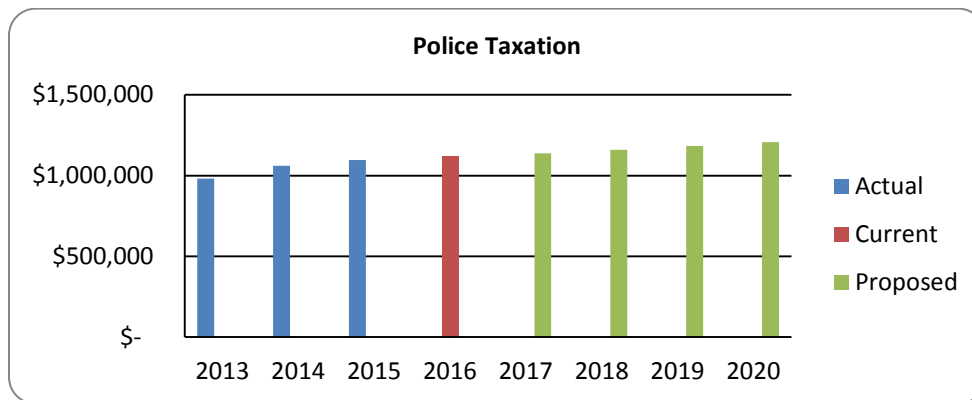


Property Class	% Property Taxation 2015	% Property Taxation 2014	Dollar Value 2015	Dollar Value 2014
Residential (1)	71.46%	70.76%	\$ 5,573,573	\$5,200,656
Utilities (2)	0.44%	0.47%	34,314	34,648
Supportive Housing (3)*	-	-	-	-
Major Industry (4)	12.45%	12.87%	970,952	945,952
Light Industry (5)	0.80%	0.83%	62,054	60,841
Business and Other (6)	14.56%	14.77%	1,135,818	1,085,818
Managed Forest Land (7)	0.00%	0.00%	195	171
Recreation/Non-profit (8)	0.28%	0.28%	22,083	20,779
Farmland (9)	0.01%	0.02%	926	1,323
Total	100%	100%	\$7,799,915	\$7,350,188

*classification determined by BC Assessment

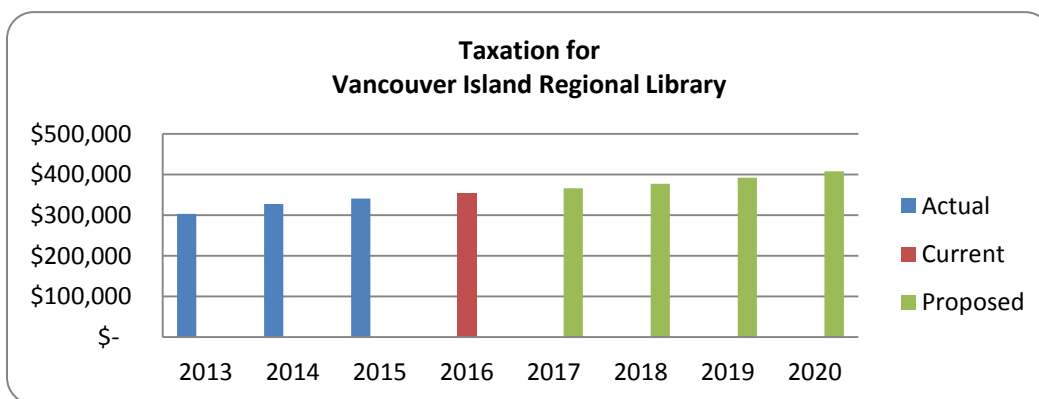
Police Tax

The Town of Ladysmith contracts policing services with the Royal Canadian Mounted Police (RCMP). Ladysmith property owners pay 70 per cent of the cost to employ seven full time RCMP members. This cost is set by the RCMP, not the Town. The cost for one RCMP member in 2016 is \$168,620 (2015 - \$163,180), plus overtime. Included in the 2016 policing budget is an increase to the support staff from two staff members to three staff members. The Town receives a grant from the Province to defray some of these costs. The provincial grant for 2016 is \$49,000 (2015 - \$54,572) and is applied against the detachment cost, which reduces police taxation paid by property owners. In addition to paying for the RCMP members, the police tax also covers the cost of running the RCMP detachment in Ladysmith. The 2016 Police Tax is \$1,115,542 (in 2015, it was \$1,096,357), **although a decision of Council is required that may increase this taxation.**



Library Tax

Ladysmith is served by the Vancouver Island Regional Library (VIRL). Funds to cover the cost of the Ladysmith branch of the library are raised through a Library Tax. The library tax levy is set by the Vancouver Island Regional Library Board and is based on population. In 2016, the total bill payable by the Town of Ladysmith to the VIRL will be \$353,236 (in 2015, it was \$341,052.) This is an increase of 3.57% or \$12,184 over 2015. The proposed rates for future years are based on the Library’s 2016-2020 Financial Plan.¹



¹ Vancouver Island Regional Library 2016-2020 Financial Plan “Meeting Our Service Standards”. Adopted on September 19, 2015, page 38.

Parcel Taxes

A Parcel Tax is charged on properties within the Town boundary that have or will have water and sewer services. For 2016, it is expected that the sewer parcel tax will remain at its current level of \$269 while the water parcel tax will be \$200, an increase of \$40 over last year.

Council has committed to proceed with a water filtration plant upgrade which will ensure that the Town's water supply system meets the current surface water treatment objectives published by Island Health Authority. The project, estimated to cost approximately \$14.0 million, will be undertaken in two phases. The first phase consists of a Membrane Filtration System (\$11.0 million), and the second phase will add Dissolved Air Flotation (DAF) pre-treatment (\$3 million), to reduce long term operating and maintenance costs. The Town has made application for grants to assist with this funding. Additional significant water supply upgrades are expected over the next ten years and will also be funded through borrowing and water parcel taxes. It is expected that significant increases to the water parcel tax will be required over this time frame to support these projects that are necessary to ensure our water supply and water quality.

Sewer parcel taxes are expected to remain stable over the next few years, with potential for an increase should the Town need to undertake significant additional work to change our sewage outfall, or further upgrade sewage treatment to meet possible new federal marine discharge standards.

The projects that would be funded by parcel tax revenue include:

Water:

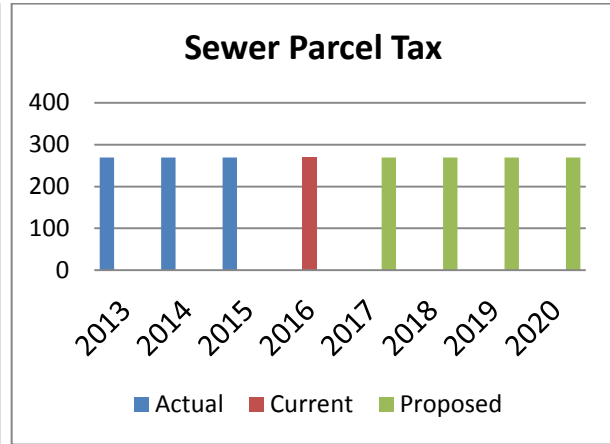
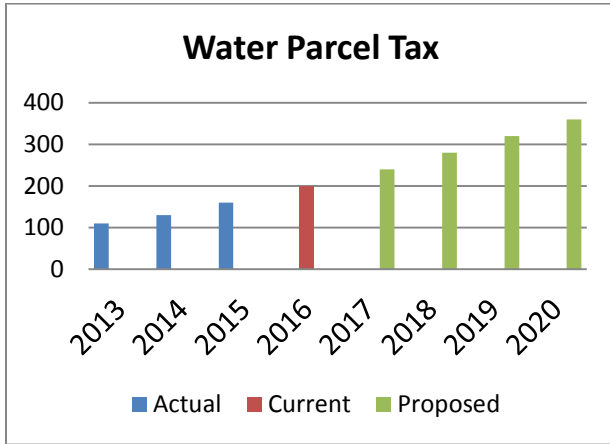
- Construction of a Water Filtration Plant, including debt servicing.
- Enhancements to the dams and future supply-main replacements

Sewer:

- Upgrades to the waste water treatment plant, including debt servicing
- Composting at the Public Works site

The funds raised through these specific taxes stay within that utility. For example, the water parcel tax can only be used to fund water projects. Any surplus funds stay within the water fund for future use.

Any new development connecting to the Town of Ladysmith's water and sewer services will be required to pay either these parcel taxes or, if the location is outside of the Ladysmith boundary (such as the First Nations connections), the equivalent of the current amount charged to the Ladysmith property owners.



Grants in Lieu and 1Per Cent of Revenue Grants

The Town also receives property taxation from provincial and federal agencies as well as one percent of revenues from specific utility companies. These amounts are used to reduce taxation.

Grants in lieu of taxation are received from Canada Post, BC Hydro for the electrical lines and Canadian Mortgage and Housing. The total estimate amount to be received for these properties is \$25,700 (in 2015, it was \$24,154).

Section 353 of the *Local Government Act* requires certain utility company property (electric light, electric power, telephone, water, gas etc.) to pay 1% of area revenues to the municipality. The following is the breakdown of the monies received from these companies:

Company (per s.353)	2016	2015
Telus	\$15,627	\$16,201
Shaw Cable system	17,013	17,622
Fortis BC	22,842	24,548
BC Hydro	81,197	81,590

Fees for Service

Utility Fees

Water, sewer and garbage/recycling fees are charged on a quarterly basis. Water is charged based on consumption. Again, funds raised by utility fees stay within the respective funds.

Included in the 2016-2020 Financial Plan is a 10% increase to water rates as well as a 5% increase to the monthly sewer rate. These increases will be effective for the second quarter billing. These fee increases are necessary to fund the added operational costs for the Waste Water Treatment Plant and Water Filtration Plant.

Although the Town does not maintain a separate 'garbage fund', the garbage collection fees pay for the service that the garbage contractor (currently BFI Canada) charges the Town. In May 2014, the Town entered a contract with Multi Materials BC (MMBC) to collect recyclable materials on its behalf. This arrangement is in response to provincial legislation designed to hold manufacturers and producers responsible for recycling packaging materials they produce, and ultimately to reduce the amount of packaging they use. The contract is expected to provide monthly rebates of \$8,000 (2015 - \$8,750) for the Town in 2016, providing that property owners place only acceptable items in their recycling. These funds will be applied against increases to contractor costs and will also offset increased operational costs, such as advertising and education programs implemented to ensure that the Town meets the MMBC rebate requirements. The Garbage Utility Rate did not increase in 2014, even though the contract costs increased by 2 per cent.

A decision is required by Council as to whether they wish to continue to save to provide a fully automated system in the future, which will require a large capital expenditure for household bins compatible with the new system.

User Fees

User fees are charged for programs and services such as recreation facilities and classes, development permits, building permits, development approvals and subdivisions.

A new user fee, or franchise fee, is expected to be received from Fortis BC. This fee is compensation for the costs to the municipality to repair roads and other property due to the Fortis gas lines.

The Town does not charge user fees for all programs and services offered. For example, there is no entry fee for parks, and all residents and visitors use roads and sidewalks. These costs are included in the overall property tax levy.

Recreation Centre fees are reviewed and are set by bylaw. Council passed a bylaw in August 2015 to increase recreation fees slightly (1 per cent to 3 per cent), but in keeping with neighbouring communities. Included in the fitness admission rate is a 1 per cent reserve allocation fee which will ensure funds are available to replace fitness facility equipment.

Rental Revenue

The Town looks for alternative sources of funding to reduce reliance on property taxes. One such revenue option is property rental. Due to current vacancies in Town-owned properties, the total rental revenue expected is \$132,298 (2015 - \$162,908). In recent years, Town facilities have been increasingly occupied by not-for-profit organizations. Although these organizations provide significant contributions to the community, the loss of rental revenue to the Town is made up by increases in taxation.

Town-owned properties that are currently rented out or leased are:

Location	Total Rental (\$)
Machine Shop - 610 Oyster Bay Drive (various tenants)	\$ 8,240
Community Services Centre - 220 High Street and 630 & 620 Second Avenue	15,500
Aggie Hall – 1110 1 st Avenue	5,500
Transfer Beach (including concession & kayak shop)	11,650
Forest Field	13,500
FJCC Facility Rentals & Leases (including pool)	68,400
BC Transit	9,508

Grants

Ladysmith has benefited greatly from a number of grants in recent years. These grants include partial funding for the waste water treatment plant, the construction of the Community Services Centre and Spirit Square on High Street, and the construction of the artificial turf field at Forrest Field. Staff continually seek out additional funding sources for projects and the cost of doing this work is included in the general government section of the budget. However, reliance upon grants is not a reliable form of financing because it is dependent upon the decisions of other levels of government.

Typically, the Town must also contribute towards these projects - grant programs usually require local governments to cover between 25 to 50 per cent of project costs. This contribution is increasingly funded from general taxation. Management time and other resources are typically reallocated from other priorities or projects, as they are not covered by grant funding.

In 2016, the following projects are expected to be started or completed with funding from grants:

Project	Granting Agency	Amount (\$)
Waste Water Treatment Plant	Green Municipal Funds - FCM	1,000,000
Composting Facility	UCBM	570,000
Small Community Protection	Province of BC	438,000
Asset Management	Province of BC and UBCM	90,000
Traffic Fine Revenue Sharing	Province of BC	49,000
Cooperative Protocol – First Nations	UBCM	9,000
Traffic Safety Audit	ICBC	7,500
Pedestrian Cross Walk	ICBC	10,000
Upper Transfer Beach Improvements	MIA	6,000
Sidewalk Connector	ICBC	5,000
Operating Grants	Granting Agency	Amount (\$)
FJCC - Operating	CVRD	126,516
Operating	Various	7,300
CARIP	Province of BC	8,364

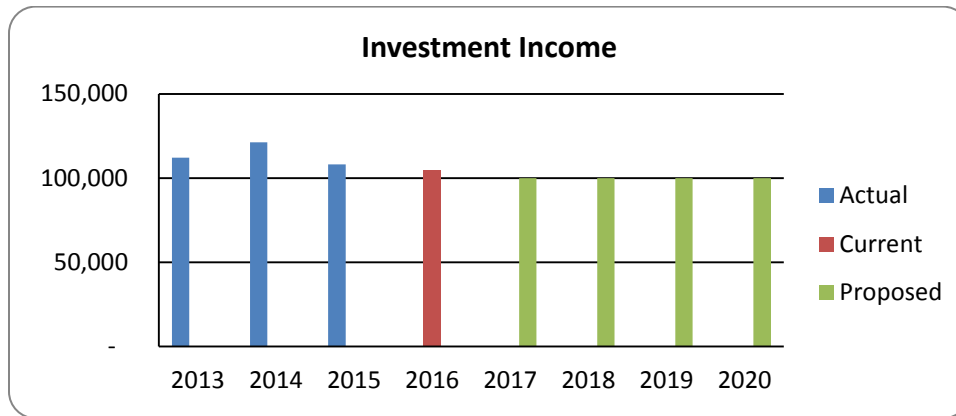


Grant provided by Municipal Insurance Association to add fencing to Transfer Beach Parking Lot

Penalty & Other Revenue

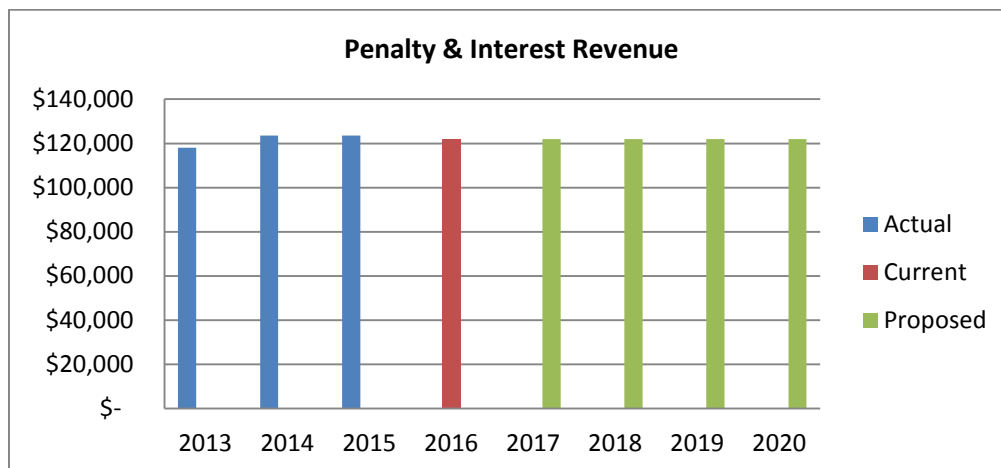
Investment Revenue

The Town earns revenue through returns on investment of its cash reserves. The Town invests the funds appropriated for specific capital projects and other surpluses in interest-bearing accounts. Council has set a policy that the investments made are to be conservative and low-risk. Currently, funds are invested with the Ladysmith & District Credit Union. It is expected that the return on investment will generate \$105,000 in 2016 (2015 - \$105,000). In the future, it is expected to decrease as the reserves set aside for capital projects are going to be spent on those projects.



Penalty Revenue

The Town levies a penalty of 10 per cent on unpaid current taxes at the tax due date (July 4th for 2016), as prescribed in the Municipal Tax Regulation. Unpaid property taxes from prior years also accrue daily interest at the Province's prescribed interest rate. Even with the introduction of the Property Tax Prepayment Plan program, it is estimated that penalty and interest will account for \$120,000 in 2016 (\$122,000 – 2015). It is expected that this revenue will remain constant at approximately \$120,000 per year from 2017-2020.



Proceeds from Borrowing

The Town has borrowed funds in the past to carry out large projects that will benefit residents over a number of years. These projects include the RCMP building, \$1 million to construct for waterworks projects, \$10 million for the Waste Water Treatment Plant and \$920,000 to purchase the properties at Buller Street.

Additional borrowing is required to fund the replacement or upgrades to the City Hall and the Fire Hall. Borrowing is anticipated to fund the Water Filtration Plant upgrade and other major water supply projects, and to fund a new Fire Truck. Elector assent is required in 2016 to authorize the funding for water projects.

There are restrictions in place to limit the amount of possible borrowing. This limitation is based on the ability to service the debt, i.e. paying principal and interest charges. The debt servicing costs on borrowing is capped at 25 per cent of the previous year's revenues. Currently, the Town's total debt servicing limit is approximately \$2.9 million. The Town has approved servicing of approximately \$1.4 million, leaving \$1.5 million within the cap limit. From that, there is proposed borrowing for the Water Filtration Plant, other Water Supply upgrades and a Fire Truck.

Gas Tax Funding (Restricted)

The Town will receive approximately \$370,000 annually from the Gas Tax Fund (created from an additional Federal tax added at the gas pumps). Although the criteria for using this funding have broadened in recent years, there are still restrictions on the use of the funding. The new agreement also has stricter Asset Management requirements and the Town must report on progress towards complete asset management before future funding is awarded.

The Financial Plan includes the following projects to be funded at least partially with Gas Tax funds in 2016-2020:

- Energy & Facilities Condition Assessment
- Downtown Garbage Bins
- Parks, Recreation & Culture Master Plan
- Traffic Safety Audit
- Waterfront Area Plan
- Aggie - Parking Expansion area
- Playground - Transfer Beach (Rotary)
- Enclosed Dog park
- Bleachers, Storage & Security for Base Ball fields - Aggie
- Sewer Source Control Program
- Sidewalk Connecting - First Ave by roundabout
- Paving: 4th Ave, Methuen to Belaire

Development Cost Charges (Restricted)

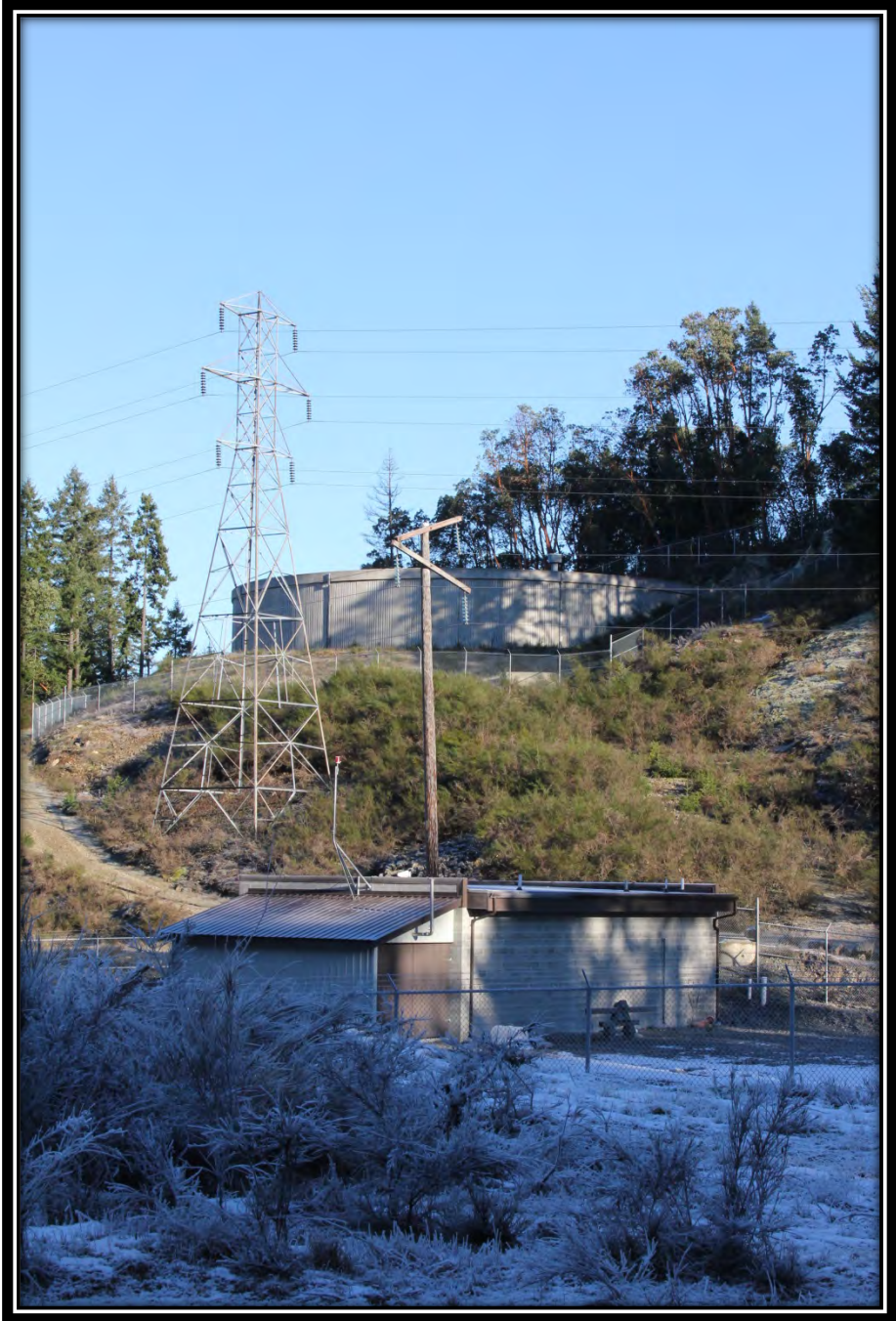
The Town updated the Development Cost Charges (DCC's) Bylaw in 2011. DCC's are charged on new development within the Town and fund infrastructure that is required as a result of new growth. The DCC Bylaw requires that the fees are reviewed every five years. A consultant will be hired in 2016 to review and propose any changes to the DCC plan.

Development Cost Charges are funding the following projects in this financial plan:

- DCC Review
- Paving: 4th Ave, Methuen to Belaire
- Holland Supply Main Replacement: PW to Colonia
- Stocking Lake Supply Main & Holland to Stocking Supply Main

Reserves

Reserves are funds that are set aside for a specific purpose. Reserves are also called Appropriated Equity. Reserves are not intended to reduce taxation; they are set aside to fund specific projects.



Water Reservoir & New Chlorinator

2016 Strategic Priorities



NATURAL AND BUILT INFRASTRUCTURE

Maintain, renew and expand both natural and built infrastructure.



EMPLOYMENT AND TAX DIVERSITY

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



WATERSHED PROTECTION AND WATER MANAGEMENT

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



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 meaningful citizen involvement.



COMMUNICATIONS AND ENGAGEMENT

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

Wise Financial Management

Enhanced Standard of Infrastructure

Effective Land Use Planning and Community Design

Supportive Corporate Governance

A Safe and Healthy Community

Dynamic Economic Development

Responsible Stewardship of the Environment

Strategic Direction A - Wise Financial Management

The Town's first strategic direction is to ensure wise financial management and provide fair value to the taxpayer. The Financial Services Department takes the lead role in this direction by providing budget and accounting services to supporting decision making, though every department plays a role in ensuring financial sustainability.

The **Financial Services Department** is responsible for financial planning and reporting as well as processing payroll, accounts payable, accounts receivable, and purchasing. This area is also responsible for the calculation and collection of all property tax and utility billing as well as invoices for business licences.

<i>QUICK FACTS</i>		
	2015	2014
Grants managed	13	13
Value of grants managed	\$2.521m	\$1.375m



Holland Creek Pedestrian Bridge

Strategic Direction B - Effective Land Use

The Town's second strategic priority is to ensure effective use of land within the Town boundaries, in accordance with the Town's sustainability vision, Official Community Plan and Zoning Bylaw, as well as provincial legislation. The **Development Services Department** has the lead in this area, and is responsible for long-range and current Planning, Urban Design, Heritage Preservation, Economic Development, Building Inspection and Bylaw Compliance. The department provides advice to Council on development matters, processes applications regarding land use, promotes economic development and networks with various committees and local area groups.

Overall, the Development Services Department budget (not including Building Inspection and Bylaw Enforcement) will decrease by 2.84 per cent, including carry-forwards, in 2016.

Priorities

- OCP amendment/rezoning for the Holland Creek development area
- Engage with community to update the Waterfront Area Plan
- Implement best practices for community growth and investment
- Engage with the development community to streamline application processes
- Complete the Transfer Beach Interpretive History Project
- Participate in the Naut'sa Mawt Steering Committee

QUICK FACTS		
	2015	2014
Development Permit Applications	14	11
Development Variance Permit Applications	3	5
Rezoning Applications	4	3
Sign Permit Applications	12	13
Temporary Use Permit Applications	1	-
Commission and Committee Meetings Organized & Attended	12	12
Naut'sa Mawt Steering Committee Meetings Organized and Attended	4	4
Zoning Bylaw Update Project Meetings Held	0	2
Customer Enquiries	350	300
Heritage Revitalization Tax Exemption Agreements	1	3

Development Services (net of revenues)	2016 Preliminary Budget	2015 Approved Budget	% Change	\$ Change
Economic Development & Tourism	60,399	80,884	-25.33%	(20,485)
Heritage	23,135	24,463	-5.43%	(1,328)
Planning	375,289	366,865	2.30%	8,424

Strategic Direction C - Dynamic Economic Development

The Town is committed to developing a complete community, to keep and foster local business, to attract new businesses, and to expand our tax and employment base. The Development Services Department takes the lead role in this direction. However, this direction is supported by all Departments and the Regional District. The Development Services Department is responsible for both guiding and promoting economic development in Ladysmith, including tourism and sustainability. Through partnerships with local businesses and other levels of government, the Town will facilitate the development of a sustainable economy.

QUICK FACTS		
	2015	2014
Tourism Marketing Advertisements	7	10
Tourism Collateral Items	1	--
Film Permit Applications	1	--
Rezoning Applications	4	3
Sign Permit Applications	12	13
Economic Revitalization Tax Exemption Agreements (active)	1	1
Business licences	539	479
Inter-community business licences	51	41

The Town pays \$35,000 annually toward the Ladysmith Chamber of Commerce Visitor Centre operations and the provision of business support services as well as \$700 per month towards the rental of Visitor Centre premises, for a total of \$43,300. In addition, the Town contributes to and participates in regional services through the Cowichan Valley Regional District. These include Economic Development Cowichan, Tourism Cowichan and Film Cowichan

Economic Development Highlights:

\$ 35,000 paid annually to the Ladysmith Chamber of Commerce for Ladysmith Visitor Centre & business centre services

\$ 8,400 paid annually for Ladysmith Visitor Centre rent

\$ 52,029 (draft) for regional economic development services delivered by Economic Development Cowichan (through the CVRD requisition)

\$ 9,974 (draft) for regional tourism services delivered by Tourism Cowichan (CVRD requisition)

Economic Development Services include:

- Annual Community Profile
- Business and Development Portal
- Support to investor inquiries
- Support for process navigation, including BizPal
- Tourism promotion – website, print materials
- Member of the Partnership for an Economically Vibrant Community
- First Nation relationships and partnerships

Priorities

- Promote “open for business” climate
- Streamline approvals processes for building and development to expedite turnaround times
- Implement feedback mechanisms for continuous improvement of permit and approval processes
- Continue to encourage development of green industries
- Continue to provide tax incentives for building investment
- Implement the next phase of the welcome and directional signage project
- Encourage establishment of a Business Improvement Area to support downtown business
- Work with Stz’uminus First Nation to establish the South Ladysmith Industrial Park
- Explore options for a new City Hall and Library facility in the Downtown
- Downtown infrastructure improvements

Strategic Direction D - Enhanced Standard of Infrastructure

The Infrastructure Services Department is responsible for maintaining the Town's infrastructure: roads, sidewalks, and water and sewer utilities.

The Town provides clean drinking water and proper disposal of liquid and solid waste, in accordance with the legislation set by the provincial and federal governments.

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

Priorities

- Complete the Waste Water Treatment Plant to offer secondary treatment
- Examine options to enhance composting facility at Public Works
- Complete the upgrade of Fourth Avenue: Pavement, Storm, Water, Sanitary, Bike Lanes
- Undertake Design for a number of Strategic Water Supply Enhancement Projects
- Begin Design of a Water Filtration Plant
- Replace Fueling System at Public Works
- Continue to upgrade water supply mains

QUICK FACTS		
Engineering	2015	2014
Kilometres of roads and lanes	65	65
Kilometres of sidewalks	37.2	37.2
Kilometres of water mains	84.8	70.6
Kilometres of sewer mains	67.9	54.5
Sewer connections (residential)	2973	2,947
Water connections (single family dwelling)	2777	2,774
Consecutive days providing tested and approved drinking water	365	365
Interments in Ladysmith Cemetery	27	26
Marker installments in Ladysmith Cemetery	23	13
Customer Service Requests	909	390

Transportation Services (net of Revenues)	2016 Preliminary Budget	2015 Approved Budget	% Change	\$ Change
BC Transit	10,996	2,953	272.37%	8,043
Engineering	210,863	266,346	-20.83%	(55,483)
Parking Lot Lease	11,590	11,290	2.66%	300
PW Administration	330,217	290,627	13.62%	39,590
PW Operations	619,657	658,537	-5.90%	(38,880)
Snow & Ice Removal	52,160	60,660	-14.01%	(8,500)
Trolley	2,507	2,507	0.00%	-
Retired Debt	-	54,862	-100.00%	(54,862)
Cemetery	(1,393)	(1,600)	-12.94%	207

Waste Water Treatment

The Town’s upgraded Waste Water Treatment Plant will provide secondary sewage treatment and will be able to serve a population of 18,000 upon completion and will have the ultimate capacity to serve a population of 30,000 with minimal additional cost.

Sewer Services

The Public Works Department oversees operations related to sewer & drainage, including:

- Sewer Treatment
- Sewer Main Repair
- Lift Station Maintenance
- Sewer Main Flushing

The budget includes a large increase in chemical supply costs (\$35,000) and contracted services (\$20,000) to run the Waste Water Treatment Plant.

Water Services

The water supply system has the capacity to provide quality drinking water to a population of up to 18,000. Water is a very precious resource, and therefore the Town is taking several measures to encourage citizens to reduce consumption, including:

- Implementation of water restrictions during the dry season
- Installation of water meters at all residences and businesses to help determine and repair any leaks in the system and to monitor consumption
- Distribution of educational water-wise mail-outs to all households
- Implementation of regulations making low-flow toilets mandatory in all new construction and renovations
- Installation of low-flow toilets in all municipal facilities
- Undertaking capital upgrades to the water supply system

Included in the Financial Plan is proposed debt servicing of \$350,000 to fund the Water Filtration Plant.

In the future, there will be significant increases to the water operating budget in order to fund the new water filtration plant. This will include the cost of a new Utility operator as well as the chemicals and hydro costs to run the new plant.

Utilities (Expenses only)	2016 Preliminary Budget	2015 Approved Budget	% Change	\$ Change
Sewer Operations	\$ 880,701	\$ 750,675	10.07 %	\$ 130,026
Sewer Debt Servicing	540,120	540,120	0	0
Water Operations	659,557	613,455	7.52	46,102
Water Debt Servicing	58,012	58,012	0	0
Water Debt Servicing (proposed)	350,000			350,000

Strategic Direction E - Responsible Stewardship of the Environment

Commitment to environmental sustainability underlies all activities and priorities of the Town. Although Infrastructure Services takes the lead in many of the projects, all departments take responsibility for supporting this strategic priority. The Sustainability Action Plan provided clear direction for the Town and the Annual Report for 2015 will report on progress in this priority area.

QUICK FACTS		
Solid Waste	2015	2014
Units serviced with waste pick-up	3089	3065
Tonnes solid waste collected (garbage, recyclables, organics)	1413	1390
Percentage of Total waste diverted from landfill	57.1	57.5

Garbage and Recycling

The main cost in this area is solid waste collection fees paid to the contractor (currently BFI). The Town has entered a contract with Multi-Material BC to collect recyclable packaging on its behalf. This is in response to new legislation requiring a reduction in packaging materials and holding manufacturers responsible for its disposal.

Solid Waste Services (net of revenues)	2016 Preliminary Budget	2015 Approved Budget	% Change	\$ Change
Garbage	-44,420	- 42,980	3.4%	- 1,440

Composting

The Town composts on site at the Public Works Yard and will be examining options to improve the processing system at that location, particularly management of odours.

Climate Action

In 2008, the Town of Ladysmith signed the British Columbia Climate Action Charter, together with most municipalities in the Province. This committed the Town to reducing carbon emissions and becoming carbon neutral by 2012. Local governments can achieve carbon neutrality by reducing emissions, by purchasing carbon offsets to compensate for their greenhouse gas emissions or by developing projects to offset emissions. Such projects may include improving the energy efficiency of local government-owned and operated buildings and vehicle fleets.

Since 2008, the Town has strived to reduce its carbon emissions. While this is significant progress, to achieve neutrality, the Town still has to purchase carbon offset credits. For the carbon offset of 2015, the Town will purchase 288 carbon offsets through Cowichan Energy Alternatives.

The Climate Action Charter also requires a commitment from the Town to an additional 10% reduction in greenhouse gas emissions by 2016. Projects to support this goal are included in the Financial Plan.

Priorities

- Complete Secondary Wastewater Treatment Plant Upgrade;
- Implement the Sustainability Action Plan
- Begin construction on the Water Filtration Plant
- Continue to compost Waste Water Treatment Plant sludge

Strategic Direction E - Responsible Stewardship of the Environment

Strategic Direction F - Safe and Healthy Community

Safe Community

Services in this area include Protective Services and Building & Bylaw Compliance.

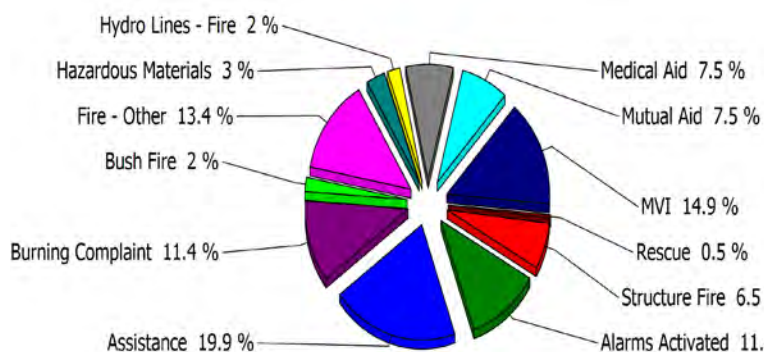
Protective Services

This area includes Police, Fire Rescue, Animal Control and Bylaw Enforcement. Police Services are provided under contractual agreement by the RCMP. Fire Rescue Services are provided by paid on-call members. Animal Control is provided under contractual arrangement and Bylaw Services are provided by staff in the Infrastructure Services Department.

Fire Rescue

Ladysmith Fire and Rescue is made up of one Fire Chief, three Lieutenants, one Captain, one Deputy Chief, one Training Officer, and 25 paid volunteers.

Distribution of Calls by Response Type



QUICK FACTS

Fire/Rescue	2015	2014
# Officers	7	7
# Hourly paid on-call members	25	25
# Incidents	201	199

Fire Vehicles

Truck	Year Purchased
Pierce Fire Truck	1990
Yukon Chief Truck	2007
Ladder Truck	1997
Spartan Engine	2005
Chev Truck	1995
Bush Truck	2012
Spartan -Rescue	2012

Protective Services (net of revenues)	2016 Preliminary Budget	2015 Approved Budget	% Change	\$ Change
Fire Department	295,887	290,116	1.99%	5,771
Fire Vehicles	26,795	27,083	-1.06%	(288)
Fire Vehicles – Lease	61,952	62,927	-1.55%	(975)

Policing

The budget for the Royal Canadian Mounted Police Ladysmith Detachment is incrementally increasing to fund a full complement of members. Most of this increase is due to member and support staff costs, plus additional hydro and building maintenance costs, net of any recovery than can be charged back to the provincial RCMP. Continued funding for a back-up generator has been included in the budget.

QUICK FACTS		
Policing	2015	2014
# of service calls Detachment Area	4,586	4,045
# of service calls Town of Ladysmith	2,698	1,982

In 2016, one RCMP member costs \$168,620 (2015 - \$163,180). There are seven RCMP members in the detachment. Similarly to any municipality with a population between 5,000 and 15,000, the Town is responsible for funding 70 per cent of that cost.

A higher level service request has been presented to Council for an additional Public Sector Employee position in the detachment. For 2016, this position would be partially funded at a cost of \$50,341 and fully funded in future years at a cost of \$67,300. A decision of Council is required and the police taxation would increase accordingly.

Protective Services (expenses)	2016 Preliminary Budget	2015 Approved Budget	% Change	\$ Change
Police	1,147,794	1,122,783	1.90	25,011
Police – Debt	194,183	194,183	0.00%	-

Animal Control

Animal control services are provided by Coastal Animal Services through a contract with the Town. The revenue received from the sale of dog licences is applied against the contract costs. The net cost to taxpayers for animal control (costs over and above dog licence revenues) is budgeted at \$9,900 in 2016. (2014 - \$11,500). Included in the 2016-2020 Financial plan is a new dog park. Currently it is funded from prior year reserves.

QUICK FACTS		
Animal Control	2015	2014
# Dog Licences Sold	992	998

Protective Services (net of revenues)	2016 Preliminary Budget	2015 Approved Budget	% Change	\$ Change
Animal Control	12,530	9,900	26.57%	2,630

Bylaw Compliance and Building Inspection

The Town’s regulatory bylaws help to support Ladysmith’s small town quality of life. The implementation of Town bylaws includes education and compliance services that contribute to our goal of a safe, caring and vibrant community. The Bylaw Compliance service provides information and education for the public about Town policies and regulations and works to obtain compliance with Town bylaws. The service includes a range of compliance activities including enforcement. In 2015, the Bylaw Compliance Officer responded to 210 service requests.

QUICK FACTS		
<i>Building Inspection</i>	2015	2014
Building Permits (renovations and new construction)	90	81
Occupancy Permits	37	27

A Higher Level of Service Request was approved by Council in this area for a one-time cost of \$3,000 for the Bylaw Compliance Officer to develop a Compliance Strategy. This will include:

- Bylaw Compliance Policy
- Bylaw Compliance Procedures
- Updates to Ticketing Bylaw
- Consequential amendments to enforcement and penalty sections of regulatory bylaws, as needed

Protective Services (net of revenues)	2016 Preliminary Budget	2015 Approved Budget	% Change	\$ Change
Building & Bylaw Enforcement	114,487	88,996	28.64%	25,491

Emergency Preparedness

Facilities within the Town of Ladysmith, including the Frank Jameson Community Centre, are designated Emergency Social Services Centres. Town staff are also trained to run an Emergency Operation Command Centre, as they did during the recent grass fire in Cedar.

There is no direct funding for the Emergency Preparedness; however, Emergency Operations Centre training is provided through the Cowichan Valley Regional District.

Protective Services (net of revenues)	2016 Preliminary Budget	2015 Approved Budget	% Change	\$ Change
Emergency Preparedness	-	-	-	-

Strategic Direction F – Safe and Healthy Community

Healthy Community

Parks Operations

Parks Operations falls under the direction of the Infrastructure Services Department, in co-operation with the Parks, Recreation and Culture Department. The two departments work closely together on the maintenance of the various Town parks and boulevards, as well as vandalism repairs, golf course mowing services, and beach and trail maintenance.

Staff have submitted a higher level service request for 2 summer students to perform trail maintenance at one-time cost of \$24,000 in 2016. A decision of Council is required and will increase the budget accordingly.

Parks	2016 Preliminary Budget	2015 Approved Budget	% Change	\$ Change
Golf Course	12,474	5,879	112.18%	6,595
Parks	613,906	622,873	-1.44%	(8,967)

Parks, Recreation and Culture

The Town is committed to providing appropriate recreational facilities and services to support community wellness. The Parks, Recreation & Culture Department team of staff manage Town of Ladysmith facilities in a manner ensuring quality and safe experiences by all users. Use of Town facilities is maximized through both programs and rental access to spaces. The 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.

Arts and Culture are also key to community health, and the department works with community groups to facilitate special events and programs for community participation and education.

QUICK FACT		
Parks & Recreation	2015	2014
# registered in fitness programs	796	918
# drop-in fitness classes	762	766
# of one-person personal training	271	260
# registered in aquatic programs	961	889
# of private swimming lessons	565	407
# of patrons visited FJCC	81,059	73,300
# of Rec Room youth drop ins	1,500	1,600
# of Amphitheatre Events	35	33
# of picnics at Transfer Beach Shelters	96	65
# of Forrest Field Bookings	447	210
# hectares of parks, trails and open spaces	110	110
# of km of hiking and walking trails	26	26

Parks, Recreation & Culture include:

- Recreation program delivery
- Community Services (partnerships)
- Facility management (operational and capital)
- Park planning and capital
- Special Events

Recreation & Cultural Services (net of revenues)	2016 Preliminary Budget	2015 Approved Budget	% Change	\$ Change
Aggie Hall	40,463	38,143	6.08%	2,320
Aquatics	83,033	56,842	46.08%	26,191
Beach Maintenance	22,921	16,502	38.90%	6,419
PRC Commission	300	300	0.00%	-
Facility Maintenance	27,299	21,164	28.99%	6,135
Fitness Studio	39,874	52,340	-23.82%	(12,466)
FJCC Administration	579,441	630,619	-8.12%	(51,178)
FJCC Maintenance	464,462	454,037	2.30%	10,425
Forest Field	18,397	18,693	-1.58%	(296)
High Street Buildings	26,436	24,077	9.80%	2,359
Machine Shop	20,229	7,932	155.03%	12,297
Recreation Programs	97,828	84,559	15.69%	13,269

Overall, the Recreation & Culture Services budget changes by slightly more than one per cent. There has been a recent reorganization within the department to streamline service delivery. This has resulted in the budget being reallocated to different sections within the department.

Priorities

- Replace registration and booking software system
- Update Parks, Recreation & Culture Master Plan
- Investigate options and locations for a dog park
- Transfer Beach Park improvements
- Holland Creek Trail improvements



Kids Playing at Transfer Beach

Strategic Direction G - Supportive Corporate Governance

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

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

Corporate Services include:

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

QUICK FACTS		
General Government Services	2015	2014
# Council Meetings Supported	61	67
# External Committee Meetings Supported	55	22
# Internal Committee Meetings Supported	71	57
# Resolutions Adopted	671	656
# Freedom of Information Requests	10	6
# Job Postings Managed	56	37
# Retirements	4	1
# E-mail Subscribers	1415	1229
# Statutory Advertisements	19	16
# Corporate Services Newsletters published	5	5
# Subscribers to electronic utility billing	525	465
# Subscribers to pre-authorized utility payment program	352	330

Mayor, Council and Town Administration

This area includes the Mayor and Council, plus all Town administration including the City Manager, Corporate Services, Human Resources, and Information Technology.

Town Council is made up of the Mayor and six Councillors who work together to set the policy direction for the Town. The Mayor and Council budget will increase by 18.28 per cent, made up of an increase Council remuneration and increased costs of meeting expenses.

Once Council has made decisions on policy and service levels, those decisions are implemented at an operational level. The **Chief Administration Officer** (City Manager) liaises directly with Council and is responsible for executing all decisions of Council. All department heads (Directors) report to the City Manager. The City Manager also directly manages corporate strategic projects.

This year will be a transition year for the Chief Administration Office. The City Manager will be retiring and a replacement will be hired. There is additional labour cost to cover the transition period, although this one-time expense will be funded from reserve funds.

General Government Services (net of revenue)	2016 Preliminary Budget	2015 Approved Budget	% Change	\$ Change
Revenue (incl. Grant)	(463,600)	(472,600)	-1.9%	9,000
Mayor & Council	147,740	124,910	18.28%	22,830
Administration	209,646	207,347	1.11%	2,299
Administration Charge	(172,242)	(172,242)	0.00%	-
Bad Debt	10,000	10,000	0.00%	-
Corporate Service	721,903	717,834	0.57%	4,069
Finance	685,321	679,776	0.82%	5,545
Grants In Aid	101,000	103,000	-1.94%	(2,000)
Human Resources	230,016	229,821	0.08%	195
Information Technology	232,610	229,850	1.20%	2,760
Debt Servicing	13,782	4,228	226%	9,554

Overall, the General Government Administration budget is increasing by 3.26 per cent. The largest increase is in the costs to service the short term debt on the properties purchased on Buller Street for the eventual building of a new City Hall.

This budget also reflects the new service agreement with North Cowichan to maintain the Town's Information Technology system.

Priorities

- Continue to work with North Cowichan to improve the Town's information technology support.
- Commence live-streaming of Council meetings

Leases & Debt

The Town utilizes the Municipal Finance Authority for long and short term borrowing as well as leasing vehicles and equipment. Below are the current and schedule leases and debt (not including taxes):

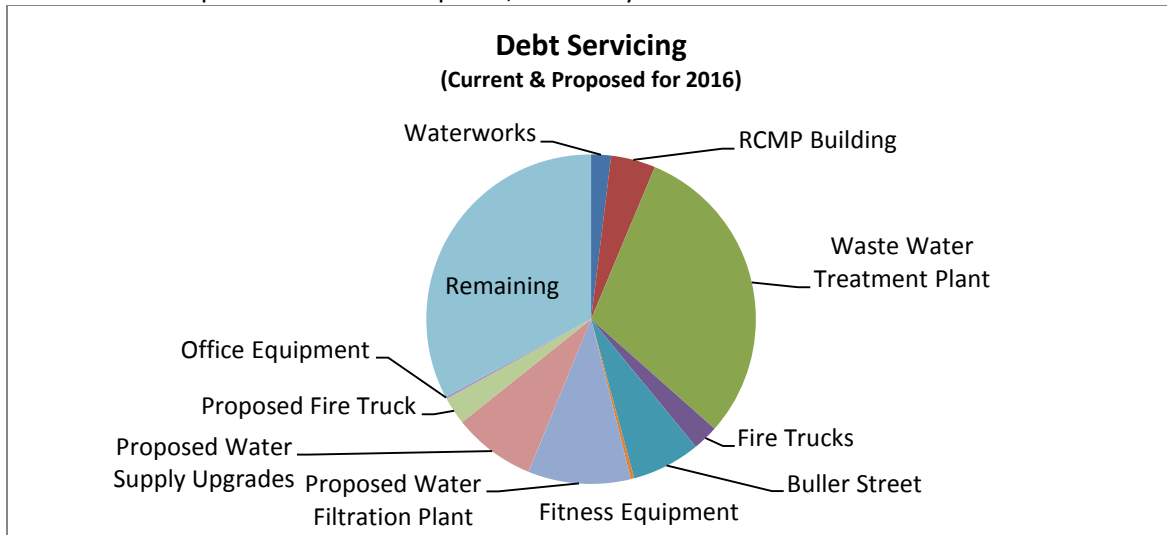
- Photocopier (City Hall). Lease ends 2016. Monthly principal and interest payments \$329.
- Photocopier (Public Works). Lease ends 2017. Monthly principal and interest payments \$111.
- Bush Truck (Fire Department). Lease ends 2018 with \$83,000 remaining to be refinanced. Monthly principal and interest payments \$1,381.
- Rescue Truck (Fire Department). Lease ends 2018 with \$334,003 remaining to be refinanced. Monthly principal and interest payments \$2,718.
- Pumper Truck (Fire Department). Lease end 2016 with \$41,400 remaining to be refinanced. Monthly principal and interest payments \$773.
- Photocopier (PRC). Lease ends 2020. Monthly principal and interest payments \$147.
- Fitness Equipment (PRC). Lease ends 2020. Monthly principal and interest payments \$782.

Existing debt:

- Buller Street Properties. Ends 2019. Annual payment \$200,000.
- RCMP Building. Ends 2031. Annual payment \$194,183.
- Waterworks. End 2037. Annual payment \$58,012
- Waste Water Treatment Plant. To borrow \$10 million dollars over 20 years. Estimated annual payment \$540,012.

Proposed debt:

- Water Filtration Plant & Supply Upgrades. To borrow \$10 million dollars over 25 years with an estimated annual payment \$600,000.
- City Hall and Fire Hall Upgrade. To borrow \$10 million dollars over 25 years with an estimated annual payment \$600,000.
- A new Pumper Truck will be required, cost not yet defined.





Ladysmith Harbour

2016 Capital Projects-Continuing

Area	Description	Project Cost	Taxation Funding	Water Utility Funding	Sewer Utility Funding	Prior Yr Funding	DCC Funding	Reserve Funding	Gas Tax Funding	Grant Funding	Borrowing	Donation
Administration	First Nations Capacity Building (Grant)	9,000								9,000		
Development	Directional Signage	37,000				37,000						
Engineering	Asset Management work-order program (W/S/G Split)	110,000				30,000				80,000		
Equipment	Backhoe - Replace #96 (W/S)	150,000				150,000						
	Pickup Truck - Replace #44	35,000						35,000				
	Pickup Truck - Replace #85	35,000						35,000				
	Water main valve equipment	38,500				38,500						
Fire/Police	1995 Chevy Truck - Utility Truck	20,000				20,000						
Information Technology	Recreation Registration Software System	25,000				25,000						
	SCADA System Upgrade (S & W Split)	50,000				50,000						
Facility Maintenance	Chlorination System Conversion	75,000				75,000						
	Energy & Facilities Condition Assessment	20,000							10,000	10,000		
	Machine Shop repairs identified	18,500				18,500						
Public Works Projects	Downtown Garbage Bins	15,000						15,000				
Recreation	Parks, Recreation & Culture Master Plan	40,000						40,000				
Transportation	Paving: 4th Ave, Methuen to Belaire (Design)	60,000				60,000						

Town of Ladysmith
2016 – 2020 Draft Financial Plan

Area	Description	Project Cost	Taxation Funding	Water Utility Funding	Sewer Utility Funding	Prior Yr Funding	DCC Funding	Reserve Funding	Gas Tax Funding	Grant Funding	Borrowing	Donation
Sewer	Chemainus Road Lift Station Access Improvements	90,000				90,000						
	Upgrade Composting Facility at Public Works Yard, CVRD	800,000				300,000				500,000		
Water	Fiber optics connection - Water	8,000				8,000						
	Holland and Stocking Lake Watershed Modelling Update	8,000				8,000						
	Holland Dam Inundation Study	25,000				25,000						
	Holland Dam Storage Feasibility Study	40,000				40,000						
	Watershed management	20,000				20,000						

2016 Capital Projects – Aligning with Council’s priorities

Area	Description	Project Cost	Taxation Funding	Water Utility Funding	Sewer Utility Funding	Prior Yr Funding	DCC Funding	Reserve Funding	Gas Tax Funding	Grant Funding	Borrowing	Donation
Development	Development Services - Front Office Improvements	10,000	10,000									
	Open For Business	20,000	20,000									
	Waterfront Area Plan	180,000	30,000					20,000	130,000			
Information Technology	Mobile Version of Website	10,000	8,000					2,000				
Facility Maintenance	Aggie - Parking Expansion area	80,000	40,000						40,000			
	Buller St Properties Demo	98,500	98,500									
Transportation	Sidewalk Connecting - First Ave by roundabout	30,000							25,000	5,000		
Water	Holland to Stocking Supply Main (design)	300,000						300,000				
Administration	DCC Review	30,000	20,000			10,000						
Equipment	Access Ladder Arbutus Reservoir	20,000		20,000								
	Automatic Oil Dispenser	6,500	6,500									
	Forklift	20,000			20,000							
	Half ton 2x4 Extended Cab Pickup (Rpl #77)	40,000						40,000				
	Half ton 2x4 Extended Cab Pickup (Rpl #94)	45,000	22,000					23,000				
	Miller Shop Welder (Rpl #200)	8,000	8,000									
	New Vehicle	40,000	40,000									
	Tools (W/S Split)	15,000		7,500		7,500						
	Water Quality Monitoring Equipment - Holland	150,000		150,000								

Town of Ladysmith
2016 – 2020 Draft Financial Plan

Area	Description	Project Cost	Taxation Funding	Water Utility Funding	Sewer Utility Funding	Prior Yr Funding	DCC Funding	Reserve Funding	Gas Tax Funding	Grant Funding	Borrowing	Donation
	Lake, Stocking Lake, Chicken Ladder											
Fire/Police	Fire Hall Upgrade	150,000	20,000			50,000		80,000				
	Firefighters Turn-out Gear	10,000	10,000									
Information Technology	Photocopier (Development)	7,500						7,500				
	Vadim - upgrades to platform support	10,000	5,500			4,500						
Facility Maintenance	FJCC - Surveillance System Upgrade	10,000	10,000									
	Machine Shop - Floor Replacement- LMS	35,000	35,000									
	Machine Shop - Gutters	8,000	8,000									
	Machine Shop door to Arts Council	8,000	4,500									3,500
Parks & Playgrounds	Bleachers, Storage & Security for Base Ball fields - Aggie	34,000							34,000			
	Enclosed Dog park	25,000				14,000		4,000	7,000			
	Golf Course Greens irrigation system	10,000		10,000								
	Playground - Transfer Beach (Rotary)	22,000							7,000			15,000
	Sentinel upgrades	10,000		10,000								
	Upper Transfer Beach improvements & Horseshoe Pitch	25,000	10,000			9,000				6,000		
Public Works Projects	Fueling System Replacement	150,000	120,000	15,000	15,000							
Recreation	Spin bikes	18,000						18,000				
Transportation	Paving: 4th Ave, Methuen to Belaire	705,897	110,000				168,000	187,897	240,000			
	Pedestrian Cross Walk - 2nd & High	45,000				35,000				10,000		
	Traffic Safety Audit	15,000							7,500	7,500		

Town of Ladysmith
2016 – 2020 Draft Financial Plan

Area	Description	Project Cost	Taxation Funding	Water Utility Funding	Sewer Utility Funding	Prior Yr Funding	DCC Funding	Reserve Funding	Gas Tax Funding	Grant Funding	Borrowing	Donation
Sewer	Inflow & Infiltration/ Main Replacement	150,000				150,000						
	Sanitary Pump station Emergency Operations Review	25,000			25,000							
	Sewer main Replacement	300,000			200,000	100,000						
	Sewer Source Control Program	43,000			23,000				20,000			
	WWTP Phase 3	5,270,684				1,270,684				1,000,000	3,000,000	
Fire/Police	New Fire Truck - Engine #3	635,000									635,000	
Water	Water Filtration Plant	11,000,000								6,000,000	5,000,000	

2017-2020 Capital Projects

Projects	2017	2018	2019	2020
Administration				
City Hall			8,236,756	
City Hall- Front Counter Improvements	10,000			
Development				
Building Bylaw Review	10,000			
Directional Signage	230,400			
Engineering				
GIS Stage 2 Implementation	30,000	60,000		
Industrial Access Road - South Ladysmith - (split)	52,000			
Subdivision Bylaw	40,000			
Traffic Study	30,000			
Equipment	200,000	200,000	200,000	200,000
Fire/Police				
Fire Hall Upgrade			1,000,000	
Firefighters Turn-out Gear	10,000	10,000	10,000	10,000

Town of Ladysmith
2016 – 2020 Draft Financial Plan

Projects	2017	2018	2019	2020
Information Technology				
Vadim - upgrades to platform support	10,000			
Facility Maintenance				
City Hall - Air Handling Unit - Carrier				25,000
FJCC - Locker replacement		22,000		
FJCC - Oasis pool filter	25,000			
FJCC - Pool Decking		70,000		
FJCC - Whirlpool Tiling	15,000			
FJCC - Youth Zone heat pump replacement	15,000			
FJCC Change room floor replace (Male & Female)	26,000			
Interior painting of Aggie				7,000
Parks & Playgrounds				
Golf Course Upgrades - layout	8,000			
Playground - Aggie	80,000			
Rotary Boat Ramp	40,000	40,000		
Storm Capital				
Storm Drainage Improvements	100,000	267,564	300,000	300,000
Transportation				
Annual Road Improvements	265,133	500,000	450,000	400,000

Town of Ladysmith
2016 – 2020 Draft Financial Plan

Projects	2017	2018	2019	2020
Sidewalk	100,000	100,000	100,000	120,000
Sewer				
Future marine discharge location	250,000			
Inflow & Infiltration/ Main Replacement	150,000	150,000	150,000	150,000
Post Treatment Disinfection Options Review	250,000			
Sewer main Replacement	300,000	200,000	200,000	200,000
Sewer Source Control Program	10,000	10,000	10,000	10,000
Water				
Holland Dam - Storage Upgrade			2,000,000	2,000,000
Holland Supply Main Replacement: PW to Colonia	402,000			
Holland to Stocking Supply Main		5,075,000		
Stocking Lake Supply Main		200,000	1,840,000	
Water main Replacement Program	200,000	200,000	200,000	200,000

Please note that many of these projects depend on grant funding or borrowing which has not been confirmed

TOWN OF LADYSMITH
2016 COMPARED TO 2015



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For Period Ending 31-Dec-2015

	2016 PRELIMINARY	2015 APPROVED	% CHG	\$ CHANGE
Taxes				
Property Tax	BUDGET (6,503,830.00)	BUDGET (6,362,506.00)	2.22	(141,324.00)
Grants in Lieu	(162,379.00)	(164,115.00)	(1.06)	1,736.00
Total Taxes	(6,666,209.00)	(6,526,621.00)	2.14	(139,588.00)
Tax for other Agencies				
Taxes Collected on Behalf	0.00	0.00	0.00	0.00
Total Tax for other Agencies	0.00	0.00	0.00	0.00
Return on Investment				
Interest on investment	(105,000.00)	(105,000.00)	0.00	0.00
Total Return on Investment	(105,000.00)	(105,000.00)	0.00	0.00
Penalty & Interest on tax				
Penalty & Interest	(120,000.00)	(123,000.00)	(2.44)	3,000.00
Total Penalty & Interest on tax	(120,000.00)	(123,000.00)	(2.44)	3,000.00
Grants				
Grants	(7,377,500.00)	(3,700,109.00)	99.39	(3,677,391.00)
Total Grants	(7,377,500.00)	(3,700,109.00)	99.39	(3,677,391.00)
Donations, contributions & cont proper				
Donations	(18,500.00)	(128,700.00)	(85.63)	110,200.00
Total Donations, contributions & cont	(18,500.00)	(128,700.00)	(85.63)	110,200.00
Development Fees				
Transfers	(625,500.00)	(755,400.00)	(17.20)	129,900.00
Total Development Fees	(625,500.00)	(755,400.00)	(17.20)	129,900.00
Proceeds from New Debt				
Proceeds from New Debt	(8,635,000.00)	(9,800,000.00)	(11.89)	1,165,000.00
Total Proceeds from New Debt	(8,635,000.00)	(9,800,000.00)	(11.89)	1,165,000.00
General Government Services				
Leases & Debt	13,782.00	4,228.00	225.97	9,554.00
Revenue	(463,600.00)	(472,600.00)	(1.90)	9,000.00
Administration Charge	(172,242.00)	(172,242.00)	0.00	0.00
Mayor & Council	147,740.00	124,910.00	18.28	22,830.00
Grants In Aid	101,000.00	103,000.00	(1.94)	(2,000.00)
Administration	209,646.00	207,347.00	1.11	2,299.00
Corporate Service	721,903.00	717,834.00	0.57	4,069.00
Finance	685,321.00	679,776.00	0.82	5,545.00
Information Technology	232,610.00	229,850.00	1.20	2,760.00
Human Resources	230,016.00	229,821.00	0.08	195.00
Bad Debt	10,000.00	10,000.00	0.00	0.00
Total General Government Services	1,716,176.00	1,661,924.00	3.26	54,252.00

TOWN OF LADYSMITH
2016 COMPARED TO 2015



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For Period Ending 31-Dec-2015

	2016 PRELIMINARY BUDGET	2015 APPROVED BUDGET	% CHG	\$ CHANGE
Library				
Library	0.00	0.00	0.00	0.00
Total Library	0.00	0.00	0.00	0.00
Protective Services				
Fire Department	295,887.00	290,116.00	1.99	5,771.00
Fire Vehicles	88,747.00	90,010.00	(1.40)	(1,263.00)
Police	(989.00)	(1,743.00)	(43.26)	754.00
Animal Control	12,530.00	9,900.00	26.57	2,630.00
Building & Bylaw Enforcement	114,487.00	88,996.00	28.64	25,491.00
Total Protective Services	510,662.00	477,279.00	6.99	33,383.00
Transportation Services				
Parking Lot Lease	11,590.00	11,290.00	2.66	300.00
PW Administration	330,217.00	290,627.00	13.62	39,590.00
PW Operations	619,657.00	658,537.00	(5.90)	(38,880.00)
Trolley	2,507.00	2,507.00	0.00	0.00
BC Transit	10,996.00	2,953.00	272.37	8,043.00
Snow & Ice Removal	52,160.00	60,660.00	(14.01)	(8,500.00)
Engineering	209,434.00	264,917.00	(20.94)	(55,483.00)
Debt & Leases	1,429.00	164,366.00	(99.13)	(162,937.00)
Total Transportation Services	1,237,990.00	1,455,857.00	(14.96)	(217,867.00)
Garbage Services				
Garbage	(44,420.00)	(42,980.00)	3.35	(1,440.00)
Total Garbage Services	(44,420.00)	(42,980.00)	3.35	(1,440.00)
Cemetery Operations				
Cemetery	(1,393.00)	(1,600.00)	(12.94)	207.00
Total Cemetery Operations	(1,393.00)	(1,600.00)	(12.94)	207.00
Development Services				
Planning	375,289.00	366,865.00	2.30	8,424.00
Economic Development & Tourism	60,399.00	80,884.00	(25.33)	(20,485.00)
Heritage	23,135.00	24,463.00	(5.43)	(1,328.00)
Total Development Services	458,823.00	472,212.00	(2.84)	(13,389.00)
Recreation & Cultural Services				
FJCC Administration	581,327.00	632,506.00	(8.09)	(51,179.00)
Aquatics	83,033.00	56,842.00	46.08	26,191.00
Fitness Studio	49,921.00	62,387.00	(19.98)	(12,466.00)
Recreation Programs	97,828.00	84,559.00	15.69	13,269.00
FJCC Mtce	464,462.00	454,037.00	2.30	10,425.00
Facility Maintenance	27,299.00	21,164.00	28.99	6,135.00
Aggie Hall	40,463.00	38,143.00	6.08	2,320.00
High Street Buildings	26,436.00	24,077.00	9.80	2,359.00
Forest Field	18,397.00	18,693.00	(1.58)	(296.00)
Beach Mtce	22,921.00	16,502.00	38.90	6,419.00
Machine Shop	20,229.00	7,932.00	155.03	12,297.00
Commission	300.00	300.00	0.00	0.00
Total Recreation & Cultural Services	1,432,616.00	1,417,142.00	1.09	15,474.00
Parks				
Parks	613,906.00	622,873.00	(1.44)	(8,967.00)
Golf Course	12,474.00	5,879.00	112.18	6,595.00

TOWN OF LADYSMITH
2016 COMPARED TO 2015



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For Period Ending 31-Dec-2015

	2016 PRELIMINARY BUDGET	2015 APPROVED BUDGET	% CHG	\$ CHANGE
Total Parks	626,380.00	628,752.00	(0.38)	(2,372.00)
Sewer Services				
Sewer Services	(391,707.00)	(438,696.00)	(10.71)	46,989.00
Total Sewer Services	(391,707.00)	(438,696.00)	(10.71)	46,989.00
Water Services				
Water Services	(884,658.00)	(729,115.00)	21.33	(155,543.00)
Interest & Debt	406,084.00	58,012.00	600.00	348,072.00
Water Capital non TCA	0.00	10,000.00	(100.00)	(10,000.00)
Total Water Services	(478,574.00)	(661,103.00)	(27.61)	182,529.00
Amortization				
Amortization	2,485,372.00	2,485,372.00	0.00	0.00
Total Amortization	2,485,372.00	2,485,372.00	0.00	0.00
Non Consolidated Operations Items				
Non Financial Asset	(2,485,372.00)	(2,485,372.00)	0.00	0.00
Trsf to Reserves	672,621.00	446,235.00	50.73	226,386.00
Sewer Capital	5,866,768.00	13,514,818.00	(56.59)	(7,648,050.00)
Water Capital	11,637,000.00	1,743,448.00	567.47	9,893,552.00
Trsf from Own Funds	(2,522,614.00)	(1,616,520.00)	56.05	(906,094.00)
Trsf to/from Capital Funds	(71,369.00)	0.00	0.00	(71,369.00)
Principal Payments	0.00	(108,075.00)	(100.00)	108,075.00
Capita	2,898,750.00	2,190,137.00	2.35	708,613.00
Total Non Consolidated Operations Item	15,995,784.00	13,684,671.00	16.89	2,311,113.00
Surplus (-) / Deficit	0.00	0.00	0.00	0.00

FEEDBACK AND ENGAGEMENT



We Value Your Feedback

This is a living document, one we will continue to update in response to your input and to changing circumstances in our community. Share your comments or suggestions by e-mail to info@ladysmith.ca 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



Mail a Note to Town of Ladysmith City Hall, 410 Esplanade, Box 220, Ladysmith, B.C. V9G 1A2



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Council:

The attached report is the final quarterly report for 2015, outlining the progress on Council’s strategic priorities for the year. Although the majority of the work is completed, some projects are multiyear or were reprioritized during the year (pending grant confirmations) and will continue into 2016.

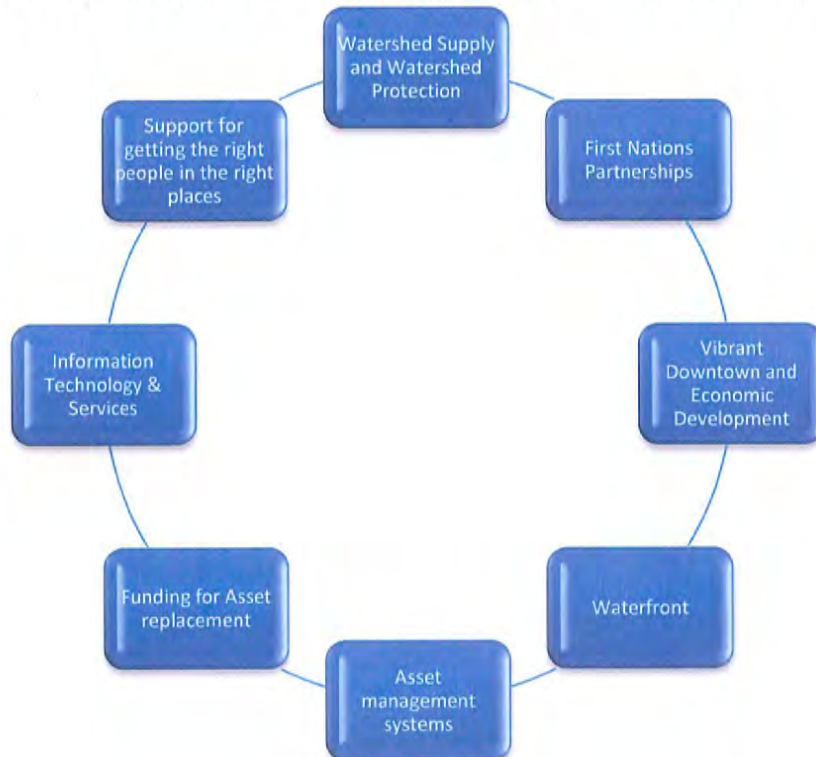
Council’s 2016 strategic priorities will be reported quarterly, the first report will be in April for January-March 2016. These reports support the goal of transparent communication with our citizens. Thank you to the staff contributing to the report for their work and updates.

Respectfully submitted,
Ruth Malli, City Manager

Included in this report:

- Progress towards 2015’s eight priorities of Council
- Departmental Highlights & Capital Project update

During the 2015-2019 Financial Plan deliberations, Council identified eight focus areas:



<p style="text-align: center;">FIRST NATIONS PARTNERSHIPS</p> <ul style="list-style-type: none"> • Agreements that provide water and sewer services to First Nations at a cost similar to the Town • Convene Council to Council and Naut'sa mawt Steering Committee meetings • Work together to develop a south end Industrial Park • Work together to address concerns with the condition and use of District Lot 651 • Celebrate the local First Nation's culture and heritage and include First Nation's place names in Town signage 	<p style="text-align: center;">PROGRESS:</p> <p><i>Agreement to provide service to IR 12 to first one hundred units completed, second agreement for IR 12 and IR 13 in progress.</i></p> <p><i>Council and the Stz'uminus First Nation have held 2 Council to Council meetings and 5 Naut'sa mawt Steering Committee meetings which discussed and laid out next steps on specific projects.</i></p> <p><i>A grant funding request for a Community to Community project with the Stz'uminus First Nation was successful and conditional approval has been granted subject to setting a date for the next event, which is scheduled for March 29, 2016. Discussion will include south end industrial park.</i></p> <p><i>Discussion and meetings with SFN and Province about District Lot 651. Zoning violation notices were issued. Future plans in progress.</i></p> <p><i>Town assisted with National Aboriginal Day (June 21) logistics and Council participated in event.</i></p> <p><i>Signage to recognize SFN Cultural Sites at the relocated Midden (complete) and Transfer Beach (in process) Other place name signage is being discussed.</i></p> <p><i>Town and SFN presented at a FCM partnerships workshop on October 5, 2015.</i></p> <p><i>Water is now flowing to the SFN lands. As with any new connection, further monitoring is required.</i></p> <p style="text-align: center;">NEXT STEPS:</p> <ul style="list-style-type: none"> • <i>Community to Community (C2C) meeting, including sign off on projects for next year</i> • <i>Signage production & installation</i> • <i>Complete second water and sewer agreement</i>
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<p style="text-align: center;">WATER SUPPLY AND WATERSHED PROTECTION</p> <ul style="list-style-type: none"> • Participation in roundtable discussions on watershed governance at a local and regional level • Investigate various protection initiatives such as gates, cameras and partnerships with stewardship organizations • Monitor use of the watershed 	<p style="text-align: center;">PROGRESS</p> <p><i>On May 27, a watershed roundtable took place at Aggie Hall. Members of Council, SFN and staff attended with many community members and other stakeholders. A small group met and further defined process. Draft terms of reference are circulating to the stakeholders and possible funding sources for the group are being investigated.</i></p> <p><i>With the neighbouring municipalities, improvement districts and First Nations, Stage 3 water restrictions were put into effect this summer. The water levels at Holland and Stocking Lake are now at 40-45%, which is similar to the lake levels experienced in 2014.</i></p> <p><i>Commitment made to water conservation, target of 200 litres per day/per person, a 20% reduction</i></p> <p><i>Discussions with the Diamond regarding water rates are underway and a draft agreement is being discussed.</i></p> <p style="text-align: center;">NEXT STEPS</p> <ul style="list-style-type: none"> • <i>Continue to be an active member of the Watershed Roundtable. Next meeting Jan16.</i> • <i>Continually monitor the water supply and encourage water conservation.</i> • <i>Council Policy on Towns' response to each water stage</i>
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<p style="text-align: center;">VIBRANT DOWNTOWN AND ECONOMIC DEVELOPMENT</p> <p>The Town works with the Chamber of Commerce and the Ladysmith Downtown Business Association, together with Stz'uminus First Nation and the Cowichan Valley Regional District, to optimize economic development and environmental sustainability in the region.</p> <ul style="list-style-type: none"> • Investigate opportunities for establishing a Business Improvement Area to support downtown businesses, in conjunction with the Ladysmith Downtown Business Association • Explore joint economic development 	<p style="text-align: center;">PROGRESS</p> <p><i>Destination BC grant awarded which supported new tourism signage at the Tim Horton's Drive-Through and the repainting of the entry sign on Chemainus Road.</i></p> <p><i>New signage to promote the Ladysmith Archives has been installed.</i></p> <p><i>The Town has made a significant investment in the downtown core by purchasing a block of properties formerly owned by Ladysmith & District Credit Union. The properties are located at 12, 20 and 26 Buller Street and 721 First Avenue. The properties will eventually become the site of a new City Hall,</i></p>
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opportunities with Stz'uminus First Nation

- Signage initiatives
- New City Hall/Library



Festival of Lights 2015

potentially with the Library as a partner.

Partnered with the LDBA, Chamber to explore the potential of Ladysmith as a Social Enterprise Town. Approval given for a Social Procurement Policy. Regional co-operation being sought on moving the social enterprise mandate forward.

Gas Tax application submitted for Welcome and Directional Signage project – no announcement to date.

New Aggie Hall heritage building plaque and Downtown banners installed.

Published 2015 Ladysmith Community Profile and printed the mini-Investor profile – a joint initiative with CVRD. Business and Development Portal updated and streamlined.

NEXT STEPS

- *Begin discussions of a Business Improvement Area (BIA) with the Chamber of Commerce and the LDBA.*
- *Continue work on Social Enterprise concept, on a regional basis. Complete Town Procurement Policy*
- *New garbage containers were to be installed in the downtown core to reduce the overflowing receptacles after weekends and events and contribute to the beautification of downtown. Project will be discussed at Council Feb 15, 2016.*

WATERFRONT	PROGRESS
<ul style="list-style-type: none"> • Commence a review of the waterfront subarea lands • Work with Stz'uminus First Nation and Ladysmith Maritime Society to address issues associated with District Lot 651 • Consider environmental and geotechnical constraints • Complete a review of use of the Machine Shop with stakeholders, including the Ladysmith Maritime Society, Ladysmith and District Arts Council and others • Enhance facilities at Transfer Beach, including interpretive historical signage and replacement of the Kinsmen Playground • Carry out upgrades to the off-leash dog park and upper area at Transfer Beach 	<p><i>Preparing a report for Council's review to confirm the scope of the Waterfront Area Plan review. Council discussion in Strategic Priorities.</i></p> <p><i>Roundhouse being used for restoration of Locomotive 11 and Humdurgin by LDHS.</i></p> <p><i>Transfer Beach Interpretative History Project panels being finalized.</i></p> <p><i>Terms of reference for Waterfront Area Plan review have commenced. The project has been introduced to SFN at NSC meetings and participation discussed.</i></p> <p><i>Staff from the Town, Coast Salish Development Corporation and Province met to discuss DL651 status and options. Town has enforced zoning bylaw.</i></p> <p><i>The playground at Transfer Beach was replaced in July. The Kinsmen and their partners raised the majority of the funding to replace the aging apparatus, with the Town contribution \$50,000 in Amenity and Gas Tax funding.</i></p> <p><i>Application for Machine Shop restoration grant funding, was submitted, but not successful.</i></p> <p><i>Sportsman shelter roof replacement completed in August.</i></p> <p><i>Consultation began on Park Master Plan, includes Dog Park discussion.</i></p>
	<p style="text-align: center;">NEXT STEPS</p> <ul style="list-style-type: none"> • <i>The remaining Transfer Beach Park improvements including off-leash dog park upgrades and walkway.</i> • <i>Strategic Priority setting for waterfront.</i> • <i>Produce panels for Transfer Beach History Project.</i> • <i>Parks, Recreation and Culture Master Plan in process</i>

<p style="text-align: center;">ASSET MANAGEMENT SYSTEM</p> <p>The focus of this initiative is to ensure that the Town has a policy-supported plan in place to replace its assets and infrastructure as required.</p> <ul style="list-style-type: none"> • Establish a policy, strategy and plan to evaluate and determine the replacement of all current assets of the Town • Carry out a condition assessment of high priority assets, both above and below ground • Establish a service rating of assets (i.e. level of service standards) • Commence implementation of a Geographic Information System (GIS) to support Assessment Management • Integrate asset management into long term financial planning to ensure adequate funding 	<p style="text-align: center;">PROGRESS</p> <p><i>The Pavement Management Plan was presented to Council. This data is integral to completing an overall asset management plan.</i></p> <p><i>Staff have attended Asset Management Training to ensure ISO compliant.</i></p> <p><i>Cross-department team established to lead asset management.</i></p> <p><i>Preliminary discussions with consultants to establish an AM plan.</i></p> <hr/> <p style="text-align: center;">NEXT STEPS</p> <ul style="list-style-type: none"> • <i>An Asset Management Policy is under development. From there, a plan and strategy can begin to be formed.</i> • <i>A request for proposals for asset management software will follow. This software is integral to long term financial planning.</i> • <i>Staff members are attending training with other municipalities to ensure a robust asset management support system is developed and tailored for Ladysmith.</i> • <i>The buildings condition ratings review (grant and gas tax funded), is underway.</i>
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<p style="text-align: center;">ASSET REPLACEMENT FUNDING</p> <p>An Assessment Replacement Plan must be supported by adequate funding.</p> <ul style="list-style-type: none"> • Funding for a replacement or upgrade of the City Hall • Funding for a replacement or upgrade of the Fire Hall • Funding for water and sewer, road, and drainage capital replacement projects • Financial Plan for longer term water and sewer projects • Update related plans and policies (Parks, Recreation and Culture Master Plan; Pavement Management Strategy; Development Cost Charges) 	<p style="text-align: center;">PROGRESS</p> <p><i>The Gatacre upgrade is complete. The project was challenged with water quality testing results and the project was expanded to include the sidewalks. Part of the 2015 Sidewalk budget was utilized to offset the cost.</i></p> <p><i>The current DCC program projects costs are being reviewed as the next steps in the DCC update.</i></p> <p><i>City Hall replacement site acquired. Estimate of costs in progress.</i></p> <hr/> <p style="text-align: center;">NEXT STEPS</p> <p><i>Financial Plan 2016-2020 underway</i></p>
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<p style="text-align: center;">INFORMATION TECHNOLOGY & SERVICE</p> <p>To implement the Town's Information Systems Strategy.</p> <ul style="list-style-type: none"> • Upgrade existing servers (SharePoint, E-Mail) • Upgrade key software • Hire and/or contract Information Technology staff • Install a Geographic Information System (GIS) • Install Asset Management software and systems • Complete replacement of the Town's telephone systems 	<p style="text-align: center;">PROGRESS</p> <p><i>The Managed IT Services Agreement is underway with North Cowichan.</i></p> <p><i>The upgrade to the Town's telephone system was completed in June.</i></p> <p><i>Initiated research into live streaming and archiving of Council meetings.</i></p> <hr/> <p style="text-align: center;">NEXT STEPS</p> <ul style="list-style-type: none"> • <i>GIS services</i> • <i>Asset Management Consultant</i>
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<p style="text-align: center;">RIGHT PEOPLE IN THE RIGHT PLACES</p> <p>Successful implementation of Council's strategic priorities requires the appropriate organizational structure to move forward.</p> <ul style="list-style-type: none"> • Determine and implement the appropriate organizational structure to support moving forward • Conduct relevant training and professional development • Complete succession planning • Implement a plan to build a new City Hall 	<p style="text-align: center;">PROGRESS</p> <p><i>The annual Employee Development and Review Process is underway. Various departments have undergone organizational reviews to ensure the current structure is appropriate. New structure in place. YTD 27 new hires, 26 internal hires, total 53 positions filled. 4 retired. 9 resignations. When any vacancy occurs, the Town evaluates any changes to be made to the position and adjustments are made. City Manager announced retirement and recruitment process underway.</i></p> <p><i>Training inventory and employment development in progress.</i></p> <p><i>City Hall has relocated staff from other buildings bringing the department within one building.</i></p> <hr/> <p style="text-align: center;">NEXT STEPS</p> <p><i>Planning for replacement of City Hall</i></p>
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Departmental Highlights

CORE SERVICES DIVISION

Public Works, Parks and Utilities

- Pressure washing down town sidewalks
- Office Renovations
- Composting
- Installation of new storm water connection and section replacement of line on King Road
- Fiber optic conduit Public Works yard
- Oil separator Public Works yard
- Sanitary sewer line flushing
- Water service line replacement, Bayview Drive
- Sign maintenance
- Ditching
- Arbutus Road ditching and grading
- Street Lights
- Installation of in ground garbage container if approved by Council
- Water Main flushing
- Water Valve maintenance
- Meter reading
- Service calls
- WWTP operations and maintenance
- Pruning
- Trail Maintenance
- General cleanup of grounds and landscapes
- Regular garbage pickup

Fire






There have been an increasing number of mutual aid calls attended by the Ladysmith Fire Department. These calls, along with additional responses, have resulted in the Fire Department exceeding budget. Some of this anticipated overage could be made up from the savings in RCMP costs due to the detachment operating below the allotted municipally funded RCMP members. Additional borrowing has been executed to fund the final 5 years of the 2005 Spartan Pumper truck. This borrowing is with the Municipal Finance Authority.

EOC

No incidents at this time. Finance has submitted a funding request to the CVRD for reimbursement of eligible expenses associated with the grass fire in July. The Town participated in a community preparedness event. Council directed that staff be provided with emergency kits.

Police

The RCMP continues to work with Town Staff to provide adequate coverage. Recommendation on future staffing needs coming to Financial Plan process.

 On Target	 In danger of not meeting deadline or budget	 Will not meet deadline	 Not started	 Complete or near completion
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Core Services Capital Projects

Project	Notes	
Fire Department - Turnout Gear	Annual replacement.	
Fire Hall Upgrade	Reviewing options as roof repair quotes are greater than expected	
Firefighter Truck (pickup to transport gear)	Currently sourcing a used vehicle	
2015 Sidewalks	Gatacre St completed	
Communications System Upgrade	Upgrade of Town's system	
Golf Course Creek Downstream Enhancement	Complete	
Downtown Garbage Bins	Purchased. Project on hold.	
Gatacre Water & Storm	Complete	
Pavement Management Strategy	Complete. Report presented to Council	
Paving 4th Design	RFP pending Financial Plan. Carry forward to 2016	
Vehicle Replacements	Complete	
Camera Detection Equipment	Complete	
Chemainus Rd Lift Station Access Improvement	Not started	
Composting Facility Upgrade @ PW/CVRD	Funding secured; next step: options to Council	
Facilities-Low Flow Toilets & Urinals	On going	
Fibre optics Connection	Not started	
Filtration Pilot Study	Pilot complete	
GIS Field Controller	Reviewing quotes	
Holland Dam Inundation Study	Water projects on hold pending re: water filtration grant	
Holland Dam Storage Feasibility	Water projects on hold pending re: water filtration grant	
Holland Main Replacement (PW to Colonia)	Water projects on hold pending re: water filtration grant	
Holland to Stocking Supply Main	Water projects on hold pending re: water filtration grant	
Ludlow Sewer Pump-out Station	Completed.	
Main Upgrades (I&I)	Not started. Main on Buller Street to be relined or replaced under this project.	
Sewage Treatment Upgrade	Completion in 2016	
Sanitary Pump-station Emergency Ops Review	Not started.	
SCADA Upgrade	In progress	
Water Filtration Plant (Detailed Design)	Contingent on borrowing	
Water Main Valve Equipment	Reviewing quotes	
Watershed Management	Terms of reference drafted	

Watershed Modeling	Phase Two not started
WWTP Steam Cleaner	Complete

COMMUNITY SERVICES DIVISION

Development Services

During this reporting period, the Building Inspection and Bylaw Compliance functions relocated to the Development Services Office.

Town-initiated Official Community Plan amendments were adopted by Council: Bylaw 1886 to establish a Development Approval Information Area and Bylaw 1891 to implement policy changes (e.g. LWMP, TUP) and DPA Guideline amendments. In addition, Bylaw 1887 that establishes the policies and procedures for Development Approval Information was adopted. The development permit application for the Ladysmith and District Credit Union was presented to the Advisory Design Panel and approved by Council. The TUP to permit heritage restoration work to occur in the Roundhouse was issued. A rezoning application for the site of the Browsersium was completed, including referral to the Advisory Planning Commission. A liquor licence amendment for the Music Hall was processed.

The comprehensive Transportation and Servicing Review for the new neighbourhood at Holland Creek continued with five meetings taking place in 2015. This work is on-going and a report to Council will be brought to Council in 2016. In addition, the Holland Creek Area (55ha) OCP amendment application was presented to the Advisory Planning Commission for review and comment to Council. The review of the proposal under the Town’s planning framework and documents will be presented to Council in early 2016.

New building plaques for Community Heritage Register buildings and downtown sign permit applications were considered at the three meetings of the Heritage Revitalization Advisory Commission held in this reporting period.

Staff continued to be involved in working with the CVRD on its regional integrated planning study. Materials prepared for Board of Variance applications have been completed and will be made available on the Town’s website. The design and content for the four panels in the Transfer Beach History Interpretive Project are at the final draft stage.

Parks, Recreation & Culture

The department commenced the Parks, Recreation and Culture master plan process in November. This project will run through into 2016 and is scheduled to be completed in the spring of 2016, following community consultation and engagement. The master plan will provide a vision for the department for the next ten years.

From the facility perspective, the installation of a lift was completed at the Machine Shop, with generous help and efforts of the Ladysmith Arts Council. The lift will improve accessibility to the second






floor. The exterior of Aggie Hall was painted, and upgrades to the accessibility washroom were completed.

Regional recreation efforts were focused on Physical Literacy initiatives and Cooperative planning for the replacement of the recreation software used for registrations and bookings. Staff are being trained and are completing an exercise for Emergency Social Services response.

Recreation program participation increased compared to prior year participation levels. All areas including aquatics, fitness and recreation had more registrations, both drop in and registered.



Frosty Morning at Transfer Beach

 On Target	 In danger of not meeting deadline or budget	 Will not meet deadline	 Not started	 Complete or Completion
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Community Capital Projects

Project	Notes	
Directional Signage	Grant submitted, awaiting decision. Decision (no) received in Jan 2016.	
Waterfront Area Plan	Strategic Priority in 2016	
Active Network	Regional RFP in progress	
Aggie Hall Parking	In progress	
Aggie Painting	Complete	
Aquatics AHU	Complete	
Parks Bleachers	Complete	
City Hall Air Handling Unit	Complete	
Energy & Facility Assessment	Commenced, tied to asset management	
Facilities Recycling	Complete	
FJCC Locker Replacement	Funding reallocated. Carry forward to 2016	
Machine Shop Assessment	Commenced, tied to asset mgmt.	
Main Pool Sand Filter	Complete	
PRC - Aggie Washrooms	Complete	
PRC - Dog Park	Referred to PRC Master Plan	
PRC Master Plan	Underway	
RCMP DDC Connection	Complete	
Sportsman Shelter Roof	Complete	
Transfer Beach Parking Lot Railing	In progress	
Transfer Beach Playground	Complete	
Upper Transfer Beach Improvements	Scheduled for fall 2015	
Golf Course Culvert Bank Stabilization	Complete	
LMS Walkway	Complete	
Parks Bench/Pavers Program	Ongoing	
Sentinel Upgrades (parks)	Complete	

CORPORATE SERVICES DIVISION

Corporate Services

The Town has processed various tweaks and upgrades to the new corporate telephone system which has enhanced the service to customers – both internal and external.

Other initiatives undertaken by the Corporate Services Department during this reporting period include:

- Established an enhanced Nuisance Abatement Process for the Town
- Entered into Managed IT Services Agreement with the District of North Cowichan
- Processed upgrades to the Town's website and enhanced the Town's social media presence
- Processed upgrades to the Town's records management system to be consistent with the provincial-wide LGMA system (project is on-going)
- Processed a Temporary Use Permit and new lease agreement with the Ladysmith District Historical Society for use of the Roundhouse at the Machine Shop complex for the restoration of the heritage artifacts "Locomotive #11" and the "Humdurgin"
- Progress towards launching the Bar Watch Program
- Initiated a review of the Town's smoking regulations to ensure consistency with provincial legislation. Final report anticipated in the first quarter of 2016
- Established a Board of Variance in accordance with the Local Government Act
- Processed several land transactions including the acquisition of LDCU properties on First Ave. and Buller St., disposition of a portion of Peerless Road, and the disposition of a portion of Sanderson Lane






A significant amount of time has been committed to processing requests for information through the Freedom of Information and Protection of Privacy legislation.

Finance

Focus of department has been preparation of the 2016-2020 Financial Plan, by compiling information for each department to review, adjust and submit to Finance for presentation to Council. Council provides overall direction and decision making on the Financial Plan.

All of the finance function is now at city hall. Additional offices were created to accommodate the extra personnel at City Hall.

By the end of 2015, approximately \$658,000 in current year property taxes remain outstanding. This is equivalent to approximately 4.6% of all taxes levied. Staff continue to work with the owners of the properties that were sold at the annual tax sale. Neither property has been redeemed to date, though it is expected that the properties will be redeemed before the deadline of September 28, 2016.

 On Target	 In danger of not meeting deadline or budget	 Will not meet deadline	 Not started	 Complete or near completion
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Corporate Capital Projects:

Project	Notes	
Asset Management & Software	Project in planning stage	
City Hall Reconfiguration	Complete	
Corporate Services - Telephone System	Complete	
Corporate Strategic Plan	Commenced strategic priority process	
DCC Review	Consultant selected, project commenced	
Email Server	Parts ordered.	
Development Feasibility Study	Complete	
SFN Cooperation Protocol	On-going	
Sharepoint	Not started	
Vadim Upgrades	Project scheduled for 2016	



Town of Ladysmith
STAFF REPORT

To: Ruth Malli, City Manager
From: Sandy Bowden, Director of Corporate Services
Date: February 5, 2016
File No:

RE: VIDEO STREAMING AND ARCHIVING REGULAR COUNCIL MEETINGS

RECOMMENDATION:

That Council direct staff to implement one of the options outlined in this staff report for the live video streaming and archiving of regular Council meetings.

PURPOSE:

The purpose of this staff report is to provide Council with information and options regarding live video streaming and archiving of regular Council meetings.

INTRODUCTION/BACKGROUND:

Council will recall that at the meeting held on December 7, 2015 the following resolution was adopted:

That Council direct staff to obtain an estimate of costs associated with implementing the necessary hardware and software to enable live video streaming and archiving of Council meetings.

There are many options available to the Town for a video streaming system for Council meetings which vary in costs. This report focuses on two options: 1) Single Camera System and 2) Dual Camera System.

Option 1 – Single Camera System

Cost Estimate: \$8,000

This option is outlined in Diagram 1 and consists of the following components:

- One camera facing Council (likely mounted where the TV is currently located)
- Monitor (computer)
- Dual channel encoder for recording and streaming
- Online (third party) streaming service (i.e. YouTube)

This system will video the proceedings at the Council table however it will not capture the audience or presenters at the podium.

Option 2 – Dual Camera System

Cost Estimate: \$12,000

This option consists of the same components as Option 1, however, it includes a second camera to be located at the front of the room and faces the audience to capture presenters at the podium or at the end of the Council table. This option will require someone to switch cameras during meetings via a monitor as required. This may pose privacy concerns for presenters. Should Council select this option it is recommended that presenters are made aware that their presentation will be live-streamed prior to making a presentation at a Council meeting.

Other Considerations:

As noted above, the online (third party) streaming service recommended is YouTube. This is an online subscription streaming service which will cost approximately \$50/mo. This service is available for free; however, our IT technical support team recommends subscribing to the service which provides a higher level of service given the size of the files that will be streamed. A disadvantage of utilizing the free streaming service is that viewers would be subject to advertising banners appearing within the video player. A paid subscription for the service will eliminate this. YouTube is a service that can be utilized on any mobile device, including IOS and Android.

Another disadvantage of using YouTube as the streaming service for meetings is that it is not controlled by the Town and there is the potential that meeting videos may be removed randomly. If Council wishes to maintain control of the video streaming component of the system further research is required. The Town's website is hosted externally. To stream videos and host the archived meetings, a dedicated server with a different hosting agency would be required and would cost the Town between \$350 and \$400 per month.

The Town's technical advisors recommend installing a dedicated internet connection for the live streaming and archiving of Council meetings at a monthly cost of approximately \$70.

Council may wish to consider purchasing a flat screen TV at an additional cost of approximately \$1,500 (including installation) which will enable the audience and Council to view meeting proceedings/presentations.

The single camera option is Staff's preferred option. This system will accommodate a second camera in the future if Council wishes to expand the system.

It should be noted that the options outlined in this report accommodate meetings which are conducted in the Ladysmith Council Chambers. The proposed system is not considered portable. If Council wishes to live stream off-site meetings Staff recommends engaging an

audio/visual consultant on an as-needed basis at a cost of approximately \$600-\$700 per two hour meeting which is beyond the scope of the proposed budget.

SCOPE OF WORK:

Staff will proceed with procuring the components and installing the video streaming system once Council has selected the preferred the option.

ALTERNATIVES:

See Options 1 and 2 above.

FINANCIAL IMPLICATIONS:

See Options 1 and 2 above. Staff has included \$8,162 in the 2016-2020 Financial Plan for this initiative.

LEGAL IMPLICATIONS:

To ensure full disclosure that Council meetings are live streamed, Staff recommends posting signage in the Council Chambers advising attendees that the meetings are live streamed and will be uploaded to the internet. Staff will also notify the public via the Town's website that meetings are being live streamed and archived.

CITIZEN/PUBLIC RELATIONS IMPLICATIONS:

It is anticipated that the public will be supportive of this initiative given that it will enable members of the public to view both current and past Council meetings without having to attend the meetings in person. It will also enable citizens to research issues addressed by Council at their leisure without having to go through the Town's administration. Meeting videos will be accessible on desktop computers as well as mobile devices.

INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS:

This project will be managed by Corporate Services. Initial set up of the service and equipment, and ongoing maintenance will be administered by the Town's technical support team.

RESOURCE IMPLICATIONS:

This initiative will require staff to set up the system before a meeting, monitor it during meetings, and terminate the streaming at the conclusion of the meetings. It may also require the occasional technical "tweaking" and organizing of meeting videos after the meetings take place. At this time it is anticipated that this can be achieved by the current Corporate Services staffing complement; however, additional resources may be required in the future.

ALIGNMENT WITH SUSTAINABILITY VISIONING REPORT:

N/A

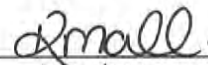
ALIGNMENT WITH STRATEGIC PRIORITIES:

This initiative aligns with the strategic priority focused on enhancing communications with the public.

SUMMARY:

Council directed staff to research options for live streaming and archiving Council meetings. This report provides Council with options for the provision of this service.

I concur with the recommendation.

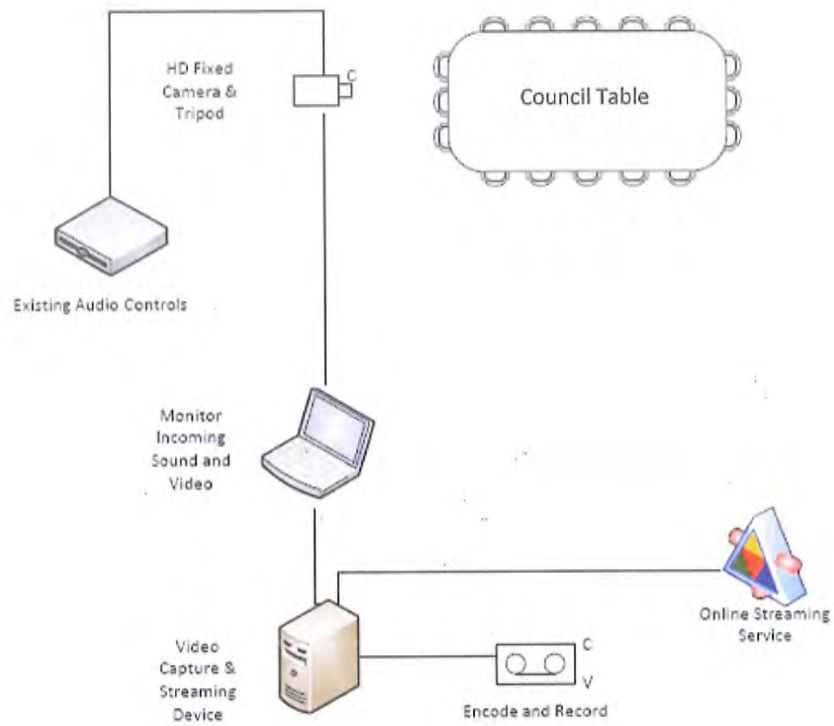


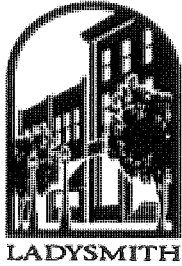
Ruth Malli, City Manager

ATTACHMENTS:

Diagram 1 – Single Camera System

Diagram 1 - Single Camera System





Town of Ladysmith
STAFF REPORT

To: Ruth Malli, City Manager
From: John Manson, Peng, FEC, Director of Infrastructure Services
Date: Feb 4, 2016
File No:

RE: **COMPOSTING OF MUNICIPAL BIO-SOLIDS**

RECOMMENDATION(S):

That Council:

1. Direct staff to continue to process bio-solids at the Public Works Yard for the immediate future.
2. Accept a proposal from Transform Compost Systems Ltd. as outlined in their letter dated January 25, 2016, to assist in the management of a capital upgrade project at Public Works to enclose the current bio-solids composting operation in a building.
3. Waive the Purchasing Policy in order to accept a proposal from Transform Compost Systems Ltd. dated January 25, 2016 to assist in the management of a capital upgrade project at the Public Works yard to enclose the bio-solids composting operation in a building.

PURPOSE:

The purpose of this report is to update Council on the status of processing of bio-solids in Ladysmith and to confirm the future direction of bio-solids composting for the Town of Ladysmith.

INTRODUCTION/BACKGROUND:

The Town has been composting sewage treatment plant sludge (bio-solids) since the 1960's, when the original treatment plant was constructed. Bio-solids are the solid component of a typical wastewater treatment. Although the Town does not currently treat sewage biologically, the primary process still generates a significant volume of bio-solids.

Until recently, the Town's treatment plant was equipped with "Auto-heated Thermophilic Aerobic Digestion" (ATAD) tanks, which heated the collected bio-solids, stabilizing the material (sterilizing it in the process). These tanks reached the end of their lifetime, and were taken out of service in 2012.

Consideration was given to building a replacement form of bio-solids stabilizing system as part of the secondary treatment upgrade, but there was insufficient land area available to accommodate such a system on the small site. The decision was made to stay at the

current site (thus reducing overall treatment costs) and the Town now produces about 1,000 cubic meters of unstabilized biosolids annually. This volume is expected to double when the secondary process goes on-line later this year.

Liquid Waste Management Plan (LWMP)

Adopted in 2013, the Town's Liquid Waste Management Plan (LWMP), states:

“ The preferred long-term approach for biosolids management is to transport waste primary and secondary solids produced at the WWTP to a regional composting facility to be constructed by others (alternatively, the Town may construct its own composting facility).

As an interim measure (over the next 2-3 years), the Town will investigate options for solid waste management for the immediate future, including a local small scale composting facility owned and operated by the Town (possibly in cooperation with other partners), and incorporation of waste solids into the wastewater treatment system at Crofton Mill”.

Regional Facility and Funding

Originally, there was discussion of a regional bio-solid treatment facility; however, a regional facility is not being constructed at this time. The Town has secured the Federal Gas Tax grant funding of \$570,000 (regionally significant projects) for our own composting purposes. This grant funding is available for the Town's use until the end of 2016. The grant outlines the eligible costs and describes the project as “Ladysmith Bio-Solids Composting Facility”, approved costs include the *construction of a composting facility at the Public Works Yard, including odour control, building and equipment.*

Municipal Biosolids Classification

Municipal bio-solids processing, treatment, and disposal (or re-use) is regulated under the Provincial “Organic Matter Material Recycling” Regulations (OMMR). These regulations set out the processes, criteria, and standards that must be followed by Municipalities and organizations producing bio-solids and compost. The regulations provide for treatment to various “Classes”, generally, with the higher classes (i.e. Class “A”) being treated to a greater degree, which therefore allows the material to be used more widely. Class “A” Compost, for example, can be distributed and used without restriction, and Class “B” compost can only be applied or used in restricted areas, often behind fences, signed or marked, and often Class “B” disposal areas can only be used for a limited period of time.

Stabilized bio-solids generally are considered Class “B”, which means that they can be transported to other locations for further treatment. Originally, the Town bio-solids met these criteria, due to the ATAD process. With the retirement of the ATAD tanks, the biosolids no longer met the Class “B” (transportable) criteria, which effectively limited our ability to process the biosolids in any fashion other than continuing to further process the material at the Public Works Yard.

Current Composting Operation at Public Works

Despite the 'unstabalized' nature of our bio-solids, the Town has consistently been able to fully meet the technical requirements for producing Class "A" compost. This is achieved by heating the compost to the minimum temperatures necessary to get product disinfection for a minimum of 6 days (the Provincial Minimum requirement is 3 days), in covered, but open 'windrows' or 'piles'. Air is provided to enhance the process, and keep the process aerobic (anaerobic digestion is the predominate factor in the creation of objectionable odours). This Class "A" material is classified as "unrestricted", meaning it can be given away, sold, or otherwise used for any purpose. The tests that are undertaken on this processed material includes coliform tests on every pile, "CN" tests (carbon to nitrogen ratio) along with semi-annual full metals testing to ensure that the compost does not contain metal concentrations greater than allowable under OMMR.

The Town currently uses its processed compost for internal uses. Possibilities exist in the future for the sale of this material should the Town continue to compost at Public Works.

Alternate Process for Biosolids Classification

As part of our process, research and investigations, in particular the management of odours, it was found that controlling a large portion of odours could be achieved by 'pre-processing' the bio-solids at the Treatment Plant, prior to delivering the material to the Public Works Yard. It was determined that if air was provided to the raw bio-solids immediately after processing at the Treatment plant, the material would start composting immediately in the bio-solids bins (reaching temperatures sufficient to destroy pathogens). As the stabilization of bio-solids basically follows a similar time/temperature process as at the treatment plant, staff contacted Sylvis Environmental Consultants to review this process to determine if it could be considered equivalent to the standard process outlined in OMMR. Sylvis Environmental conducted this review in the summer of 2015, and reached the conclusion that the Town's specific method of "pre-composting", conducted at the treatment plant, is technically equivalent to the more traditional methods of bio-solids stabilization, and hence could be considered a Class "B" bio-solids.

Sylvis has provided the Town with a letter dated September 1, 2015 certifying that the Town's bio-solids preprocessing process as developed is compliant with OMMR (See Appendix "A").

This now provides the Town with the ability to either continue to process the bio-solids "in-house", or, alternatively, allows the Town to potentially deliver the biosolids to other sites for further processing, such as the Nanaimo "Woodlot" (a bio-solids forestry application site currently operated on Timberwest Forest Land by Vancouver Island University), or possibly the Coast Environmental Compost Processing facility at Chemainus.

Composting Process Alternatives

As part of the work undertaken by Sylvis, staff commissioned a review of alternative composting options now available to the Town. Sylvis has provided the Town with a report outlining these options, enclosed in Appendix "B". The report included the following composting options:

1. Composting at a new site (site location NOT determined);

2. Continuing to Compost at Public Works;
3. Splitting Composting between Public Works Yard and Forest fertilization at VIU (Nanaimo);
4. Land Reclamation;
5. Transporting bio-solids to Nanaimo (Forest fertilization at VIU);

The report provided scoring of each of these options, based on a range of aspects such as Environmental, Social, Economic, and Technical. The report concluded that the VIU Forestry Application, along with continuing to compost at Public Works all scored the highest overall (see Table 2 of the Report). It should be noted that the “Coast Environmental” Option was not included in the assessment as the owners of the facility were not able to provide costing information at the time the Report was completed; however, we would rate that option similar to the Nanaimo VIU Option.

The option to compost at a “New” site was evaluated based on a generic “local” site (land located within the Town Boundary), but no specific site was chosen at this time. It is expected that a site in the South Ladysmith Industrial park would be chosen for this purpose. It should be noted that this option would take the longest time to develop, as it would involve making a new site processing application through the Province. We would not expect to be able to get a new site up and operational for about 2 years from the time of initial start.

Composting at Public Works

As noted, the Town has been composting at Public Works since the 1960’s. The Town is able to process approximately 1,000 Bulk tonnes of biosolids annually into Class “A” soil amendment, for the Town’s landscaping purposes. The principal issue with the Town’s current operation is odour. Despite the Town’s best efforts, the fresh bio-solids can occasionally give off objectionable odours during the first few days of processing. The only way to effectively deal with this issue is to process the material within a covered building, which is equipped with an odour control system (negative pressure ventilation). Once the material has been composted for about 7 days, the material is sufficiently stabilized to allow outside composting and stabilization without odour issues. This would be included in the project as recommended. In addition, if the site was to be moved in the future, the building and equipment could be relocated to the new site.

The other significant challenge is the expected increase in bio-solids volume expected when the treatment plant is brought up to full secondary standards – bio-solids volumes are expected to increase by another 1,000 – 1,500 tonnes per year, over double the current volume. This will have an impact of the size of the facility at Public Works, and would likely not be feasible without significant capital expenditures to optimise the composting operation, recognising the limited site area available for composting at Public Works.

Composting Costs

The current annual cost to process compost at Public Works is approximately \$91,000 per year, comprising of the following costs:

Labour	\$44,000
Equipment Charges	28,000

Materials and Supplies	14,000 (predominately wood chips delivery)
Misc Costs	5,000
Total Costs	\$91,000

Volume Processed: 2,073 cubic meters
 Cost per Cubic Meter: \$44.00

If the processed material could be sold for \$15.00 per cubic meter, net cost of production would be approx. \$60k per year. When the upgrade to full secondary is completed, although there is an expectation of economies of scale with the increased volumes, however, to be conservative, increased volumes could result in gross costs of upwards of \$200k if no soil is sold or \$120k if sold.

Contact has also been made with Coast Environmental (Chemainus), and the Nanaimo VIU site, and staff will update Council when costs are determined. The biosolids will need to be transported to these sites in any event, staff estimate this cost to be approximately \$40,000 for the existing biosolids volumes, increasing to \$100,000 when secondary treatment is completed.

Regionally Significant Projects Grant

As previously outlined, the Town is in receipt of a grant of approximately \$570,000, from the Gas Tax Grant (regionally significant projects). The Town has reserved a further \$300,000 towards this project. The grant is available for the Town's use to upgrade the Towns current operation at Public Works, but the deadline for expenditures of grant funding is December 31, 2016. For this reason, the Town has investigated options to allow the Town to upgrade the existing composting facility at Public Works as an "expedited project", to be completed in late 2016.

Public Works – Composting Upgrade Project

Options to upgrade the facility on a "fast-tracked" basis have been reviewed and it is confirmed that the facility is able to process the future volume of biosolids expected with the secondary treatment plant upgrade. A quote has been obtained from John Paul, of "Transform Compost Systems" in Abbotsford, who is involved in a number of composting systems in the Fraser Valley, across B.C. and internationally. Dr. Paul has provided the Town with a sole source proposal to manage the project, including selection of appropriate process technology, tendering, and construction assistance. This proposal is included in Appendix "C". The project would include the selection of an appropriate soil mixing facility, located within a negative pressure ventilated building, complete with odour and leachate control, designed and constructed to meet current OMMR technical processing requirements to produce Class "A" Compost (soil amendment).

If Council wishes to proceed with the upgrading of the facility at Public Works, it is recommended that it proceed as recommended by Transform Compost Systems.

Next Steps

Since receiving the Class "B" equivalency certification, the Town now has a number of options to process and manage bio-solids. However, due to the constraints of the grant

timing, a decision on whether to proceed with capital upgrading of the composting facility at Public Works needs to be made as soon as possible.

In view of the grant timing issues, it is recommended that the Town proceed immediately with the upgrading of the existing composting facility at Public Works. This approach is currently budgeted in the Financial Plan. It is further recommended that the Town waive the purchasing policy and accept the sole source proposal from Transform Compost Systems to manage the project as outlined in their proposal.

The completion of this upgrading project in 2016 will, as a minimum, allow the Town the option to continue to process biosolids at the Public Works Yard, even if portions of the biosolids are also sent to other locations for processing, thereby giving the Town the greatest number of alternative processing options in the future. This recommended strategy will maintain the Town's ability to process biosolids in-house in the future, while still keeping the Town's options to also send biosolids to offsite locations for processing. This also mitigates possible risks of future availability of these offsite facilities.

SCOPE OF WORK:

The scope of work includes the review of possible options for the processing of the Town's biosolids, including an option to undertake a capital improvement project at the Public Works Yard to allow the process to occur inside an enclosed building.

ALTERNATIVES:

The report outlines a number of alternatives to continue processing the Town's biosolids, including composting at an alternate site, the shipping the material to other locations for processing. Costs are provided for some of those alternatives.

FINANCIAL IMPLICATIONS:

Currently, the budget for composting at Public Works is approximately \$91,000 per year, this cost is expected to increase over the next year when the treatment plant is upgraded to full secondary standards. Some of these costs can potentially be offset by selling the finished product.

LEGAL IMPLICATIONS:

The Town is obligated to process biosolids in accordance with the Organic Mater Recycling Regulation (OMMR). Process options outlined in this report all comply with OMMR.

CITIZEN/PUBLIC RELATIONS IMPLICATIONS:

The Town has received a number of odour complaints from neighboring properties regarding ongoing composting operations at Public Works. The most effective solution to managing odour is to move the composting operation into a building equipped with negative ventilation, where the internal building air is processed through a filter (either a carbon filter,

or an earth/wood waste based system) before discharge to the environment. This option is included in the capital upgrading option.

INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS:

None.

RESOURCE IMPLICATIONS:

As the capital project will need to be completed by the end of 2016, project design and tendering will need to occur this spring. If the project is approved by Council, Public Works staff will make the project a priority in order to meet the necessary timelines for completion.

ALIGNMENT WITH SUSTAINABILITY VISIONING REPORT:

This project aligns with the Innovative Infrastructure Vision.

ALIGNMENT WITH STRATEGIC PRIORITIES:

This project aligns with the Enhanced Standard of Infrastructure.

SUMMARY:

The Town currently composts its biosolids at the Public Works Yard using the “open pile windrow” method of composting. The process currently consumes approximately 1,000 tonnes of biosolids annually, which produces over 2,000 cubic meters of Class “A” (unrestricted) compost for use by the Town, or potentially for use by the community. When the Town completes its upgrade of the sewage treatment plant, these volumes are expected to at least double. The Town also pre-treats the biosolids at the treatment plant, which now enables the material to be shipped to other facilities for processing in accordance with the Provinces “Organic Matter Material Recycling Regulation”. The Town also has the option to send the biosolids to other sites, such as the Vancouver Island University Forest Application Site currently operating north of Nanaimo, BC.

Despite the alternative offsite processing options currently available, staff recommend that the Town proceed with capital upgrades of the existing facilities at Public Works in order to provide the necessary capacity to treat current and/or additional bio-solids volumes in the future, and as a minimum provides for an ability for the Town to process smaller volumes of biosolids for our own use.

I concur with the recommendation.



Ruth Malli, City Manager

ATTACHMENTS:

- Appendix “A” –September 1, 2015 Letter, Sylvis Environmental
- Appendix “B” – “Town of Ladysmith Biosolids Options Assessment”, November, 2015
- Appendix “C” – Transform Compost Systems, Proposal dated January 25, 2016



Appendix A

sylvis.com

September 1st, 2015

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

Attn: John Manson

Re: Town of Ladysmith Biosolids Compliance Assessment

Dear John:

SYLVIS has undertaken an assessment of biosolids originating from the Town of Ladysmith's Wastewater Treatment Plant, to assess their compliance with the Organic Matter Recycling Regulation. SYLVIS assessed the biosolids Vector Attraction Reduction using the Specific Oxygen Uptake Rate (OMRR Schedule 2, Section 1d) and Pathogen Reduction using a combined time-temperature assessment and analytical verification (OMRR Schedule 1 Sections 2c and 7). A technical memorandum summarizing the assessment is attached to this letter.

Based on the results, it is my professional opinion that the biosolids meet the OMRR Class B Biosolids definition. With the seal below, I declare this to be my professional opinion, and declare my competence in biosolids management to make this declaration.

This opinion reflects a 'point of time' assessment. Changes to influent quality or process management may change biosolids quality. SYLVIS recommends ongoing time-temperature monitoring, monthly fecal coliform monitoring, and annual analytical verification of SOUR in compliance with OMRR.

Kind Regards,



John Lavery, M.Sc, R.P.Bio, P.Ag
Senior Environmental Scientist



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cc Jeff Fournier, Municipal Solid Waste Authorizations – Section Head, Ministry of Environment
encl. SYLVIS Technical Memorandum: Town of Ladysmith Biosolids Compliance Assessment

TECHNICAL MEMORANDUM

Town of Ladysmith Biosolids Compliance Assessment

Presented to: John Manson, Director of Infrastructure Services & Approving Officer, Town of Ladysmith

Presentation date: June 24th, 2015

Presented by: John Lavery and Katie Morris, SYLVIS Environmental

Background

The Town of Ladysmith is seeking to determine if dewatered sludge currently produced at the Ladysmith Wastewater Treatment Plant (LWWTP) meets Class B biosolids criteria under the Organic Matter Recycling Regulation (OMRR). The LWWTP currently is a primary treatment facility. Historically, the solids were stabilized through auto-thermophilic anaerobic digestion (ATAD), prior to dewatering, which produced approximately 1,000 bulk tonnes a year. Currently the system bypasses the ATAD. The dewatered sludge is currently used as a composting feedstock, blended with leaf and yard waste at the Ladysmith public works yard to achieve a Class A compost. In support of this composting system, an extended aeration process applied in the dewatered biosolids collection and transport bins facilitates further stabilization and vector attraction reduction in lieu of the ATAD process. Approximately 1,000m³ of compost is produced annually, and used for landscaping for the Ladysmith Parks department.

This technical memo summarizes the assessment of the Town of Ladysmith sludge as it is currently handled, and focuses on determining if the in-bin extended aeration process enables the sludge to meet the Class B biosolids standard in OMRR. This assessment process has included:

- reviewing existing Ladysmith sludge data and identifying gaps in the data;
- collecting any additional data needed to fill these gaps; and,
- assessing its ability to meet stabilization and vector attraction reduction requirements to achieve the OMRR Class B biosolids standard.

The results of the proposed assessment are provided in this technical memorandum.

Methodology

SYLVIS reviewed the sludge load summary data to assess whether the sludge was meeting the mathematical process requirements for Pathogen Reduction criteria. Most loads have been assessed for temperature over a period of several days, enabling this assessment. Under OMRR the aerobic aerated heat treatment method used to treat the sludge (greater than 7% solids) must achieve a temperature of 50°C or higher for a time period of at least 20 minutes. The formula used for determining this time to temperature period is as follows:

$$\text{Days} = 131,700,000 / 10^{(0.1400 * \text{Temperature})}$$

Based on this formula the sludge must reach a temperature of 55°C for 3 consecutive days or a temperature 60°C for 0.5 days.

Existing sludge data, including fecal coliform and total trace elements analyses were then reviewed to assess whether the sludge was meeting the Vector Attraction Reduction and total

trace elements criteria in OMRR. Under OMRR the fecal coliform count must be $< 2,000,000$ MPN/g dry and achieve a specific oxygen uptake rate (SOUR) of ≤ 1.5 (mg/g)/hr to achieve stabilization. Preliminary samples from the post aerated heated biosolids were obtained and analyzed to assess if the sludge was meeting these requirements. An in-house SOUR analysis was also undertaken, with a duplicate sample sent to CARO analytical laboratories to ensure duplicate SOUR and fecal coliform analysis.

Following the initial, data collation and assessment, a six sample confirmatory sampling schedule was developed to establish a complete annual suite of SOUR and fecal coliform analyses to provide a representative overview of the sludge treatment and stabilization.

On May 25th, 2015, SYLVIS collected the remaining six biosolids samples at the LWWTP as specified in the sampling plan. The six samples were stratified throughout a full sludge bin which had been aerated since filling commenced two days earlier. Temperature, and samples were obtained from multiple locations and depths throughout the full sludge bin. Three samples were taken 10cm below the exposed surface of the sludge, evenly spaced along one of the aeration lines. The remaining three samples were taken from the bottom of the bin directly between the two aeration lines. All samples were couriered to CARO analytical laboratories for SOUR and fecal coliform analysis.

Results

Results of both the preliminary and secondary sampling processes are reported, first with respect to pathogen reduction, and then with respect to Vector Attraction Reduction

Existing Data Review

Based on the Town of Ladysmith sludge load summary data that was provided, SYLVIS established that 58 out of 77 loads passed the pathogen reduction criteria. This 75% pass rate was achieved by the bin temperatures reaching 55°C for three consecutive days or 60°C for half a day. This shows that the aerated heated treatment method is working to achieve these specified aerobic requirements. It was noted that there were instances when the data was not being collected consistently (at the same time during the process) which may have resulted in some regrowth following die-off. The pass rate also achieved a long-term geometric mean less than the maximum allowable 2,000,000 MPN.

The high pass rate led SYLVIS to assess the temperature process as an engineered system for stabilization. This is discussed in the pathogen and vector attraction reduction sections below

Summary data for trace elements indicated all trace elements were within specified limits for OMRR.

Pathogen Reduction

Table 1 indicates that the seven samples obtained over two sampling periods achieve a geometric mean of 10,000, which is under the required maximum geometric mean of 2,000,000. This indicates that the time temperature process is validated by the geometric mean.

Table 1: Town of Ladysmith sludge microbiological analysis results.

Sample Number	Date Sampled	Sludge Fecal Coliform Concentrations (MPN/g) ^(a)
1 ^(a)	31-Mar-15	130,000
2 ^(a)	31-Mar-15	4,800,000
3 ^(a)	31-Mar-15	13,000
4 ^(b)	28-Apr-15	200,000
5 ^(b)	28-Apr-15	< 9.3
6 ^(b)	26-May-15	160,000
7 ^(b)	26-May-15	< 2
Geometric Mean		10,000

- (a) Value represents a discrete grab sample collected from the Town of Ladysmith's wastewater treatment plant by the Town of Ladysmith. These samples were analyzed by Maxxam.
 (b) Value represents a discrete grab sample collected from the Town of Ladysmith's wastewater treatment plant by SYLVIS. These samples were analyzed by CARO.

Vector Attraction Reduction

The below tables show the results of the sampling from the post aerated heated sludge loads. Specific Oxygen Up take Rates achieve a mean of 0.886, a geometric mean of 0.464 with two of seven samples exceeding the OMRR sour rate maximum of 1.5 (mg/g)/h. The standard deviation of the samples encompasses 0.16-1.56 (mg/g)/h, indicating an imperfect but strong likelihood that the time-temperature relationship described above will consistently achieve vector attraction reduction that may be confirmed analytically through the SOUR test.

Table 2: Town of Ladysmith sludge specific oxygen uptake rate analysis results.

Sample Number	Date Sampled	Sludge SOUR (mg/g)/h ^(a)
1	28-Apr-15	0.011
2	26-May-15	0.512
3	26-May-15	1.615
4	26-May-15	0.563
5	26-May-15	0.648
6	26-May-15	2.028
7	26-May-15	0.686
Mean		0.866

- (a) Values represent the average of seven discrete grab samples collected from the Town of Ladysmith's wastewater treatment plant throughout 2015 by SYLVIS.

Discussion

The average result for fecal coliform was 160,000 MPN/g, which remains well under the OMRR fecal coliform limit of 2,000,000 MPN/g limit for Class B biosolids. The geomean result for fecal

coliform was 10,000 MPN, which passed the fecal coliform limit of < 2,000,000 MPN/g under OMRR for Class B biosolids.

The average result for the SOUR test was 0.866 (mg/g)/h, which remains under the SOUR limit of 1.5 (mg/g)/h at 20°C. The geometric mean for the SOUR test is 0.464. The standard deviation (which is not a statistic required under OMRR) indicates a sample range of between 0.16 and 1.56 (mg/g)/h. These numbers demonstrate the strong likelihood that extended aeration of the dewatered biosolids generates an appropriate time temperature process to achieve vector attraction reduction, and therefore achieve a Class B biosolids product through OMRR. The SOUR analyses confirm this for the majority of cases.

Based on the results, the in-bin aeration system achieves the requirements of a process to achieve a time temperature calculation required to be considered effective stabilization and vector attraction reduction. As the process has also demonstrated some variation which falls outside the optimum for vector attraction reduction, there may be some options for improvement in the process to provide better ongoing process control to consistently achieve Class B biosolids quality.

The extended aeration process in the transport bins has been determined to be an effective method of achieving pathogen and vector attraction reduction, but a minor shortcoming of the current process is that the two aeration tubes in each bin are not able to heat evenly throughout the bins, with particular emphasis on a gap in the center base of the bin. Three of our sample points were located between the aeration tubes at the bottom of the bin; those samples demonstrated lower temperatures as compared to the steaming samples from the top of the pile. While the samples did achieve the requirements for Class B biosolids, there are nonetheless recommendations aimed at achieving improved process and quality control.

Improvement option 1

Below is a diagram showing a transport bin with a similar aeration heat treatment method, but with a metal diversion addition. This lower middle area is an area that the aeration pipes cannot reach, and heating must occur convectively through the pile. Installing a metal diversion between the two existing aeration pipes (or adding a third pipe) will prevent the biosolids from sitting in this inaccessible aeration zone and allow the aeration to heat the biosolids more thoroughly.

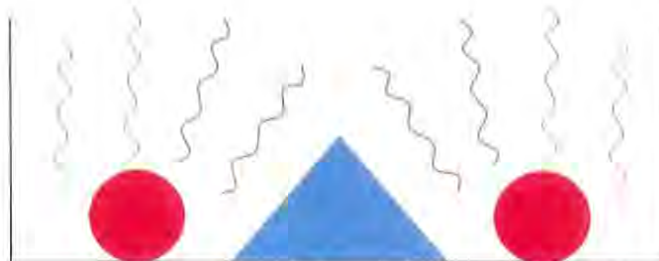


Figure 1: Transport bin with extended aeration heat treatment method with a metal diversion addition.

Improvement option 2

Below is a diagram showing a transport bin with a different aeration heat treatment method. This method is similar to what traditional compost facilities use for 'aeration floors' (such as Ogogrow in Kelowna). The base of the transport bin is a raised platform with an air plenum underneath, and small holes throughout that ensures even aeration of the entire. Below the platform are either aeration pipes or an open plenum that force air through the holes in the platform. This creates an even aeration and thus heating surface, thus reducing the potential for biosolids to be poorly heated through the process.

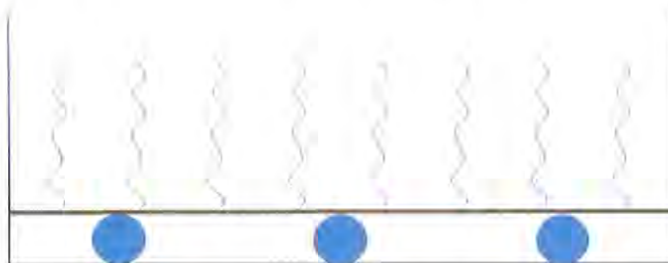


Figure 2: Transport bin with a raised platform and air plenum underneath.

Conclusion

Review of the sludge load data and analytical data has shown that the sludge is achieving Class B biosolids quality. We are confident that the sludge produced at the Ladysmith WWTP is complying with both pathogen reduction and vector attraction reduction criteria as laid out in OMRR. Therefore this sludge can be classified as Class B biosolids.

Two potential options to improve process consistency have been identified in the discussion section above, however it is our opinion that the system is currently achieving Class B biosolids quality as specified in OMRR.

With Class B biosolids OMRR stated that there must be a stratified sampling event performed once per year or every 1,000 tonnes. This sampling must include at least 7 samples taken throughout the bin to obtain a geomean. These samples should be taken after the biosolids have reached pathogen reduction.

Town of Ladysmith Biosolids Options Assessment

Final Report

November 2015

Prepared for:

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EXECUTIVE SUMMARY

The Town of Ladysmith (Ladysmith) wastewater treatment plant generates approximately 1,000 bulk tonnes of Class B biosolids annually, which is currently composted at the public works yard. Ladysmith expressed interest in identifying additional options for biosolids management to allow contingency once the WWTP is upgraded to secondary treatment, which will also increase production of biosolids.

At the request of Ladysmith, SYLVIS identified and assessed multiple potential biosolids management options, evaluating each option individually against social, environmental, technical and economic criteria. The options considered for this report include the expansion of the existing compost facility at the Ladysmith public works yard, composting at a new (undetermined) site, land reclamation (local aggregate pit or mine), forest fertilization at the existing Nanaimo biosolids land application site located at the VIU Woodlot, and contracted composting at the Coast Environmental facility in Chemainus. The options also included split systems between composting and land application at VIU for excess material.

The options were scored numerically against the criteria, with a score of 5 being most favourable and a score of 1 being least favourable. This process enabled numeric ranking assessment of the qualitative as well as quantitative criteria. The rankings for the options indicated that the split between composting at the public works yard and forest fertilization at the VIU woodlot is the most numerically favourable option, with each option individually ranking second and third, respectively. These options are existing, operationally productive beneficial use operations, and the low risk associated with existing operations, combined with low capital procurement requirements, were a fundamental reason for their rankings. An important additional finding of the investigation was that the Coast Environmental facility (which had been requested by Ladysmith as an option for assessment) is not able to accept external biosolids due to a regulatory restriction.

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1 INTRODUCTION

The Town of Ladysmith's wastewater treatment plant (LWWTP) generates approximately 1,000 bulk tonnes of Class B biosolids annually, using an extended aeration process within transport bins to aid in the stabilization and vector attraction reduction process. Currently Ladysmith's biosolids are used as a feedstock for a small-scale turned pile composting program at the public works yard. This results in approximately 1,000 m³ of compost annually, which is used for landscaping by the Ladysmith Parks Department.

The LWWTP is currently undergoing an upgrade to move from a primary treatment facility to a secondary treatment facility. This will increase production of biosolids by up to 100%, producing approximately 2,000 bulk tonnes of biosolids annually (as estimated by the Town of Ladysmith). Ladysmith is looking for options moving forward with their Class B biosolids, as there is uncertainty with the ability to manage the biosolids as compost at the current site.

An increased understanding in the options available to Ladysmith allows for increased flexibility and provides contingency options for biosolids management in the event that composting becomes unfeasible in the future, or another management option is required to supplement the composting program. SYLVIS has been asked to provide a summary of general opportunities for biosolids management and identify advantages and disadvantages for each of the opportunities with consideration given to social, environmental, technical and economic factors.

SYLVIS and Ladysmith have reviewed the options, and identified six options: composting at a new location, continue composting at the public works yard, 50% composting at the public works yard and 50% forest fertilization at the VIU Woodlot, land reclamation, forest fertilization at the VIU Woodlot, and sending biosolids to the Coast Environmental composting facility. This document summarizes the rationale, evaluation and recommendations for next steps based on the considerations and options above.

2 BIOSOLIDS PRODUCTION AND QUALITY

The following subsections refer to the quantity and quality of the biosolids produced by the Ladysmith. It will review both the current primary system and future secondary system in terms of solids production, treatment, stabilization, and final biosolids product.

2.1 Wastewater Treatment Plant Upgrade and Biosolids Production

The LWWTP currently generates 1,000 bulk tonnes of Class B biosolids annually. The LWWTP is currently undergoing an upgrade to account for an increase in population. The LWWTP is a primary treatment facility where the solids are stabilized and dewatered using auto-thermophilic anaerobic digesters (ATAD). Currently the system bypasses the ATAD. The dewatered sludge is subjected to extended in-bin aeration to achieve Class B requirements for treatment and stabilization. The resultant biosolids is used as a composting feedstock in addition to greenwaste, producing a class A compost.

The LWWTP is currently being upgraded to a secondary treatment system. Sludge collected through the primary system will be thickened via a Salsnes filter and transported to a large holding tank where it is agitated. The wastewater proceeds through secondary treatment via moving bed bioreactor (MBBR), and sludge is collected by dissolved air flotation (DAF) and mixed into the same agitated large tank. Mixed primary/secondary sludge is pumped to the centrifuge to dewatered and sent to extended aeration bins for stabilization through extended aeration. This upgrade will produce about twice the weight and volume of material as they are producing today, an estimate of 2,000 bulk tonnes.

2.2 Biosolids Quality

SYLVIS previously assessed the quality of the biosolids produced at the LWWTP. Analytical data confirmed that extended aeration of the material within transport bins enabled achievement of treatment and stabilization criteria for the Class B biosolids under the BC Organic Matter Recycling Regulation (OMRR). For additional information on the quality of biosolids produced at the LWWTP please refer to the technical memorandum "Town of Ladysmith – Technical Memorandum" presented to the Town of Ladysmith on June 24th, 2015.

Looking forward to the next-generation secondary treatment LWWTP, biosolids characteristics are anticipated to change as compared to the current material. Primary among these changes will be an anticipated total quantity, organic matter and nutrients, which is reflective of a biological secondary treatment system. With increased organic matter, the potential for increased volatile solids will result in the potential for greater odour potential. Managing odour, and continuing to achieve Class B biosolids through extended aeration in the transport bins is planned to enable maintenance of Class B treatment and stabilization requirements.

3 IDENTIFICATION OF OPTIONS FOR THE TOWN OF LADYSMITH

In discussions with Ladysmith staff, several important criteria have bounded the initial scoping of biosolids beneficial use options for this report. The biosolids quantity produced by Ladysmith is very small, which limits the potential for economies of scale that permit a broader consideration of options. The discussions highlighted the following requirements for consideration:

- The potential use of existing knowledge or infrastructure;
- Regulatory compliance
- Demonstrated success, or reliance on existing projects/programs
- Stakeholder acceptance, or demonstration of stakeholder engagement
- Demonstrated environmental benefit and protection of human health
- Cost
- Ease of implementation.

Through discussions with Ladysmith several limitations were identified including location, existing infrastructure, desire for simple management plan and a high interest in existing systems. Based on those considerations the options for Ladysmith biosolids indicated should be considered include:

1. business-as-usual: composting at the public works yard;
2. composting at a new site;
3. forest fertilization at the VIU Woodlot; and,
4. split between composting at the public works yard and forest fertilization at the VIU woodlot;
5. land reclamation at a new site;
6. Coast environmental composting program.

Provided below is a brief introduction to each of these options.

3.1 Composting

Composting is the controlled aerobic decomposition of organic matter that produces a rich, soil-like medium. When combined in appropriate ratios with other feedstocks, biosolids are a desirable composting feedstock.

The town has identified several options with respect to the future of composting their biosolids.

3.1.1 Composting at the Public Works Yard

Currently Ladysmith manages biosolids through composting at the public works yard which is utilized by the Parks Department. The biosolids are transported to the Ladysmith public works yard where it is used as a feedstock with leaf and yard waste, or hog fuel to achieve 1,000m³ of Class A compost annually. This option would involve upgrading and enclosing composting at the existing public works site.

3.1.2 Composting at a new site

A second option to be assessed is the development of a new, nearby, but more remote site for biosolids composting operations. The public works yard has size limitations, increased biosolids production will require a greater composting system footprint. Ladysmith would need to secure a new composting site which has the footprint required to accommodate the increase in biosolids and compost production which arise from secondary treatment.

3.2 Forest Fertilization at the VIU Woodlot

Currently the VIU Woodlot is a regulatory compliant and operational land application site used for applying biosolids for fertilization of mixed juvenile and mature forest ecosystems. Here biosolids from the Regional District of Nanaimo (RDN) and District of North Cowichan (DNC) are used as a soil conditioner and act as a nutrient source.

This program has been ongoing since 2003 and has demonstrated increase biomass and forest productivity within the VIU Woodlot through sustainable biosolids use. This option provides turn-key services as it is a notified and operational land application site.

3.3 50% Composting at the Public Works Yard and 50% forest fertilization at the VIU Woodlot

Ladysmith is currently composting their biosolids at their public yard but the site has size limitations, and with increasing biosolids production from secondary treatment comes increased area needed to compost. This option offers the continued use of biosolids for compost at the current site and size, and sending remaining biosolids to the forest fertilization program at the Vancouver Island University Woodlot 020 (VIU Woodlot). This enables Ladysmith to continue composting at the public works yard without having to increase the composting site.

3.4 Land Reclamation Application Site

This option provides an alternative method of biosolids management to composting. Biosolids are used in land reclamation as both a fertilizer and soil amendment. Applied biosolids provide a source of nutrients which aids in the establishment and growth of vegetation. Examples of reclamation include local open pit mines, aggregate pits, and Ministry of Transportation and Infrastructure (MoTI) gravel pits.

3.5 Coast Environmental Composting Program

Ladysmith identified Coast Environmental as a potential option to send biosolids to the Chemainus composting facility. After further investigation SYLVIS discovered that Coast cannot accept outside biosolids into their composting program due to regulatory parameters. Coast does compost biosolids but only biosolids produced at their wastewater treatment plant through their septic collection. Therefore although this option was identified by Ladysmith it could not be included in this options assessment.

4 OPTIONS ASSESSMENT

Each of the four options are evaluated in the following categories: environmental, social, technical and economic. Within each category are subcategories which affect the feasibility of the option. For each subcategory there is a score from 5 to 1 as well as additional information describing the reasoning for assigning values.

A score of 5 indicates low cost, suitable for biosolids management and reliable. A score of 1 indicates that the specified criteria is not acceptable for that option. This could either mean high costs, not suitable for biosolids management or unreliable. A score of 4 – 2 indicates the range between the two. All of the criteria have been evaluated for what each score represents, Table 1 provides a summary of what each score represents. A rationale is provided for each score, however it is important to note that the scores are not quantitative, but qualitative. While addition of cumulative totals may provide some value, it is not intended to provide an absolute mathematical indication of option superiority. Scoring is intended to simplify the aggregation process. The scores are summarized and provided in Table 2.

4.1 Environmental and Regulatory

Biosolids management options must be protective of human health and comply with all environmental policies and regulatory compliance.

4.1.1 Ease of Regulatory Compliance

Factors which influence the complexity of obtaining regulatory compliance are biosolids quality, stakeholder engagement requirements and the time required to prepare and approve land application plans or other regulatory documents.

Composting and the Public Works Yard

Score = 4

This option offers the greatest ease of regulatory compliance as the regulatory mechanisms are already in place and this is business-as-usual for Ladysmith. Ladysmith must continue to ensure that they are meeting the regulation guidelines of class B biosolids and Class A composts according to the Organic Matter Recycling Regulation (OMRR).

Biosolids which meet class B OMRR criteria can be used to create class A compost; biosolids which do not meet the class B criteria cannot be used to produce class A compost. The distinction between class A and class B compost is important as class A compost can be distributed and land applied without restriction; a land application plan (LAP) and other management tools are required for the land application of class B compost.

Production of class B compost is not recommended as the requirement for an LAP adds an additional level of regulatory complexity. For the purposes of this options assessment, it is assumed that Ladysmith will maintain a class A compost.

Composting at a new site

Score = 3

Approval must be made to establish and build a compost building. Similarly to composting at the public works yard, Ladysmith must ensure that they are meeting the regulation guidelines of class

A composts according to OMRR. As stated above, Class A compost may be distributed with no volume restriction to the Parks Department but Class B compost can only be land applied through an LAP.

Production of class B compost is not recommended as the requirement for an LAP adds an additional level of regulatory complexity. For the purposes of this options assessment, it is assumed that Ladysmith will maintain a class A compost.

Forest fertilization at the VIU Woodlot

Score = 4

The VIU Woodlot is currently a notified and operational site, SYLVIS manages the biosolids that are delivered to the site. It is currently accepting both Class A and B biosolids for the forest fertilization program through a land application plan authored through SYLVIS. In order for Ladysmith to be considered for the site, it will be responsible to ensure the quality and regulatory complicating for its biosolids to meet at last Class B. The VIU Woodlot cannot accept non-compliant biosolids. Even though it is a ready-to-go site it cannot accept non-compliant biosolids.

50% composting at the public works yard & 50% forest fertilization at the VIU Woodlot

Score = 4

Composting at the public works yard is business as usual, therefore minimal ease of regulatory compliance by continuing to make class A compost. The VIU Woodlot is currently a notified and operation site, upholding best management practices, but the program is unable to accept non-compliant biosolids.

Land reclamation at a new site

Score = 3

Biosolids application on a new site would require a letter of authorization from a land owner for the storage and application for biosolids. Pre-application soil sampling is required to establish an application rate. A LAP would be created once the soil sampling results are received. Once the LAP has been submitted, a waiting period of 30 days for the Ministry of Environment (MoE) to review the application is required prior to biosolids application. This LAP would be used for class A or B biosolids, but non-compliant biosolids would not be land applied.

4.1.2 Protective of Human Health and the Environment

All biosolids management options must ensure the protection of human health and the environment. Considerations include the proximity of biosolids to a water source, neighbouring land use, stabilization opportunities and access restrictions.

Composting and the Public Works Yard

Score = 5

Composting of biosolids provides an additional level of treatment and stabilization, and Ladysmith is also using a forced aeration system in the transport bins. Composting will take place in a covered building (most likely coverall) in the public works yard which is fenced and secured. This minimizes the exposure pathways including water sources and neighbours.

Composting at a new site

Score = 4

Composting of biosolids provides an additional level of treatment and stabilization, and Ladysmith is also using a forced aeration system in the transport bins. Composting will take place in a covered building (most likely coverall), which minimizes the exposure pathways. With the uncertainty of the site location, we are unable to know the water sources or neighbouring land uses.

Forest fertilization at the VIU Woodlot

Score = 5

The biosolids program at the VIU Woodlot is carried out in accordance with OMRR and its LAP. Pre-application soil sampling as well as 30m buffers to water features and 10m neighbouring properties are already in place. Gates restrict access to the woodlot and signs are mounted as notice to the public and environmental monitoring programs are in place. In 2013 an Enhanced Monitoring program was undertaken to investigate water quality and showed no adverse effects on water from biosolids applications.

50% composting at the public works yard & 50% forest fertilization at the VIU Woodlot

Score = 5

Composting of biosolids provides an additional level of treatment and stabilization compared to other options. Composting will take place in a covered building (most likely coverall) in the public works yard which is fenced and secured. This minimizes the exposure pathways including water sources and neighbours.

Forest fertilization at the VIU Woodlot is carried out in accordance with OMRR and the LAP. Water and neighbour buffers are established, biosolid application rates are determined, gates restrict access to the woodlot and environmental monitoring programs are in place. Both of these options score a 5 with the level protections in place.

Land reclamation at a new site

Score = 4

As an LAP would be required for biosolids application in land reclamation it will conform to all the regulatory requirements outlined in OMRR (examples include application rates, biosolids storage and buffers from water features and roadways). All biosolids applications will proceed in accordance with the LAP.

4.2 Social

4.2.1 Likelihood of Stakeholder Acceptance

Stakeholders have specific interests in the implementation and outcome of every biosolids management program. These interests include the proximity to residential/commercial land, recreational activities, and potential impact on traffic, noise or odour associated with biosolids management.

Composting and the Public Works Yard

Score = 5

The Town is currently successfully composting their biosolids, therefore the stakeholders already have the buy in. Odour would be mitigated by operating the compost facility in a covered space

(to-be built) and installing an odour filtration system. It provides value as top-soil is expensive on the island, thus no need to purchase. This option receives a five because composting operations are already occurring with stakeholder acceptance, and the installation of a new building with only increase the buy-in and decrease the odour.

Composting at a new site

Score = 4

Ladysmith is currently composting their biosolids, therefore there is already stakeholder buy in to the program. Although there is already buy in to the program, composting at a new site would require additional consultation with land-owners, neighbours, and possibly first nations. The compost is used by the Towns Parks Department, and it provides value as top-soil is expensive on the island. Odour can be mitigated with an odour filtration system within a new compost facility.

Forest fertilization at the VIU Woodlot

Score = 5

The biosolids program and the VIU Woodlot has been established since 2007, and stakeholder integration and acceptance is a large part of the program. The forest fertilization program is a three way partnership with SYLVIS, RDN and VIU, where all three stakeholders play a role. The program is often used as learning opportunities by different organizations (ex. Ministry of Environment). As the area is used highly for recreational purposes there have been a number of initiatives put in place for users, including a website (www.nanaimobiosolids.com), monthly map updates for application areas and an annual open house hosted at the woodlot. Odour is a concern but mitigated through operational scheduling and use of the website.

50% composting at the public works yard & 50% forest fertilization at the VIU Woodlot

Score = 5

The Town is currently successfully composting their biosolids, therefore the stakeholders already have the buy in. Odour would be mitigated by operating the compost facility in a covered space. It provides value as top-soil is expensive on the island, thus no need to purchase. The VIU Woodlot is a well-established forest fertilization program with strong stakeholder connections.

Land reclamation at a new site

Score = 3

As with any new site posed for biosolids application, a great deal of stakeholder interaction and acceptance is required during the entire biosolids management program. This includes consultation with land owners, neighbours, and first nations. As the location is uncertain and land application not occurring in the area currently, stakeholders will be concerned and there is no guarantee that the program will be accepted. Odour unavoidable but can be mitigated as possible, with the site unknown there is no way to address or mitigate those concerns. Although in SYLVIS's experience potential land reclamation sites like aggregate pits are very remote, thus reducing the need to mitigate odour.

4.2.2 Social Benefit

Stakeholders are more likely to support a biosolids management program if the social benefit can be demonstrated. These social benefits include aesthetic improvement and creation of green space or habitat.

Composting and the Public Works Yard

Score = 5

Composting biosolids as top-soil provides green spaces and visual appeal (as used in the Parks Department). With an increase in biosolids production, there is subsequently be an increase in compost. Therefore there may also be an option to sell compost is the parks department cannot use all of the material. The compost benefits the community through the parks department and the potential for selling the compost for other projects.

Composting at a new site

Score = 5

Composting biosolids as top-soil provides green spaces and visual appeal (as used in the Parks Department). With an increase in biosolids production, there is subsequently be an increase in compost. Therefore there may also be an option to sell compost is the parks department cannot use all of the material. The compost benefits the community through the parks department and the potential for selling the compost for other projects.

Forest Fertilization at the VIU Woodlot

Score = 4

Since biosolids have been applied at the VIU Woodlot since 2003 there is a great deal of material to demonstrate the social benefit. Improved tree growth and productivity, thicker ground cover and greener areas, but does not visually create green space as it is already a green space. As the woodlot is leased by VIU it is used as an outdoor classroom for the forestry students and for research from VIU staff. The community sees the value it brings to the university and the growth of the forest but it does not provide a green space for the community as it is private land.

50% composting at the public works yard & 50% forest fertilization at the VIU Woodlot

Score = 3

Composting biosolids as top-soil provides green spaces and visual appeal (as used in the Parks Department). It provides value as top-soil is expensive on the island, thus no need to purchase. Using the forest fertilization project at the VIU Woodlot as a secondary option will demonstrate multi benefit uses, but does not provide green space or visual appeal because it is private land.

Land Reclamation at a new site

Score = 3

Land Reclamation takes a non-vegetated space (example is an old aggregate pit) and by applying biosolids as organic matter can turn it into a green space again. Aesthetically improved by creating green space. There is a great deal of material and examples to show the benefit of land reclamation prior to a program commencing. This option provides visual appeal to the area, but it does not benefit the community as land reclamation occurs more often than none on private land.

4.3 Technical

Technical feasibility is an important consideration when assessing the success of a biosolids management program.

4.3.1 Ease of Implementation

The success of a biosolids management program depends partly on efficient implementation. Proposed management options were assessed for their ease of implementation and time required for start-up.

Composting and the Public Works Yard **Score = 4**

Composting at the public works yard could be implemented immediately as Ladysmith is familiar with the composting process and has the necessary equipment. With the increase in biosolids means an increase in composting, Ladysmith will have to find the space to accommodate the increase in production.

Composting at a new site **Score = 2**

Ladysmith is already successfully composting but would need to implement the plans for a new site, equipment and building. A new site would be in close proximity to the town, but a site has not been established. They are familiar with the composting process and already have some of the equipment required.

Forest Fertilization at the VIU Woodlot **Score = 5**

Forest fertilization at the VIU Woodlot is a notified and operations biosolids program. The site is located 35 km away from the Ladysmith WWTP, and the site is physically prepared to accept biosolids.

50% composting at the public works yard & 50% forest fertilization at the VIU Woodlot
Score = 5

Ladysmith public works yard is already operational, although there will need to be a modification in the size of the composting area to accommodate the increase in production. The VIU Woodlot is currently an operational forest fertilization site. Both options are ready to receive biosolids and where no site implementation is needed for the VIU Woodlot. Biosolids can be sent to the VIU Woodlot while the public work yards composting space is being re-configured.

Land Reclamation at a new site **Score = 1**

Implementation at a new land reclamation site is contingent on finding a location suitable for biosolids application (to be confirmed through soil sample collection), gathering all the necessary regulatory requirements and distance from LWWTTP. The readiness of the site is unknown as the site itself is unknown and no regulatory mechanisms can be in place.

4.3.2 Seasonality

The ability to utilize the biosolids application site throughout the year.

Composting and the Public Works Yard **Score = 5**

Composting operations will be covered, and operations will continue despite the conditions of the seasons.

Composting at a new site

Score = 5

Composting operations will be covered, and operations will continue despite the conditions of the seasons.

Forest Fertilization at the VIU Woodlot

Score = 5

There currently are four stockpiles, two of which are accessible during the winter months. Applications occur all year long, with tarping of biosolids during the wet season (October 1st to April 30th).

50% composting at the public works yard & 50% forest fertilization at the VIU Woodlot

Score = 5

Composting operations will be covered, and operations will continue despite the conditions of the seasons. Biosolids are able to be delivered and stockpiled throughout the year at the VIU Woodlot.

Land Reclamation at a new site

Score = 4

Regulatory approval for biosolids management would be needed for stockpiles for biosolids storage. Biosolids storage at new sites is usually based on site specific conditions. Stockpile preparation can require construction of access roads for the hauling truck accessibility. Tarping of biosolids would occur during the wet season (October 1st to April 30th). Once stockpiles are established there should be not issue with seasonality due to the typical weather on Vancouver Island.

4.3.3 Reliability and Contingency

Is there reliance on outside individuals or organizations, will stakeholder interest impact the project? If an unforeseen circumstance renders the option unusable, what supplementary or contingency options are immediately available?

Composting and the Public Works Yard

Score = 4

There is no reliance on outside individuals or organizations. Composting and the compost itself is used in-house. The size of building could be chosen to account for larger biosolids production down the line. Although this option does not provide a contingency option.

Composting at a new site

Score = 4

There is no reliance on outside individuals or organizations. Composting and the compost itself is used in-house. The size of size could be chosen to account for larger biosolids production down the line. Although this option does not provide a contingency option.

Forest Fertilization at the VIU Woodlot

Score = 4

There is reliance on transporters to bring biosolids to the woodlot, but all other means are taken care of in-house by SYLVIS, Vancouver Island University and the Regional District of Nanaimo. Although this option does not provide a contingency option.

50% composting at the public works yard & 50% forest fertilization at the VIU Woodlot
Score = 5

There is no reliance on outside individuals or organizations. Composting and the compost itself is used in-house but there is a lack of space for growth of the composting system. Forest fertilization at the VIU Woodlot is managed by SYLVIS, the only reliance is on transporters to deliver biosolids to the woodlot. This option is the only one to provide a contingency.

Land Reclamation at a new site
Score = 4

Reliability at a new Land Reclamation site would require a land owner who is interested in biosolids fertilization, as well as the appropriate site layout and space required for biosolids application. Although this option does not provide a contingency option.

4.4 Economic

Cost is a major determinant in considering biosolids management.

4.4.1 Capital Costs and Land

Capital costs related to biosolids management are incurred through the purchase of buildings, infrastructure, machinery, and potentially land if agreements with land owners cannot be reached.

Composting at the Public Works Yard
Score = 4

Capital costs include machinery, a portable building (coverall with lock blocks), and odour mitigation system. This can be covered by grants Ladysmith already has but still requires those upfront costs

Composting at a new site
Score = 3

Capital costs include machinery, a portable building (coverall with lock blocks), and odour mitigation system. There will also be a cost associated with acquiring a new site. This can be covered by grants Ladysmith already has, but will still require those upfront costs.

Forest Fertilization at the VIU Woodlot
Score = 5

No capital cost associated with biosolids management at the VIU woodlot.

50% composting at the public works yard & 50% forest fertilization at the VIU Woodlot
Score = 4

Capital costs include machinery, a portable building (coverall with lock blocks), and an odour mitigation system which can be covered by grants the Ladysmith already has. There are no capital costs associated with the VIU Woodlot.

Land Reclamation at a new site
Score = 4

Capital costs include machinery to land apply biosolids and any procurement of land needed.

4.4.2 Operation and Maintenance Costs

Operating and maintenance costs related to biosolids management are incurred through labour costs, biosolids transportation costs, equipment maintenance and repair, site upkeep, consulting costs, regulatory compliance, stakeholder consultation and environmental monitoring.

Composting at the Public Works Yard **Score = 5**

Operation and maintenance costs include the transportation of biosolids to the Public Works yard, labour costs with driving the vehicle, labour cost for an equipment operator to mix and turn the compost, and operation and maintenance of the equipment. Ladysmith uses its own vehicles and can operate in house. Costs would include labour and monitoring (business as usual).

Composting at a new site **Score = 5**

Operation and maintenance costs include the transportation of biosolids to the composting site, labour costs with driving the vehicle, labour cost for an equipment operator to mix and turn the compost, and operation and maintenance of the equipment. Ladysmith uses its own vehicles and can operate in house. Costs would include labour and monitoring.

Forest Fertilization at the VIU Woodlot **Score = 3**

Operation and maintenance costs include biosolids transportation fees. Transportation fees to the VIU Woodlot would be \$180 per haul and \$100 bin rental a month. The costs stated are approximate costs, based on a quote from Coast Environmental on October 28th, 2015. No costs associated with Ladysmith continuing with in house transport. The cost for sending biosolids to the VIU Woodlot would also include a management fee for SYLVIS and a research fee for VIU. These fee will be based on the bulk tonnes that Ladysmith sends to the VIU Woodlot.

50% composting at the public works yard & 50% forest fertilization at the VIU Woodlot **Score = 3**

Operation and maintenance costs include the transportation of biosolids to the Public Works yard, labour costs with driving the vehicle, labour cost for an equipment operator to mix and turn the compost, and operation and maintenance of the equipment. Ladysmith uses its own vehicles and can operate in house. Costs would include labour and monitoring (business as usual).

No costs associated with Ladysmith continuing with in house transport to the VIU Woodlot. Transportation fees to the VIU Woodlot would be \$180 per haul and \$100 bin rental a month through Coast Environmental.

Land Reclamation at a new site **Score = 2**

Operation and maintenance costs include biosolids transportation fees. Transport costs are as per the previous section, but the haul may be reduced or increased depending on location of the site. No costs associated with Ladysmith continuing with in house transport. Full operational costs are unknown due to the uncertainty of the site.

4.5 Totals

Composting at the Public Works Yard **Total Score = 41**

Composting at the public works yards provides a turn-key service to Ladysmith. This option scored high because of it already operational and the proper mechanisms are in place. The cons with this option are that the size allotted for composting will have to increase with the increase in biosolids production.

Composting at a new site

Total Score = 35

Composting is business-as-usual for Ladysmith, although this option provides that method of biosolids management but at a new location. Ladysmith is comfortable with the composting process and has the proper mechanisms to move forward with this option. The downside with a new location is the site procurement, gathering stakeholder acceptance from the area and costs with establishing a new composting site/facility.

Forest Fertilization at the VIU Woodlot

Total Score = 40

Forest Fertilization at the VIU Woodlot has been occurring since 2003. The site is currently operational and notified, making this option ready-to-go. This allows Ladysmith to not have to worry about the biosolids management, only ensuring that they are meeting class B status, but the economic costs for Ladysmith will be more as it will not be done in house.

50% composting at the public works yard & 50% forest fertilization at the VIU Woodlot

Total Score = 39

Composting at the public works yard and the VIU Woodlot both scored high in their individual standings which gives this option a high standing as well. This options allows Ladysmith to continue on with business-as-usual at the current production levels, and in turn allows for the excess biosolids from the LWWTP upgrade to be sent to the VIU Woodlot. This in turn means that Ladysmith continue to ensure that they are meeting class B biosolids to meet regulatory requirements.

Land Reclamation at a new site

Total Score = 28

Land reclamation is a great use for biosolids as well as improvement for the land itself. Unfortunately this option scored the lowest due to the difficulties of procuring and establishing regulatory mechanisms for reclamation, operation and maintenance costs incurred, and getting a site established for reclamation.

5 SUMMARY, RECOMMENDATIONS AND DISCUSSION

SYLVIS has provided a summary of each option below, and our recommendations stated here are based on the outcome of the evaluation matrix. Five options were weighed against four types of criteria: environmental, social, technical and economical.

Biosolids management through land application scored the lowest compared to the other options. Although land reclamation would be protective of human health and comply with all environmental policies and regulatory compliance, there is quite a bit of background, procurement and analytical gathering work to be done to get this option up and running from a technical standpoint. This option does not provide the social benefit compared to the comparative options. Economically it

requires extra costs to find a site, as well as transport and application of biosolids. Finding a land reclamation site with the needs for biosolids application is unknown at this point. SYLVIS recommends that Ladysmith not pursue this option for biosolids management.

Composting at a new site ranked a close fourth out of the five options. This was primarily because of the costs and time associated with finding a new site which is compatible for a biosolids composting facility. This includes procurement of a new site, stakeholder consultation, building design and odour control, as well as establishing the necessary regulations. The benefits are that transportation costs would be low if Ladysmith took on the transport, and Ladysmith does have a grant to purchase the equipment and materials to establish a new composting facility to offset the capital costs.

50% composting at the public works yard & 50% forest fertilization at the VIU Woodlot came in third place by a very close margin. A large bonus for this option is contingency; when one option is limited in its ability to accept biosolids, the other option is there as a back-up. Both of these sites are already operational, therefore minimal ease of implementation and stakeholders are already involved and approval of the programs. Continuing at the public works yard allows Ladysmith to provide in house top-soil for the parks department, while not having to increase the size of their composting space. The remaining biosolids will be sent to the VIU Woodlot for forest fertilization, providing an ease of management to Ladysmith.

Forest fertilization at the VIU Woodlot is provided as a turn-key option. This biosolids management program has been established since 2003, and is fully operational. There are no capital costs associated but there are transportation costs for hauling of biosolids if Ladysmith chose not to perform this task in house. From a technical standpoint, the VIU Woodlot is already notified and operational, thus easy for implementation and can be accessed year-round. Ladysmith will have to rely on the program to accept their biosolids, which is not the most ideal situation. Since the forest fertilization program has been operational for so many years there is already stakeholder buy-in, demonstration of social benefit and all the regulatory, environmental, and human precautions in place for a safe and successful program.

Composting at the Ladysmith public works yard is provided as the business-as-usual option, and it scored the highest out of the five options. Composting is favourable for Ladysmith because it provides a social benefit to the town, as well as an additional level of treatment and stabilization. Ladysmith already has the means and mechanisms in place to produce class A compost. Although there is some uncertainty with the size of site accommodating the 2,000 bulk tonnes of biosolids that will be produced once secondary treatment is established at the LWWTP, the town seems passionate about this option.

Based on the scoring, SYLVIS recommends that composting at the public works yard continue as it provides the greatest technical, economic, social and environmental approach for Ladysmith. If Ladysmith finds one of the other options to be a better suited option, the review of each will provide a stepping stone in moving forward. From this report the Ladysmith will have all the options laid out if and when they require a change in biosolids management. SYLVIS welcomes the opportunity to discuss the options and scoring with Ladysmith, as well as helping to move forward with any of the options.



Transform Compost Systems

turning waste into an opportunity

Appendix C

January 25, 2016

Town of Ladysmith
Box 220
Ladysmith, BC V9G 1A2

Att: Shane Lassam, Public Works
Ph: 250-713-5718
Email: slassam@ladysmith.ca

Proposal: Compost technology selection and preliminary design/costing

Background:

The Town of Ladysmith has been composting their biosolids for approximately 20 years. In the last two years they have developed a covered aerated windrow system at the Public Works yard. The Town of Ladysmith seeks to further improve the efficiency and environmental sustainability of this process, as well as be able to manage additional quantities of biosolids.

Scope of Work:

The scope of work includes two Phases:

1. assisting the Town of Ladysmith in preparing and evaluating various composting technology options in response to an Expression of Interest, including additional correspondence as required to compare capital and operations costs with the various options.
2. Preparing a preliminary design based on the technology selection to provide a capital cost estimate for the composting project.

Phase I – Technology Review and Selection

There are several technology options for composting biosolids for the Town of Ladysmith, including aerated windrows, aerated bunkers, aerated containers and agitated bed systems. This phase includes:

1. Assisting the Town of Ladysmith in preparing an Expression of Interest to be posted on BC Bid, allowing the various compost technology companies to provide potential composting solutions.
2. Reviewing the responses, and providing questions for further clarification on technology and costing.
3. Assist in evaluating the amount of biosolids that can be composted on the site.
4. Preparing a comparative summary of technology options, as well as an evaluation matrix to facilitate a technology selection that will assist the Town of Ladysmith in selecting the technology that will be most suitable for the biosolids composting.
5. Obtaining high level capital and operational cost information (+/-20%) in order to assist in making the final process selection.

Transform Compost Systems Ltd.
3911 Mt. Lehman Rd.
Abbotsford, BC V2T 5W5

Phone (604) 856-2722
Email: transform@telus.net
Website: www.transformcompostsystems.com

6. Negotiating and confirming a fixed price for specific items or technology selected to allow an accurate estimate of total project price.

Phase II – Preliminary Design and Capital Cost Estimate

1. Based on the technology selected, prepare the design of the composting facility including pad, building and electrical to provide the Town of Ladysmith with a cost estimate for the facility for budgeting purposes.
 - a. Structural design includes building, biofilter, channels, bunkers or windrows – depending on final selection – to a stage that will allow contractors to price the project
 - b. Electrical design that includes a separate three phase power from the road (up to 400 amp service, electrical room (8x 20 container), all electrical components including mixer (if applicable), compost turner (if applicable), screener (if applicable), electric blowers for composting, biofilter blower, all lighting inside building as per code requirement, emergency lighting, and limited outdoor lighting as required. (project assumes pulling a separate line from the road between the Public Works building and the RCMP property – integrating and upgrading of the existing service on site can be done, but may be an additional cost). Drawings complete to allow contractor pricing of entire electrical service and supply.

Phase III – Final Design and Stamped Drawings for Tender and for Construction

1. Finalize final design and provide the stamped drawings as required. Includes civil and mechanical engineering as required. Geotechnical engineering is not included as per verbal discussion with the Town of Ladysmith.
2. Prepare tenders for the specific works, including the building, electrical supply, and site development and concrete supply.
3. Assist the Town of Ladysmith in reviewing the tenders to ensure accuracy and completeness, and selection of the contractors to provide the building, the civil work, the electrical work, and the mechanical work.
4. Ensure that the Contractor's scope of work is consistent and integrated with project design and operating intent of the composting facility.
5. Includes two visits for meetings with Contractors and Town of Ladysmith staff on site.

Phase IV – Project Management

1. Assist the Town of Ladysmith to ensure that all aspects of the project and details are coordinated to ensure a successful project.
2. Coordinate the various engineers to provide inspections and final sign-off as required.
3. Includes five visits and unlimited email and phone coordination.

Phase V – Commissioning

1. Work with the subcontractors to commission each of the separate components of the system
2. Work with the subcontractors and Town of Ladysmith staff to commission the system, ensuring that all components are integrated and functioning correctly.
3. Includes two visits

Phase VI – Ministry of Environment Requirements

1. Provide the operations plan including plans and specifications, operations plan, odor management plan, leachate management plan, closure plan as required by the BC Ministry of Environment Organic Matter Recycling Regulation.

Costs

Phase I- Technology Review and Selection		\$ 9,500
Phase II – Preliminary Design and Capital Cost Estimate		
	<i>Structural: Lang Engineering</i>	<i>\$ 4,500</i>
	<i>Electrical: Murphy Design</i>	<i>\$ 5,500</i>
	<i>Transform: Coordination/design:</i>	<i>\$ 5,500</i>
	Total:	\$ 25,000
Phase III – Final Design and Stamped Drawings for Tender and Construction		
	<i>Civil: Wedler Engineering</i>	<i>\$ 6,380</i>
	<i>Mechanical: TBA</i>	<i>\$ 5,000</i>
	<i>Transform: Coordination/design</i>	<i>\$ 5,000</i>
	Total:	\$ 16,380
Phase IV- Project Management		\$ 18,000
Phase V- Commissioning		\$ 6,500
Phase VI – Ministry of Environment Requirements		\$ 7,500
Total		\$ 82,880

This proposal provided by: John Paul, PhD, Qualified Professional

TOWN OF LADYSMITH

BYLAW NO. 1901

A bylaw to amend "Council Remuneration and Expense Bylaw 2001, No. 1427"

WHEREAS Council of the Town of Ladysmith has, by bylaw, set the level of remuneration and benefits available to elected officials;

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

1. Council Remuneration and Expense Bylaw 2001, No. 1427 is hereby amended as follows:
 - 1.1. Delete Sections 3(1), 3(2) and 3(3) in their entirety and replace them with the following:
 - 3(1) For 2016 and each subsequent calendar year, there shall be paid in monthly installments, out of annual revenue, an annual remuneration to Council members for discharge of the duties of office, as follows:
 - (a) to the Mayor, the amount of thirty thousand, five hundred and fifteen dollars (\$30,515);
 - (b) to the Councillors, the amount of fourteen thousand, four hundred and seventy-five dollars (\$14,475).
 - 1.2. Delete Section 5(a) and replace it with the following:
 - 5(a) Mileage accumulated on the Council member's own motor vehicle for travel outside the town of Ladysmith in accordance with established Canada Revenue Agency automobile allowance rates.
 - 1.3. Add a new section 7 to read as follows:
 7. Should a member of Council choose not to accept all or part of his or her remuneration, he or she must:
 - a) advise the Director of Financial Services in writing;
 - b) specify the requested amount of remuneration; and
 - c) specify the date this request will come into effect.

Such a request cannot be retroactive.
 - 1.4. Renumber Section 7 to Section 8.

2. Repeal
Town of Ladysmith Council Remuneration Bylaw 2001, No 1427, Amendment Bylaw 2011, No. 1784, is hereby repealed.

3. Citation
This bylaw may be cited for all purposes as "Council Remuneration and Expense Bylaw 2001, No. 1427, Amendment Bylaw 2016, No. 1901".

READ A FIRST TIME on the _____ day of _____

READ A SECOND TIME on the _____ day of _____

READ A THIRD TIME on the _____ day of _____

ADOPTED on the _____ day of _____

Mayor (A. Stone)

Corporate Officer (S. Bowden)

RESOLUTIONS ADOPTED BY COUNCIL IN RESPONSE TO RECOMMENDATIONS FROM THE
SELECT COMMITTEE ON COUNCIL REMUNERATION

January 18, 2016 Regular Meeting of Council

Resolution	Resolution Details
CS 2016-013	That there be no change to the Council benefits package at this time, and that a review of benefits be completed by September 2016. OPPOSED: Councillor Arnett
CS 2016-014	That a regular review (survey) and Select Committee on Council Remuneration appointments and recommendations be completed prior to September 30 in the final year of a Council term.
CS 2016-015	That the per diem rate of \$50 per day for members of Council travelling on Town-related business be reviewed in conjunction with the proposed review of Council benefits, to be completed by September 2016.
CS 2016-016	That Ladysmith Council members be compensated at a level that is at a minimum 'average' for their peers and that the compensation include provision for regularly scheduled increases to keep pace with inflation and further, that a complete review be scheduled on a regular basis. OPPOSED: Councillor Arnett Councillor Arnett stated that he will not accept an increase in compensation in the current term.
CS 2016-017	That the Mayor of Ladysmith be compensated at the 'average' of similar sized communities surveyed in 2014, at the rate of \$30,515, effective January 1, 2016. OPPOSED: Councillor Arnett
CS 2016-018	That the Council members of Ladysmith be compensated at the 'average' of similar sized communities surveyed in 2014, at a rate of \$14,475, effective January 1, 2016. OPPOSED: Councillor Arnett
CS 2016-019	That the compensation for mileage for travel outside the municipality be maintained as per the existing practice as guided by Canada Revenue Agency levels.



February 4, 2016

British Columbia Local Governments
Via email distribution

Dear BC Local Governments:

SUBJECT: 2016 FCM RESOLUTION – BUILD CANADA GRANT FUNDING

The Council for the City of Port Coquitlam, at its regular Council Meeting of January 11, 2016, adopted the following resolution requesting all British Columbia local governments' endorsement:

1. **THAT** Council make the following motion to the Federation of Canadian Municipalities and the Union of British Columbia Municipalities:

WHEREAS the Federal Government's Build Canada grant program generally shares the costs of all approved infrastructure projects equally between the province and the local jurisdiction at one third each;

AND WHEREAS for nationally and provincially significant projects, where projects provide a greater national and provincial benefit, and where communities are disproportionately and directly impacted by such projects, the burden of one third of the cost is inequitable and too high for the local jurisdiction;

THEREFORE BE IT RESOLVED that the Federal Government's Build Canada grant program, National Infrastructure Component, be amended to fund a minimum of 50% of the project cost.

BE IT FURTHER RESOLVED that the provincial funding contribution for significant projects be a minimum of 40% of the project cost.

2. **THAT** this motion be forwarded to all local governments in British Columbia to request their endorsement.
3. **THAT** this motion be forwarded to Mr. Ron McKinnon, Member of Parliament for Coquitlam - Port Coquitlam and to Mr. Mike Farnworth, Member of Legislative Assembly for Port Coquitlam - Burke Mountain.

Sincerely,

C. Deakin
Carolyn Deakin, CMC
Assistant Corporate Officer

ASSOCIATION OF VANCOUVER ISLAND AND COASTAL COMMUNITIES

2016 AGM & CONVENTION

Nanaimo, BC
April 8-10, 2016



This year we are happy to be back in Nanaimo - the Harbour City - for our 2016 AGM and Convention. The City is generously hosting AVICC members at its stunning conference centre right downtown on the harbour.

We have an exciting program in place for our members this year. Please take a look at this brochure to see what's on offer, and then register online at:

www.civicinfo.bc.ca/event/2016/AVICC

We'll be sending out more information with a detailed program in the next few weeks. Updates will be posted on our website at www.avicc.ca

Keynote Speaker

Dr. Chief Robert Joseph
Reconciliation Canada



Chief Dr. Robert Joseph, O.B.C. is a true peace-builder whose life and work are examples of his personal commitment. A Hereditary Chief of the Gwawaenuk First Nation, Robert has dedicated his life to bridging the differences brought about by intolerance, lack of understanding and racism at home and abroad.

His insights into the destructive impacts these forces can have on peoples' lives, families and cultures were shaped by his experience with the Canadian Indian Residential School system.

In 2003, Chief Joseph received an Honorary Doctorate of Law Degree from the University of British Columbia for his distinguished achievements in serving BC and Canada. In 2012, he was presented The Diamond Jubilee Medal by the Right Honourable David Johnston, Governor General of Canada. In 2014, he received the Jack P. Blaney Award for Dialogue from Simon Fraser University and an Honorary Doctorate of Divinity from Vancouver School of Theology for his work in reconciliation and renewing relationships between Indigenous peoples and all Canadians. In 2015, Chief Joseph was presented a Deputy Ministers' Recognition Award for Collaboration and Partnerships and was appointed to the Order of British Columbia, the Province of British Columbia's highest honour.

Chief Joseph is currently the Ambassador for Reconciliation Canada and a member of the National Assembly of First Nations Elders Council. He was formerly the Executive Director of the Indian Residential School Survivors Society and is an honorary witness to Canada's Truth and Reconciliation Commission (TRC). As Chairman of the Native American Leadership Alliance for Peace and Reconciliation and Ambassador for Peace and Reconciliation with the Interreligious and International Federation for World Peace (IFWP), Chief Joseph has sat with the leaders of South Africa, Israel, Japan, South Korea, Mongolia and Washington, DC to learn from and share his understanding of faith, hope, healing and reconciliation.

2016 PROGRAM IN BRIEF

FRIDAY, APRIL 8, 2016

8:45 am	Pre-Conference Workshops
2:00 pm	Official Opening, Keynote Address, Minister of CSCD Address, Presentation
5:30 pm	Welcome Reception

SATURDAY, APRIL 9, 2016

7:30 am	Hot Breakfast - Choice of Networking or Presentation
8:00 am	Elections for Table Officers
8:30 am	UBCM President's Address and Resolutions
Noon	Delegate Luncheon
1:30 pm	Concurrent Workshop Sessions
2:30 pm	Elections for Director at Large
6:30 pm	Reception
7:30 pm	Dinner & Timebenders

SUNDAY, APRIL 10, 2016

7:30 am	Networking Hot Breakfast
8:30 am	Resolutions & Late Resolutions, Elections for EA Representative, Address by the Leader of the Opposition, Closing Session, Installation of New Executive & Grand Prize Award
12 noon	Adjournment

FRIDAY MORNING PRE-CONFERENCE PROGRAM

Understanding the Village (Cultural Connections)

8:30 am – noon, Friday, April 8, 2016

Cost: \$40

This is an experiential workshop that takes participants through the process of creating a pre-contact village before introducing the rationale, actions and effects of colonization. It then looks at how to integrate this knowledge into our work, families, community and how we move forward from a place of deeper understanding.

Participants who choose to come to this workshop often comment that when they arrived they believed they understood a bit about the issues facing Aboriginal communities on a cognitive level. But, after participating in the workshop, their level of understanding deepened along with their awareness. Interviews with former participants can be viewed here <https://www.youtube.com/watch?v=3vCQC-9DRLc> and here <https://www.youtube.com/watch?v=3s29Bu950Qs>

This workshop is geared towards solutions rather than recrimination and can provoke emotional responses in participants. The facilitators of this workshop will be supported and guided by several Cowichan Elders.

Tour: Tilray Medical Marijuana Production Facility

9:00 – 11:30 am, Friday, April 8, 2016

Limited to 25 Participants, max of 2 per local government

Cost: \$20

This is an opportunity to tour the production facilities at one of Vancouver Island's largest marijuana growing facilities.

Participants are asked to fill out a waiver and a non-disclosure agreement. There will be bus transportation provided to the facility for a tour of approximately 90 minutes. Flat shoes and comfortable dress are recommended.

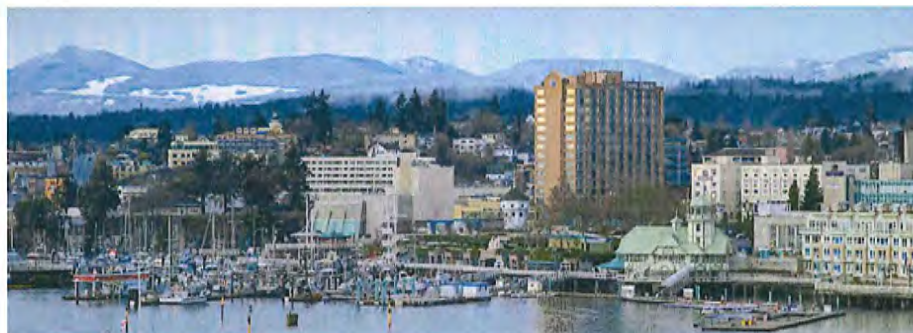


Mayors Council

10:00 – noon, Friday, April 8, 2016

Cost: \$15

This is an opportunity for AVICC mayors to meet together to discuss issues of mutual interest and share current initiatives.





CONVENTION PROGRAM

The Program Format

Based on a successful tradition, the 2016 program will integrate the regular business of the annual general meeting, debate resolutions, hold elections, and enjoy a variety of presentations and workshops on topical issues, addresses by key political speakers and opportunities for networking.

A draft of the detailed program is included at the end of this brochure. In order to accommodate emergent issues, the program does not become final until just prior to the AGM & Convention.

Some program highlights that have been confirmed include:

- ✓ **Address from the Minister of Community, Sport and Cultural Development**
- ✓ **Mediation and Conflict Resolution - LGLA**
- ✓ **Social Procurement and Social Enterprise**
- ✓ **Tour of the City of Nanaimo's new Water Treatment Plant**
- ✓ **Open Space Workshop**
- ✓ **Electoral Area Directors Forum**
- ✓ **Moving Forward with Integrated Asset Management**

Political Speakers

Invitations have been extended to Premier Christy Clark; Leader of the Official Opposition Mr. John Horgan; Community, Sport and Cultural Development Minister Peter Fassbender; Dr. Andrew Weaver, Leader of the BC Green Party; and UBCM President, Chair Al Richmond.

Saturday Working Breakfast Session

Agricultural Land Commission

The Agricultural Land Commission has a new Chair, a new CEO and is operating under updated legislation and regulations. The presenters will provide an update on the new operations of the Commission, and its relevance to local governments.

Presenters: Frank Leonard, ALC Chair; Kim Groot, ALC CEO; and Jennifer Dyson, ALC Vice-Chair and Chair of the Vancouver Island Panel.

Trade Show

As in past years, AVICC will host a small Trade Show adjacent to the main ballroom. Many of our sponsors will be staffing information booths - please thank them for supporting our Convention and allowing us to keep our fees low.

The Trade Show will be open during the Friday evening Welcome Reception, the Saturday morning hot breakfasts and in conjunction with the Saturday lunch dessert and morning and afternoon networking breaks.

RESOLUTIONS

UBCM urges members to submit resolutions first to Area Associations for consideration. Resolutions received prior to the **February 22, 2016** deadline will be processed and included in the Annual Report and Resolutions book that will be sent to members in late-March.

Late Resolutions

Resolutions received after the deadline are considered "late" but will be accepted by the Executive Coordinator up until noon, **Wednesday, April 6, 2016**.

Members are reminded that, to be admitted for debate, a late resolution must be deemed to be of an urgent or emergency nature and should address an issue that has arisen after the February 22 deadline date.

The Resolutions Committee will review all late resolutions and prepare a report to the Convention including a recommendation as to whether the resolution meets the criteria and should be admitted for debate.

Reminder
*Resolutions and Nominations
Deadline*
February 22, 2016

See www.avicc.ca for submission requirements and nomination forms.

NETWORKING AND SOCIAL ACTIVITIES

Nanaimo, BC
April 8-10, 2016

Providing delegates with the opportunity to connect with colleagues and develop new relationships are key program objectives. In addition to hot breakfasts both Saturday and Sunday morning, morning and afternoon refreshment breaks and Saturday's Delegate Lunch, two networking and social highlights of the 2016 AGM & Convention will be the Friday evening Welcome Reception and the Saturday evening Annual Banquet.

2016 Welcome Reception

The Welcome Reception will be held from 5:30-7:30 pm on Friday evening in the Newcastle Island Lobby of the Vancouver Island Conference Centre. You will be able to walk straight out of the business sessions to enjoy food and drink with your colleagues.

Annual Banquet

The pre-banquet reception will be held in the Nanaimo Museum, on the ground floor of the Vancouver Island Conference Centre. Enjoy a drink on the AVICC while you have the opportunity to look at the displays. The banquet itself will be back upstairs in the ballroom of the Conference Centre.

We are very excited to have secured the Timebenders to entertain us after dinner. The Timebenders' experience is just that, an experience. It is a musical romp through the ages featuring the best dance music and outrageous impersonations of the greatest stars over the last 60 years.

A very fast-paced and high-energy presentation makes this show irresistible to dancers – and with amazing costume changes and up-beat choreography, an exciting show to watch! It's a 6-piece group of today's most talented young musicians who present songs, costumes and personalities from the 50's right up to this afternoon.



ELECTIONS

The membership elects directors during the AGM & Convention to ensure the directions set by the general membership are carried forward. The Executive also provides direction to AVICC between Conventions.

The following positions are open for nomination

- President
- First Vice-President
- Second Vice-President
- Director at Large (3 positions)
- Electoral Area Representative

To be included in *The Report on Nominations*, nominations must be received by February 22, 2016.

For further information on the elections process or to submit a nomination, please contact:

Past President Joe Stanhope
Chair, 2016 Nominating Committee
c/o AVICC, 525 Government Street
Victoria, BC V8V 0A8

email: avicc@ubcm.ca
or visit our website at www.avicc.ca

2016 AVICC
AGM & CONVENTION

Nanaimo, BC
April 8-10, 2016



PARTNER ACTIVITIES

Partners and other guests are encouraged to accompany delegates. In addition to joining delegates for the Friday Welcome Reception and the Saturday Reception and Banquet, the City of Nanaimo is offering three special tours for partners.

Walking Tour - Hudson Bay Bastion, Miner's Cottage and Nanaimo Museum

Friday, April 8 - 10:00 - noon

Cost: \$15.00 per person

This is your chance to see the inside of Nanaimo's historic Bastion, built in 1853. You will also visit the old Miner's cottage to see how a typical coal mining family lived in this 1890's heritage home and see No. 19, a locomotive from the 1880's. Afterwards you will have a chance to visit Nanaimo's museum. All three attractions are within a short walk from the Conference Centre.

A Taste of Nanaimo – Local Food, Craft Beverage & Estate Winery Tour Friday, April 8 - 12:30 pm to 4:30 pm

Maximum Participants: 30

Cost: \$65 per person

Discover part of Vancouver Island's amazing local food, craft beverage & estate winery scene as you tour through Nanaimo. Sip by sip & nibble by nibble, explore Nanaimo's family owned vineyards, breweries, distilleries and local food producers as you are guided throughout the city. The tour includes bus transport and snacks including, of course, nanaimo bars. You may wish to have a light lunch beforehand.

Visit to Newcastle Island

Saturday, April 9 - 1:00 pm to 4:00 pm

Maximum Participants: 80

Cost: \$20 per person

Begins at the Totem Pole where both a BC Parks naturalist interpreter and a traditional Snuneymuxw guide will lead you through an informative walking tour of the Island. With this combined knowledge of natural marine, wildlife and plants and traditional teachings you will learn how the Snuneymuxw people lived and used the Island over the generations including the natural beauty of the Island today. The tour is approximately 2 hours plus a 15 minute ferry ride each way. You will walk about 2 km so please wear walking shoes and bring raingear. There will be snacks but participants should eat lunch beforehand. We will meet at the conference centre and walk across the street to the harbour to catch the ferry to the island.

Delegates must pre-register using the conference registration form. Tours will proceed rain or shine. Please bring an umbrella and raincoat if the weather is inclement.

OPTIONAL ACTIVITIES

The City of Nanaimo and neighboring communities offer a host of activities including golfing, fishing, scuba diving, mountain biking, walking tours, fossil-hunting and exploring the shops in the historic downtown.

See <http://www.tourismnanaimo.com/things-to-do> for information on where to explore, eat, play and special offers.



2016 AVICC
AGM & CONVENTION

Nanaimo, BC
April 8-10, 2016



LOGISTICS

Accommodation

Five hotels have been identified as the main accommodation providers for Convention delegates. Visit <http://avicc.ca/2016-convention-accommodations/> for rates and booking information

Conference Venues

All sessions will be held at the Vancouver Island Conference Centre, 101 Gordon Street.

Parking

Paid parking is available at the Conference Centre.

How To Register

Registration forms are available through CivicInfo at:

<http://www.civicinfo.bc.ca/event/2016/AVICC>

Choose your delegate type through the drop down menu. There is an early bird and cancellation deadline of **Friday, March 18, 2016**.

	Early (By March 18)	Late (After March 18)
Delegate Fees Includes Welcome Reception	\$199	\$239
Non-Member Delegate Fees	\$239	\$287
Annual Banquet	\$52	\$62
Welcome Reception for Partners	\$31	\$37

For More Information

The most current information will be posted on the website at www.avicc.ca

Please check back regularly for updates. For specific questions, please contact:

Liz Cookson, AVICC Executive Coordinator
email: lcookson@ubcm.ca
phone: (250) 356-5122

HOST COMMUNITY



The host community for the 2016 AGM & Convention is the City of Nanaimo. Mayor Bill McKay and Council are thanked for their generous hospitality. Staff from the City of Nanaimo are thanked for their assistance with the Convention.

All local contributors are thanked for their contribution in making the 2016 AGM & Convention a terrific experience for all.



Photos courtesy of Tourism Nanaimo and Ted Kuzemski Images



ASSOCIATION OF VANCOUVER ISLAND AND COASTAL COMMUNITIES

67TH ANNUAL GENERAL MEETING & CONVENTION
APRIL 8-10, 2016 - NANAIMO, BC
DRAFT – FEBRUARY 1, 2016

FRIDAY, APRIL 8, 2016

Morning Pre-Conference Program

- 8:00–9:00 am **Pre-Conference Registration** (*Newcastle Island Lobby*)
- 8:30–Noon **Understanding the Village** (*Vancouver Island Conference Centre, Room TBD*)
- 9:00–11:30 am **Off-Site Tour: Tilray Marijuana Production Facility**
- 10:00–Noon **Mayors Council** (*Vancouver Island Conference Centre, Room TBD*)
- Satellite Event: Youth Council** (*Vancouver Island Conference Centre, Room TBD*)
- 12:30–4:00 pm **Main Registration** (*Newcastle Island Lobby*)

AGM & Convention Main Program – (Mount Benson Ballroom)

- 2:00 pm Official Opening
Piper – *Pipe Major*
Convention Welcome & Opening Remarks – *President Barbara Price*
O Canada – *Singer*
First Nations Welcome -
Welcome from Host Community – *Mayor Bill McKay*
Convention Program Overview – *President Barbara Price*
- 2:20 pm Icebreaker Activity – AVICC Director and Port Hardy Councillor Jessie Hemphill
- 2:30 pm Nominating Committee Report, *Past President Joe Stanhope*
- 2:35 pm KEYNOTE ADDRESS: Chief Doctor Robert Joseph, Reconciliation Canada
- 3:30 pm Refreshment Break
- 3:50 pm Address by the Honourable Peter Fassbender, Minister of Community, Sport and Cultural Development
- 4:20 pm Nominations from the Floor for Officers
Candidate Speeches (as necessary)
- 4:25 pm Youth Council Update; AVICC Solid Waste Special Committee; Moosehide Campaign
- 5:20 pm Final Comments and Wrap-Up
Draw for Major Door Prize - *Must Be Present To Win*
- 5:30 pm Adjourn
- 5:30–7:30 pm Welcome Reception and Trade Show in the Newcastle Island Lobby

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SATURDAY, APRIL 9, 2016

The Trade Show is Open from 7:15 – 1:30 pm today in the Newcastle Island Lobby

- 7:15–8:15 am Working Breakfast Presentation – Agricultural Land Commission (*Location: VICC*)
Delegates Networking Breakfast (*Location: VICC*)
- 8:00–8:30 am Voting for Table Officers (as necessary) (*Newcastle Island Lobby*)
- 8:30 am Opening Remarks
- 8:35 am Annual Meeting
Adoption of Conference Rules and Procedures
Adoption of Minutes of 2015 Annual General Meeting
President's Address and Annual Report
Adoption of the 2015 Audited Financial Statements
Appointment of Auditors
Appointment of Scrutineers
Appointment of Parliamentarian
2017 AGM & Convention Location
- 8:45 am Address by UCBM President, Chair Al Richmond
- 9:05 am Review of Resolution Procedures
- 9:10 am Consideration of Resolutions
- 10:00 am Refreshment Break
- 10:20 am Resolutions, Continued
- 11:20 am Nominating Committee Report
Nominations from the floor for Directors at Large
Candidate speeches (as necessary)
- 11:40 am **FortisBC Presentation**
- 12:00 noon Delegates Luncheon
- 1:10–1:25 pm Physical Activity Break Led by Tofino Mayor and AVICC Director Josie Osborne (*Meet in the Newcastle Island Lobby*)
- 12:45–1:30 pm Elections for Director at Large (*Newcastle Island Lobby*)
- Concurrent Workshops**
- 1:30–2:30 pm #1 – LGLA – Mediation and Conflict Resolution
#2 – Local Government and First Nations: Foundational Legal Principles
#3 – Open Space Workshop – Topics to be Chosen by Delegates
- 2:30–3:00 pm Refreshment Break
- 3:00–4:00 pm #1 – Off-site Tour – City of Nanaimo new Water Treatment Plant (until 4:30 pm)
#2 – Social Procurement & Social Enterprise
#3 – EA Forum
- 6:30–11:00 pm Reception (*Location TBD*) and Annual Banquet (*VICC Ballroom*)
6:30 pm Reception
7:30 pm Buffet Dinner
8:45 pm Short Program
9:00 pm Timebenders

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SUNDAY, APRIL 10, 2016

- 7:15–8:15 am Delegates Networking Hot Breakfast (*Location: TBD*)
- 8:30 am Opening Remarks
Nominating Committee Report
Nominations from the Floor for Electoral Area Representative
Candidate Speeches (as necessary)
- 8:35 am Consideration of Resolutions and Late Resolutions
- 9:45 am **Address by Leader of the Official Opposition – Mr. John Horgan**
- 10:15–10:45 am Elections for Electoral Area Representative as Necessary (*Newcastle Island Lobby*)
- 10:15–10:45 am Refreshment Break
- 10:45 am **Moving Forward with Integrated Asset Management (looking after infrastructure)**
- 11:45 am Final Business Session
Nominating Committee Report (as required)
Installation of New Executive
Remarks by President Elect
Grand Prize Draw - *Must Be Present To Win*
 - BC Ferries
- Noon Adjourn

THANK YOU TO OUR HOSTS AND THEIR COMMUNITY PARTNERS

Special thanks are extended to the City of Nanaimo for hosting the 2016 AGM & Convention. AVICC Executive and staff wish to thank the host community for making the Convention a great experience.

Thank you as well to the many community partners for your contributions:

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Town of Ladysmith

STAFF REPORT

To: Ruth Malli, City Manager
From: Felicity Adams, Director of Development Services
Date: February 1, 2016
File No: 3360-15-02

Re: OCP AMENDMENT/REZONING APPLICATION – HOLLAND CREEK DEVELOPMENT
(GLENCAR CONSULTANTS INC.)
SUBJECT PROPERTY: Lot 1, Block 192, District Lot 103, Oyster District, Plan EPP44156

RECOMMENDATION(S):

- (1) That Council direct to staff prepare a bylaw(s) to amend the Official Community Plan and to amend the Holland Creek Area Plan as outlined in this staff report.
- (2) That Council provide direction to staff regarding the review of the land use designation for the Arbutus Hump hillside as discussed in this report.
- (3) That Council direct staff to continue to work with the applicant on the proposed voluntary contribution of land for natural parks and trails, pursuant to the Community Amenity Contribution Policy and the principles provided in this staff report.
- (4) That Council direct staff to work with the applicant on the rezoning part of application 3360-15-02, including legal agreements, and refer the proposed rezoning to the Advisory Planning Commission and report back to Council.
- (5) That Council request the applicant to host its final public meeting / presentation at least two weeks and not more than one month prior to the date of the public hearing to allow the public time to review the final proposal and ask questions prior to the formal public hearing.

PURPOSE:

The purpose of this staff report is to seek direction from Council on amendments to the Official Community Plan and the Holland Creek Area Plan to support a mixed residential neighbourhood proposed for property currently zoned as Forestry (F-1) Zone, and to provide feedback on the proposal from the Advisory Planning Commission and other review.

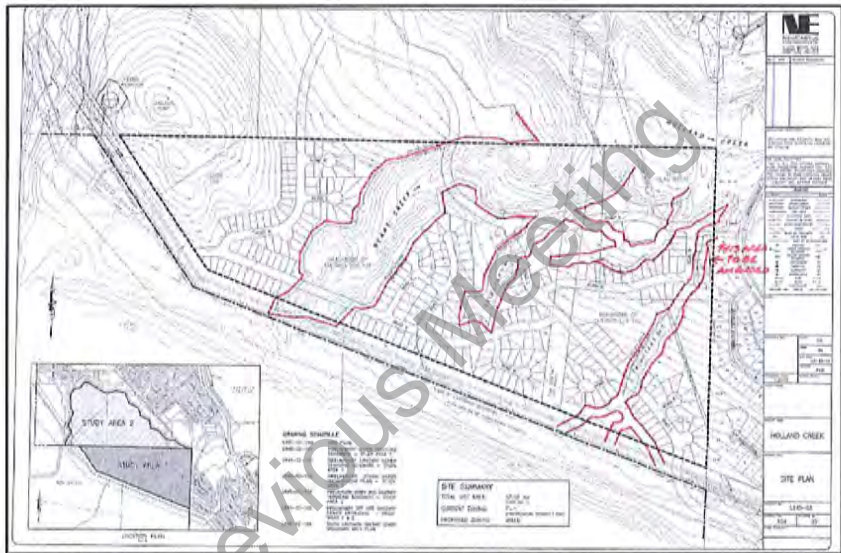
The proposed amendment to the Holland Creek Local Area Plan (HCLAP) land use plan is shown to the side.



INTRODUCTION/BACKGROUND:

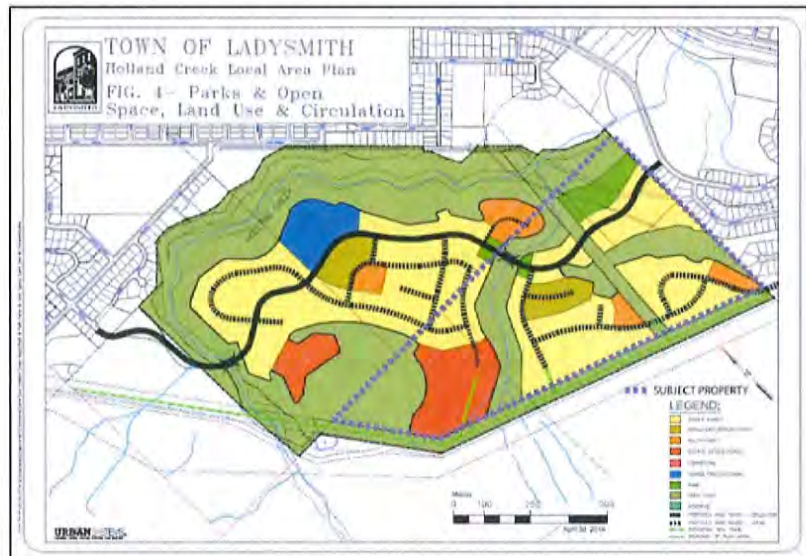
An OCP amendment/ rezoning application has been received for the newly created 55.5 ha parcel located within the southern portion of the Holland Creek development lands. The proposal is for a mixed residential development of approximately 610 units, including 300 residential lots, to be built out in phases over the next 20-30 years.

Heart Creek bisects the property and tributaries to Holland Creek are located within the development parcel. Council has previously issued a Riparian Development Permit as part of the subdivision to create the subject property and the established Streamside Protection and Enhancement Areas (SPEA) are shown in red outline on the plan. The park and open space proposal (green areas on the above map) contains these undevelopable riparian areas and other environmentally sensitive areas comprising approximately 23ha.



A collector road was dedicated (not built) as part of the recent subdivision under its current Forestry zoning. The alignment of this road, which will serve as the primary access from Dogwood Drive into the development, is being reviewed in the context of this development application.

The subject property is one of three large holdings located within the Holland Creek Area Plan. The subject property is shown by a dashed line on the current HCAP “Parks & Open Space, Land Use & Circulation” plan shown here. As can be seen by this plan, the HCAP proposes a new neighbourhood for the area. The focus of this staff report is the OCP/HCAP amendments needed for the subject property only as directed by Council.



At its meeting held August 17, 2015, Council passed the following motion (CS 2015-280)

regarding this application. Since that time, staff has been working with the applicant, reviewing technical reports, facilitating the technical committee (transportation and servicing review), inter-departmental staff review of the proposal, School District #68 referral, BC Hydro meeting, and Advisory Planning Commission policy review. The commercial land use review has also been completed. The status of each item is provided below.

1. That Council direct staff to:	Status
a. Review OCP amendment / rezoning application 3360-15-02 submitted by Glencar Consultants Inc. for Lot 1, Block 192, District Lot 103, Oyster District, Plan EPP44156, within the scope of the Town's planning documents including the Official Community Plan, Holland Creek Area Plan, and the Visioning Report;	Subject of this staff report.
b. Review the application in conjunction with the Financial Plan and the Liquid Waste Management Plan;	After 1 st reading
c. Request G.P. Rollo and Associates to provide comments on the proposed commercial land use and to waive the Purchasing Policy in this regard; and	Complete.
d. Give priority to a comprehensive review of the transportation and servicing aspects for the new neighbourhood in the Holland Creek Development Area and provide recommendations to Council for the consideration of development phasing and financing, including potential modifications and amendments to the existing DCC Program.	Commenced – work in progress. Separate report to Council.
2. Pursuant to s. 879 of the <i>Local Government Act</i> (Consultation during OCP development), that Council direct that consultation shall be early and on-going for OCP amendment application 3360-15-02 and include the following consultation plan:	
a. The applicant shall host a project website, hold open houses about the application and at least two public meetings with presentations about the application prior to the holding of the public hearing. Public input will assist with the refinement of the proposal and presentations will respond to input and questions from the public. Further public consultation may be directed by Council as the review proceeds. Reports from the public processes shall be provided to the Town following each open house/meeting in a form acceptable to the Director of Development Services;	Applicant role.
b. Staff shall refer the application to the Advisory Planning Commission for review and comment at times to be determined by the Director of Development Services. The applicant will be invited by staff to make a presentation to the Advisory Planning Commission;	Complete for OCP amendment.
c. The application shall be referred to School District #68 for school planning purposes and pursuant to s. 881 of the <i>Local Government Act</i> ;	Referral has been done.
d. The application shall be referred to Stz'uminus First Nation pursuant to the Town's Memorandum of Understanding; and	At OCP Bylaw stage.
e. The Director of Development Services may refer the application to provincial or federal agencies.	BC Hydro is being consulted.

SCOPE OF WORK:

The current stage of the application is to report to Council regarding the review of this proposal under the policies of the OCP and the HCAP, and the above noted discussions.

The proposed plan is consistent in most areas with the direction of the Town's planning framework and documents.

Updating the policy framework as recommended below would support the next step of considering the rezoning of the lands from Forestry (F-1) Zone to new zoning that supports the mixed residential development. The proponents require the zoning to be amended in order to bring this infill area of Ladysmith to the market as the Town's next potential development node. The applicant has provided a series of studies which help to inform the review of the application.



The applicant has provided a series of studies which help to inform the review of the application.

Arbutus Hump Discussion

However, there is one aspect of the land use proposal that may be inconsistent with the HCAP that requires Council's direction. This is the proposed change in land use from 'Parks and Open Space' to 'Multi-Unit Residential' on the hillside of Arbutus Hump as shown on the land use plan in the HCAP. This aspect of the proposal is discussed first.

Applicant's Proposal

It is important to note that the applicant believes that they are meeting the intent of the HCAP by protecting the top of Arbutus Hump (refer to the HCAP Design Principles). The applicant is not supportive of changing its plan from a financial perspective (loss of units) and does not see another area to transfer this density to. In addition to providing a development site with a south-east (sunny) orientation, views from the hillside to the town and harbour are spectacular making these lands desirable from a development perspective. The Visual Impact Analysis prepared by the applicant shows that while there are views of the intact Arbutus Hump and hillside from various parts of the Town and the harbour, the visual impact is less so from the subject property and greater from the pre-zoned adjacent parcel.

Policy Considerations

Arbutus Hump and hillside are identified in the Holland Creek Area Plan as a special natural feature and view-scape. A portion of Arbutus Hump is located on the subject property. The HCAP generally supports that land with slopes greater than 30%, special vegetation features and visually sensitive areas should be designated as Open Space. The HCAP Park and Open

Space policies include: "Arbutus Hump has been identified as Open Space to protect its sensitive vegetation as well as the significant view exposure from other parts of the community".

The following is provided for Council's consideration.

- The community's long-term vision established in the Holland Creek Area Plan (policies and land use plan) is to protect Arbutus Hump and its hillside as Park and Open Space. If acquired by the Town it could provide a park asset with a character similar to Mt. Tzuhalem (although smaller in size).
- The acquisition of this area could be reviewed within the context of the update to the Parks, Recreation and Culture Master Plan.
- The land use plan is being amended by not including Estate Single Family (minimum 2000m² lot size) at the base of the hill as identified in the current HCAP.
- The Bio Inventory provided with the application shows that a good portion of the Arbutus Hump knoll is covered by Douglas Fir/Arbutus which could be considered ecologically sensitive to development. This ecology provides important wildlife habitat and has the potential to support rare plant species. This area is represented by polygon 2 in yellow highlight on the map.

- Views from Arbutus Hump and hillside to the Town and harbour are spectacular making these lands also desirable from a public access perspective.

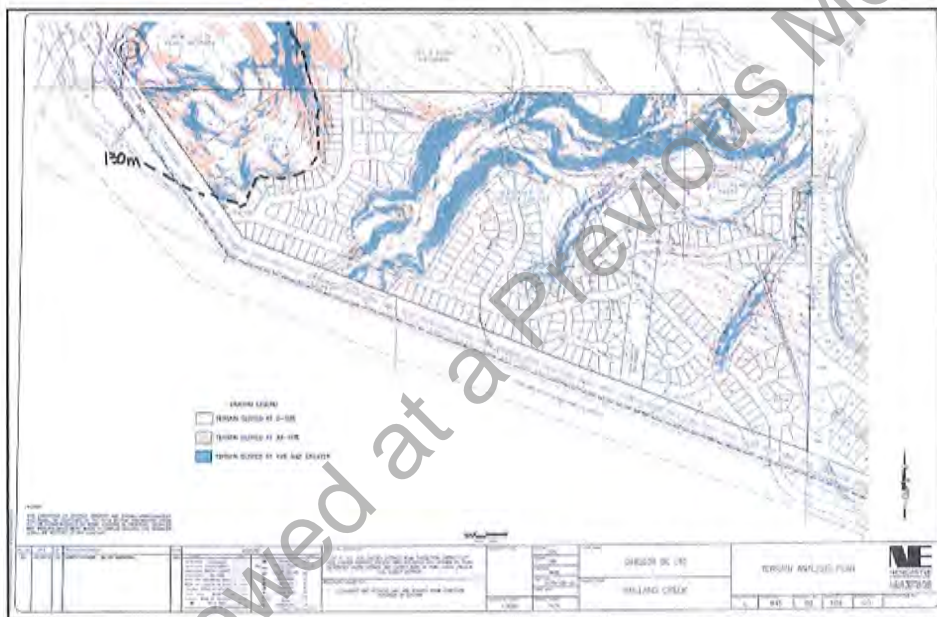
- The Town has two water pressure zones. Currently, a water pressure zone is not available above the 130 metre elevation, which is the elevation above which Arbutus Hump is identified as Park and Open Space. As such this area cannot be serviced from a water pressure (fire-fighting) perspective from the existing Town reservoir.



This situation is not unique to this property as there are other areas of Town located above the 130 metre elevation level. While individual developers could install individual systems to address water pressure, it is not the recommended approach by staff from an asset management and on-going maintenance perspective. In addition, the development of this area, if it was to happen, will likely occur near the end of the

development timeline. Pre-approving zoning at this time may be premature until a new water pressure zone is available. Council could consider development in this area at a future time.

- The archaeological overview assessment included field review of Arbutus Hump as an area of moderate potential. No cultural modified trees or other archaeological evidence was found. The entire property has been assessed as low potential for archaeological sites. Park and open space use would protect potential archaeological resources.
- This is the opportunity to start to create a unique park amenity. An agreement could be established to confirm that this contribution would remove the need for future parkland dedication or cash-in-lieu at the time of subdivision.
- The terrain analysis completed for the application shows that portions of the Arbutus Hump hillside has slope conditions that are 30-45% (pink areas) with some areas greater than 45% (blue areas) as shown on the map.



Proposed Amendments to the Official Community Plan:

Policies that are relevant to the review of the current application are included at the end of this report. To facilitate the proposal within the context of the Town's planning documents (OCP, HCAP, Visioning) the following amendments to the OCP will be required.

- (a) Amend OCP Map 1 (Land Use) to permit a mixed residential neighbourhood as proposed on the property legally described as Lot 1, Block 192, District Lot 103, Oyster District, Plan EPP44156, as shown in the Holland Creek Area Plan.
- (b) Amend OCP Map 2 (Development Permit Areas) to apply development permit areas for multi-unit residential, commercial, riparian areas and steep slope areas (30% and greater) and to create new guidelines, as required.

- (c) Amend OCP Map 3 (Transportation) to update collector road and trail alignments, as required.

Proposed Amendments to the Holland Creek Area Plan:

The following neighbourhood design principles have been established in the HCAP, and it is recommended that these be maintained.

- Reduce visual impact of hillside development to protect views to/from the site;
- Include land with slopes ranging from 0-30% as the principle development area;
- Create a connected green space network;
- Minimize stormwater impacts;
- Support multi-modal transportation;
- Incorporate alternative development standards (roads, drainage)
- Provide a mix of housing sizes and housing types
- Encourage a neighbourhood centre
- Give Arbutus Hump special consideration:
 - Protect the top of the Hump
 - Encourage recreational uses
 - Limit development
- Maintain the area's special environmental/social/cultural relationship for the Community.

To facilitate the proposal within the context of the Town's planning documents (OCP, HCAP, Visioning) the following amendments to the HCAP will be required. An analysis of the HCAP land uses can be found at the end of this report.

- (a) Amend Figure 4 – Parks & Open Space, Land Use & Circulation in the Holland Creek Area Plan and to permit a mixed residential neighbourhood as proposed on the property legally described as Lot 1, Block 192, District Lot 103, Oyster District, Plan EPP44156, except for maintaining the Parks and Open Spaces designation on Arbutus Hump as shown in the Holland Creek Local Area Plan, or as directed by Council.
- (b) Amend the HCAP Plan Context (section 3) as required for this proposal.
- (c) Amend the HCAP land use context and residential land use objectives and policies to:
- (i) Permit a mix of 50-50 single unit/multi-unit residential on the subject property, and include community care facility use.
 - (ii) Support creative and innovative housing forms and solutions, including co-housing options and cluster housing with open space to respond to the land and site topography and market rationale.
 - (iii) Support a mix of residential lot sizes and secondary suites while giving careful consideration to parking demands especially in small lot areas.
 - (iv) Support the 37 unit per hectare (uph) density for the multi-family land use and up to 60 uph for community care facility land use.
 - (v) Add policies and DPA guidelines to support the recommendations in the Geo-technical Assessment.
- (c) Amend the HCAP parks and open space objectives and policies to:

- (i) Support the development of a linear trail system within the Heart Creek riparian corridor similar to the Holland Creek Trail, supported with park amenities such as benches and parking.
 - (ii) Require on-going protection of the Streamside Protection and Enhancement Areas (SPEA) through public ownership or other tools.
 - (iii) Support a fish hatchery on Holland Creek in partnership with Stz'uminus First Nation, community organizations and DFO.
 - (iv) Add policies regarding environmentally sensitive areas as recommended in the Bio-Inventory and Riparian Areas Assessment, including supporting land development best practices to improve the water quality of fish-bearing streams.
 - (v) Add policies as recommended in the Wildland-Urban Interface Fire Hazard Assessment to reduce interface fire hazards, such as fuel vegetation management and sufficient access for adequate fire protection.
- (d) Amend the commercial land use policies in the HCAP to support the potential for a small commercial node (e.g. ~0.2ha for up to 929 square metres (10,000 sq.ft.) commercial space) for local (convenience) commercial uses located on its own, or in combination with residential units above the commercial space, or in close proximity to multi-unit residential or community care facility use.

A summary of the commercial land use review can be found at the end of this report.

Park and Open Space Proposal

The park and open space proposal of approximately 23ha (green areas on the map below) contains the undevelopable riparian areas, other environmentally sensitive areas, a BC Hydro right of way and the top of Arbutus Hump. Direction from Council on the principles below is requested, at this stage, so that staff can continue to work with the applicant.

- If the property is to be under Town ownership, it could be by dedicated parkland or fee simple title.
- The potential for future trail building to the Town's standards should be assessed within park corridors.
- Access points into parks and trails should be provided from the public road for maintenance and emergency access.
- Parks and trails should be supported by small parking areas.
- The potential recreation use of the 42.7 metre (140 feet) wide linear corridor (BC Hydro - Plan 3253RW) should be reviewed with BC Hydro as a project partner with consideration to the requirements for residential development located adjacent to the right-of-way.
- Financing of future trail building should be considered possibly through a per unit contribution as development proceeds.
- Improvements to the Heart Creek corridor and trail system and Arbutus Hump should be considered in the review of Town-wide DCC parks projects.



- Consider the proposal within the context of the update to the Parks, Recreation and Culture Master Plan.

Transportation and Servicing Review Update:

As directed by Council to be undertaken on a priority basis, a technical committee of staff, land owners and consultants has been meeting to complete the comprehensive transportation and servicing review. Meetings started in early-September and six meetings have been held to date. A separate report will be provided by the committee on the outcome of this work. It is anticipated that the outcomes of this process will include:

- Agreement on the location and cross-section(s) for the collector road
- Possible alternative road standards for Council's consideration
- Land owner agreement for the phasing and financing of the off-site sanitary sewer system upgrades possibly through a development works agreement
- Road and bridge projects and costing for a Holland Creek Area DCC to feed into the Town-wide DCC Review, possibly on a phased-in basis.
- Phasing of infrastructure, including bridges.

Amendments to the HCAP transportation and servicing policies, development phasing and financing policies will be presented at a future meeting once Council's direction has been received on the outcomes of the Holland Creek Area Technical Committee.

ALTERNATIVES:

Council could direct that the Parks and Open Spaces designation on the Arbutus Hump be amended to support multi-unit residential land use on the hillside, as proposed by the applicant. The Advisory Planning Commission does not support placing multi-unit residential on the Arbutus Hump hillside.

FINANCIAL IMPLICATIONS:

Statutorily, the Financial Plan is to be reviewed after first reading of the OCP amendment bylaw. At this time there are no new OCP policy directions that would conflict with the Financial Plan.

The Community Amenity Contribution (CAC) policy (attached to this report) provides that Council may choose to accept CACs where it considers that the Town's future budget will be able to support the estimated lifecycle costs of operating, maintaining and repairing the community amenity. This is an important consideration as significant undeveloped parkland is proposed to be given to the Town by the developer. The Financial Plan does not include funding to purchase parkland within the subject property, nor does it include funding for improvements to this parkland if acquired.

From a tangible capital asset (TCA) perspective, natural assets acquired by the Town have operating and maintenance costs but no replacement cost to the Town. A gravel trail-way has a 15 year life to it. The capital cost of trail building has not yet been determined but is an important consideration if undeveloped parkland is to be acquired. Trail maintenance would also be an on-going cost. The Transportation and Servicing review is examining eligible DCC projects. Potential park development projects could also be considered within the DCC program. Holland Creek trail improvements are already included in the Town-wide DCC program. Heart Creek trail building could be considered as an addition to this program.

The applicant is responsible to provide required studies and to fund the cost of the public process and the development and review of legal agreements and covenants.

LEGAL IMPLICATIONS:

A public hearing is required.

Once the OCP amendment bylaw has been given first and second readings, it will be formally referred to the Stz'uminus First Nation (SFN) for comment. SFN is a partner to the project through the Thuy'she'num Property Management Limited Partnership.

The LWMP is to be reviewed after first reading of the OCP amendment bylaw. At this time there are no new OCP policy directions that would conflict with the LWMP.

CITIZEN/PUBLIC RELATIONS IMPLICATIONS:

The proposed OCP/HCAP amendment was considered by the Advisory Planning Commission (APC) at its meeting held December 2, 2015. The APC provided the following comments regarding the application, as presented in its draft minutes.

Future Neighbourhood Elements and Design Principles

- Design principles from the Holland Creek Area Plan are supported.
- The protection of Arbutus Hump is supported. Placing multi-unit residential development on Arbutus Hump is not supported.
- The APC supports hydro lines to be underground where possible.
- Surface run-off from the property must be carefully considered and the streams and riparian areas must be protected.

Parks and Open Spaces

- Development should respect the land and include open spaces and a greenspace network with trails.
- Trails within the Heart Creek corridor are supported.
- A useable greenspace with a playground should be considered.

Residential Land Use

- A blend of housing types is supported for the area. A mix greater than 85 single family/15 multi-family is supported (perhaps 70 single/30 multi or 60 single/40 multi). [Note: this mix is for the new neighbourhood as a whole.]
- Housing forms should respond to the land and site topography, as well as market rationale.
- Creative and innovative housing forms and solutions are supported (i.e.co-housing options, cluster housing with open space).
- A mix of lot sizes is supported; however parking should be carefully considered especially in small lot areas. Coach houses were not supported. Secondary suites and smaller lots were considered a better option for increased density.

Commercial Land Use

- A small commercial node in the new neighbourhood is supported for the long term. Residential above commercial is supported and commercial use near a senior's residential/assisted living is supported.

General Comments

- The inclusion of a fish hatchery is supported.
- The APC appreciates the collaborative approach and appreciates the protection of the riparian areas.

Community Consultation:

Council has previously provided direction regarding the applicant's consultation with the community including webpage hosting (www.hollandcreek.ca), open houses and meetings. The applicant's next open house is scheduled to be held February 18, 2016.

It is recommended that Council request that the applicant host its last public meeting with presentation at least two weeks and not more than one month prior to the date of the public hearing to allow the public time to review the proposal and ask questions prior to the formal public hearing.

INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS:

The Development Services Department is leading the application review process. The Director of Development Services and the Director of Infrastructure Services / Approving Officer are both involved in the technical committee working on the Transportation and Servicing Review. The Director of Parks, Recreation and Culture, Manager of Operations, Parks Supervisor and Senior Planner have been involved in the review of the parks and open spaces proposal. The Director of Financial Services is providing review from the perspective of the Financial Plan and an asset management lens.

RESOURCE IMPLICATIONS:

This application continues to take significant senior staff time which can impact the timing of other files and strategic Council priorities. Council will need to continue to determine the priority of this project against other operational requirements and strategic projects, if this continues. The review of the land use policy aspects of this application is nearing completion.

Once Council's direction on the next steps has been received, it is intended that the file be shifted to staff within the Development Services Department to manage the rezoning and amenity contribution components and bylaw drafting aspects of this application.

ALIGNMENT WITH SUSTAINABILITY VISIONING REPORT:

A Sustainable Development Checklist and Vision Context Statement were provided by the applicant and are attached to this report.

ALIGNMENT WITH STRATEGIC PRIORITIES:

Effective land use planning and community design are Council strategic directions. While the processing of this development application for the Holland Creek lands has not been identified as a specific action for 2016, employment and tax diversity are strategic Council

directions. Council is required to consider all OCP amendment/rezoning applications it receives.

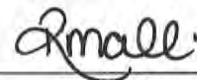
SUMMARY:

The application provides the opportunity to consider key questions such as whether Council wishes to consider:

- the extension of the Holland Creek trail system along the Heart Creek corridor and other parks and open spaces to serve the development and community;
- the range of housing options needed over the next 20-30 years;
- the potential for a small commercial area within this new neighbourhood;
- the coordination of transportation and servicing for the neighbourhood as a whole;
- the continuation of pre-approving development in areas above the available water pressure zones (including portions of Arbutus Hump above 130 metres elevation); and
- the plan for infrastructure services phasing and financing (i.e. DCCs).

The land use proposal has been reviewed pursuant to the Town's planning framework and documents. Recommendations are provided for the consideration of Council.

I concur with the recommendations.



Ruth Malli, City Manager

ATTACHMENTS:

- Official Community Plan Policies
- HCAP Land Use Analysis
- Commercial Land Use Review Summary
- HCAP Land Use map
- Sustainable Development Checklist (May 2015)
- Vision Context Statement from the Applicant (September 2015)
- Community Amenity Contribution Policy

ATTACHMENTS

Official Community Plan Policies

The following policies in the OCP are relevant to the current proposal.

- The Holland Creek Area will be developed in a manner consistent with the Local Area Plan. (3.1.4)
- The Approving Officer shall consider the Official Community Plan and Area Plans in the review of subdivision applications. (3.1.4(18))
- The Town will encourage neighbourhoods that contain a variety of living accommodation, including residential units for a variety of ages, including an aging population. (3.2.3 (9))
- Secondary suites will be permitted within single family dwellings, subject to the conditions and requirements adopted by Council. The Town will explore other forms of secondary housing, including carriage house suites and ground oriented cottage suites. (3.2.3 (21))
- In support of sustainable development, complete neighbourhoods (including local employment and shopping) will be promoted especially in a near the Downtown and the Waterfront. (3.2.3(22))
- Fish and non-fish bearing riparian areas shall be protected from unnecessary intrusion and development. (3.3.3 (6))
- Sustainable development considerations, with an emphasis upon encouraging complete neighbourhoods, will be incorporated into all future land use planning. (3.3.3(8))
- Prior to development approval, the Town will require development adjacent to or in proximity to sensitive areas, including steep slopes, as determined by the Town, is reviewed and approved by a geotechnical engineer and a registered professional biologist. (3.3.3 (9))
- Riparian corridors will be protected for their contribution as linkages between ecosystems (3.3.3 (11))
- The Town should review and consider the application of alternative development standards that promote surface water infiltration and reduce surface runoff. (3.3.3(16))
- The importance of Ladysmith's environmental heritage will be promoted in future planning and development. This will include the protection of natural watercourses and, where possible, recovery and restoration (daylighting) of streams. (3.3.3(21))
- Encourage neighbourhood-scale mixed-use commercial node. (3.4.2(7))
- Direct new economic development activity to locations planned for industrial use (industrial and business parks) and commercial use (centres in nodes) and, where appropriate in scale, to neighbourhood settings for home-based business. (3.5.2 (10))
- Provide a comprehensive parks and open space system that meets the requirements of present and future generations and preserves the natural environment for primarily passive recreation use. (3.6.2(5))
- The municipality shall endeavour to establish new neighbourhood and community parks on the basis of future development and increases in population. (3.6.3 (2))

- The municipality shall continue development of a comprehensive community-wide trail system for pedestrians and cyclists. (3.6.3(4))
- The Town will strive to maintain the following park and open space service guidelines:
 - Every household should be within 0.5km of at least one category of park,
 - Every household should be within 1.0 – 2.0 km of a community park, and
 - Every household should be within 1.0 km of a neighbourhood park. (3.6.3(7))
- Parkland shall generally be acquired through land dedication or cash in lieu of land payment at subdivision based on the maximum 5% dedication for by the Local Government Act.(3.6.3(8))

Holland Creek Area Plan – Proposed Land Use Analysis

Residential Land Use objectives and policies provide the following directions, among others:

- Mix of housing types and densities (85/15). (3.1.2.1)
- Range of detached lot sizes. (3.1.1.2)
- The majority of the housing will be detached single family. (3.1.2.2)
- Secondary suites will be permitted but not on small lots. (3.1.2.4)
- Minimise the impact of development on views from other parts of Ladysmith.

HCAP – units (approx.)	Residential Mix Proposed – Subject Property
Single Family – Small Lot 73 (12%)	310 (51%)
Single Family 445 (73%)	0
Estate 12 (2%)	0
Multi-Family 80 (13%)	300 (49%)

HCAP – Single Family Land Use	Single Family Proposed – Subject Property
Single Family – 12.5/ha (~612-840m ²) – 73% of units	Regular lots (668m ²)- 200
Small-lot Single Family - 25 uph (~374-525m ²) 12% of units	Small lot (460m ²) –100

HCAP – Multi-Family Land Use	Multi-Family Proposed – Subject Property
Multi-Family (20.5 – 37 uph) – 13% of units – 80 units	Multi-Unit Residential (37uph@7.3ha) – 270 units
None	Multi-Unit Residential (60uph@0.6ha)) – 36 units
None	Community Care Facility – in above 36 units

Parks and Open Spaces objectives and policies provide the following directions:

- Areas within the Open Space designation are to be retained in their natural state to allow for protection of environmentally sensitive areas, steep slopes, and scenic views. (2.2.7)
- Fish bearing and non-fish bearing riparian areas will be protected in accordance with DPA 6 - Riparian.

- Protect Arbutus Hump as a special natural feature with significant view exposure from other parts of the community. (2.2.10)

HCAP – Parks & Open Space	Proposed
Heart Creek SPEA	Dedication to the Town and to remain free of development.
Arbutus Hump – special vegetation and visually sensitive areas	1.79ha Park at the top of the hump
N-S Hydro ROW corridor	Park
SPEA protection (tributaries to Heart Creek and Holland Creek)	Dedication to the Town and to remain free of development, except for a proposed 6-lot intrusion into the SPEA.
Trail connections – to existing parkland (Holland Creek trail and Davis Road park)	On-road linkages only. Trail building is not proposed.
Slopes greater than 30%	Arbutus Hump – portion is proposed for multi-family development

Summary of the Commercial Land Use Review

The HCAP anticipates neighbourhood commercial use (0.5ha) within the development lands.

As directed by Council, the Town engaged GP Rollo and Associates to undertake a commercial analysis for the HCAP area. The results of this analysis provide that the maximum supported commercial space at build-out would be 10,000 sq.ft. (929m²) of convenience commercial space and, with required parking, the land requirement would be about 0.2ha. Uses could include fast food, corner grocery store, family medical practice, consignment store, community services. However, it was cautioned that the amount of space and the types of businesses appropriate for such a small commercial node will not emerge for a minimum of 15 years (due to other available shopping options within and outside Ladysmith) or closer to neighbourhood build-out.

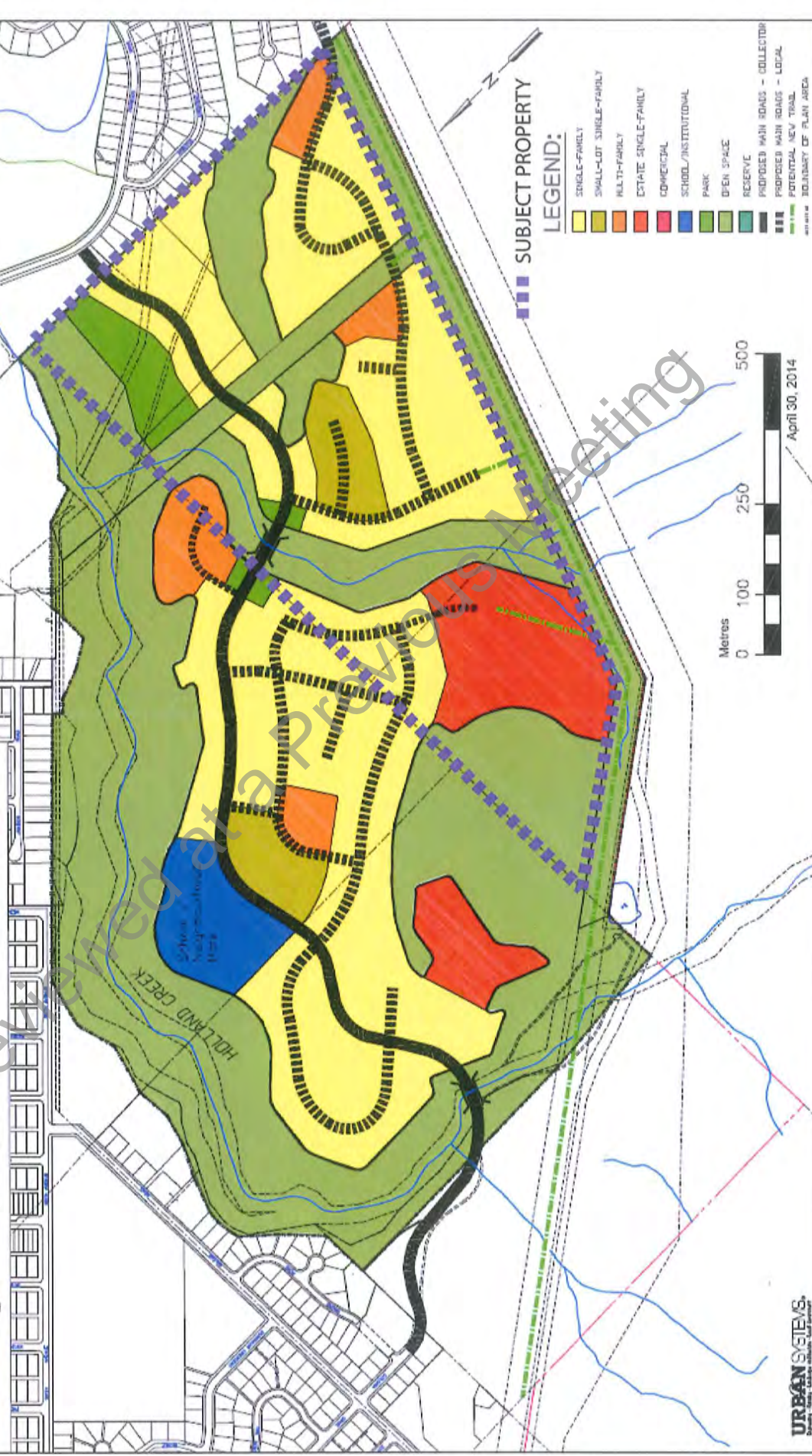
An option that was also reviewed was the option for residential use above the commercial space as a way to enhance developer interest. In this option, the land requirement would be greater. In addition, not including commercial land use was considered given the potential competitive retail development on First Avenue and at Coronation Mall. It was concluded that developers of the land will be able to better determine if this is the case as Holland Creek build-out approaches.

At the site level and from a complete community land use perspective, this local commercial opportunity makes sense. However, within the context of shopping in Ladysmith and near-by another commercial node may not be successful and according to the commercial analysis will take many years to be viable.

TOWN OF LADYSMITH

Holland Creek Local Area Plan

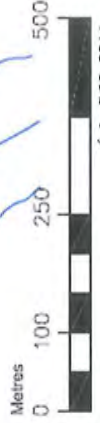
FIG. 4- Parks & Open Space, Land Use & Circulation



SUBJECT PROPERTY

LEGEND:

- SINGLE-FAMILY
- SMALL-LOT SINGLE-FAMILY
- MULTI-FAMILY
- ESTATE SINGLE-FAMILY
- COMMERCIAL
- SCHOOL/INSTITUTIONAL
- PARK
- OPEN SPACE
- RESERVE
- PROPOSED MAIN ROADS - COLLECTOR
- PROPOSED MAIN ROADS - LOCAL
- POTENTIAL NEW TRAIL
- BOUNDARY OF PLAN AREA



April 30, 2014

URBAN SYSTEMS
Township of Ladysmith



Sustainable Development Checklist - submit with your application form

PURPOSE

The intent of the Sustainable Development Checklist is to provide sustainability criteria and best practices for development proposals. By using the checklist, applicants will understand the Ladysmith Vision of supporting high quality projects that are a benefit and lasting legacy to the community. For more information refer to the Community Vision for a Sustainable West Coast Town, the Town of Ladysmith Official Community Plan and the Community Energy Plan available at www.ladysmith.ca.


INSTRUCTIONS

- Applicants for Official Community Plan and Zoning By-law Amendments are required to complete the Sustainable Development Checklist
- Applicants for Development Permits, Development Variance Permits and Temporary Commercial or Industrial Use Permits are encouraged to complete the Sustainable Development Checklist.

SUSTAINABLE DEVELOPMENT CHECKLIST		
COMPLETE COMMUNITY LAND USE		Supporting Comments and Documentation
1	The development adds to the diversity of landuses within an existing neighbourhood, such as employment, housing, retail, civic, educational, cultural, natural areas and recreational.	Additional recreational and natural areas adjacent to existing neighborhoods are proposed.
2	The development increases density in the Town's existing residential and commercial neighbourhoods.	Refer to Part B, Section 3.1, Table 1 of the Application Report.
3	Buildings front onto public streets and have active frontages with windows, doorways, decks, etc. which allow interaction between people in the building and people on the street.	Site specific developments will be subject to DPA Guidelines. Refer to Part B, Section 4.2, Table 3, of the Application Report
4	Ground floor commercial is pedestrian oriented with separate storefronts opening onto the public right-of-way.	Site specific developments will be subject to DPA Guidelines.
5	The development adds to the diversity of housing in the neighbourhood.	Refer to Part B, Section 3.1, Table 1 of the Application Report.
6	Affordable or rental housing is incorporated into the development.	n/a
7	Development is within the Town's urban containment boundary.	Yes.
8	Hillside development is designed to fit into the natural features of the landscape.	Yes. A natural systems based approach as been undertaken.
GREEN BUILDINGS		Supporting Comments and Documentation
9	The development retrofits an existing building with green technology.	n/a. No retrofits are proposed.
10	The development utilizes alternative renewable energy resources.	n/a. Site specific solutions are not known at this time.
11	Buildings front onto public streets and have active frontages with windows, doorways, decks, etc. which allow interaction between people in the building and people on the street.	Site specific developments will be subject to DPA Guidelines. Refer to Part B, Section 4.2, Table 3 of the Application Report.
12	The development meets a LEED standard or Built Green standard.	n/a. Site specific standards are not known at this time.
13	The development is carbon neutral or net zero.	n/a. Site specific solutions are not known at this time.

14	Water conservation strategies incorporated in the development.	n/a. Site specific solutions are not known at this time.
15	Water meters are installed in all units.	n/a. Site specific standards are not known at this time.
16	Buildings are oriented to maximize passive solar accessibility.	n/a. Site specific solutions are not known at this time.
MULTI-USE OPEN SPACE and LOCAL FOOD SYSTEMS		Supporting Comments and Documentation
17	Native trees, shrubs and plants are used exclusively in the landscaping.	n/a. Site specific landscape designs will be a part of a future DP Application Process
18	Drought resistant trees, plants and shrubs are used exclusively in the landscaping.	n/a. Site specific landscape designs will be a part of a future DP Application Process
19	The landscaping creates songbird habitat.	n/a. Site specific landscape designs will be a part of a future DP Application Process
20	Wildlife habitat on or adjacent to the site has been inventoried, protected, enhanced and/or restored.	Refer to attached Bio-Inventory and RAR Regulation Reports.
21	The development adds to or enhances publicly owned parkland, recreation areas, and/or trail systems.	Refer to Part B, Section 4.1 of the Application Report.
22	The development includes designated areas for community gardens, urban agriculture and/or fruit trees.	n/a. Site specific solutions are not known at this time.
23	Riparian and watershed areas are protected.	Refer to Part B, Section 4.1 of the Application Report.
24	Agriculture Land Reserve land is protected and respected.	n/a. No ALR adjacencies.
LOW IMPACT TRANSPORTATION SYSTEM		Supporting Comments and Documentation
25	The road system allows public transit to move efficiently through the development.	Refer to Part A, Section 5.5, and Part 2, Section 4.4 of the Application Report.
26	The development incorporates a complete streets concept which includes pedestrians, cyclists, alternative stormwater management techniques, vehicles and public transit.	Refer to Part B, Section 4.4 of the Application Report.
27	Bicycle parking and end of trip facilities are included in the development.	n/a. Site specific solutions are not known at this time.
28	The pedestrian network is well integrated throughout the site.	Refer to Part B, Section 4.4 of the Application Report.
29	The pedestrian and bicycle network from adjacent sites is incorporated into the design.	Refer to Part B, Section 4.4 of the Application Report.
30	There are strong connections to adjacent natural features, parks and open spaces.	Refer to Part B, Section 4.4 of the Application Report.
31	Surface parking is landscaped and screened. Parking areas are located to the side or rear of the building.	n/a. Site specific solutions are not known at this time.
32	The development is located within 400m of a public transit stop and bicycle/pedestrian route or recreation trail.	Refer to Part B, Section 4.4 of the Application Report.
33	The development is located within 800m of a school or community service; a child care facility or health service; and a clearly defined commercial area.	Refer to Part A, Section 5.0 of the Application Report
34	Every household is within 0.5 km of a park.	Yes. 42.5% is designated as greenbelt.
INNOVATIVE INFRASTRUCTURE		Supporting Comments and Documentation
35	Rain gardens, detention ponds and other on-site stormwater management features are incorporated into the development.	Refer to Part B, Section 4.4 for proposed alternate standards.

36	An innovative blend of permeable or pervious surfaces are used.	n/a. Site specific solutions are not known at this time.
37	A non-potable water system will be installed and used for irrigation.	n/a. Site specific solutions are not known at this time.
38	Innovative wastewater technologies are used, such as low consumption fixtures, grey water systems, and irrigation using harvested water.	n/a. Site specific solutions are not known at this time.
A HEALTHY COMMUNITY		Supporting Comments and Documentation
39	Sign and building light pollution is minimized.	n/a. Site specific solutions are not known at this time.
40	Accessibility features are included such as mobility impaired oriented suites and adaptable rental units.	n/a. Site specific solutions are not known at this time.
41	A public art or heritage feature is provided such as a mural, historic artifact, or sculpture.	n/a. Site specific solutions are not known at this time.
42	A heritage building is being restored or maintained.	n/a.
43	Other social amenities are provided such as a pocket park or street furniture.	n/a. Site specific solutions are not known at this time.
44	Indoor or outdoor private amenities are provided such as a daycare or recreation room.	n/a. Site specific solutions are not known at this time.
45	Mature trees are retained on site.	n/a. Site specific solutions are not known at this time.
46	Buildings do not create shadow or shade conditions that negatively impact on the site or on adjacent properties.	n/a. Site specific solutions are not known at this time.
47	Utility and service areas and equipment are screened with high quality landscaping from adjacent streets and properties.	n/a. Site specific solutions are not known at this time.
48	The citizens of the neighbourhood were involved in the planning of the development.	n/a. This is a new neighborhood.
LOCAL, DIVERSE ECONOMY		Supporting Comments and Documentation
49	Local employment is created during construction.	Refer to Part A, Section 7.1 of the Application Report.
50	Direct employment is created after construction.	Refer to Part A, Section 7.1 of the Application Report.
51	The development facilitates growth in Ladysmith's targeted economic sectors (marine, professional services, tourism, wood products manufacturing, green industry, and food and beverage processing).	Refer to Part A, Section 7.1 of the Application Report.
52	Community opportunities for training, education, entertainment or recreation will be created.	Refer to Part A, Section 7.1 of the Application Report.
53	Local commercial or industrial land is maintained or enhanced.	n/a.
54	The proposed uses will add diversity to the local economy.	Refer to Part A, Section 7.1 of the Application Report.

Submitted By:	
Applicant's Name: <i>(please print)</i>	Glenn Carey
Applicant's Signature:	
Date:	MAY 29, 2015



COMMUNITY VISION REPORT

Reviewed at a Previous Meeting

September 2015

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Reviewed at a Previous Meeting

OVERVIEW

The Town of Ladysmith has requested a focused report that consolidates the Holland Creek Partnership's consideration of 'the community vision' as expressed in Ladysmith A community vision for a west coast town, Report (2012) and how the proposed development has incorporated these community desires into modeling the future neighborhoods of the Holland Creek Development.

The following report is intended to supplement the Holland Creek Development Application Report, which provides additional detail and technical information in support of the development application. Relevant sections of the report have been referenced herein to assist the reader in cross-referencing the documents. To aid in a review of this report in consideration of Section 6 – Holland Creek, of the Ladysmith a community vision for a west coast town, we have organized section headings to match the structure used in that report.

1.0 LAND USES FOR A COMPLETE COMMUNITY

A range of housing choices has been selected including single dwelling residential (standard lot and small lot), Low Density Residential (duplex townhome and apartment) and Medium Density Residential (Apartment and Congregate Care facilities). Refer to Table 1: Proposed Land Use Summary of the Holland Creek Development Application Report. An opportunity for live/work buildings for artisans, consultants and others is available to some degree as a home occupation/home based business application throughout the residential zones.

This will result in mix of market housing types that would be attractive to a range of potential residents. Small lot, duplex, townhomes and other forms of ground oriented residential have reduced property maintenance burdens attractive to both first time homebuyers and empty nesters looking to downsize. Ground oriented housing improves social interaction between neighbours, provides space for residents to grow food gardens and allows for monitored outdoor play space for children.

Medium density housing provides an attainable form of residential development tailored to individuals entering the market and those who do not want the burden of a yard. Apartment or stacked building forms provide an opportunity to cluster housing on a parcel and provide a larger ratio of shared outdoor recreation space for residents. Several tenure configurations are possible including strata (condominium) ownership or a rental-housing configuration.

A more adaptive set of permitted uses should include the addition of a range housing options under the Medium density zoning for seniors to age-in-place within the neighborhood. Independent Living, Assisted Living, and Congregate Care Facilities would be appropriate for this type of density configuration.

Please refer to the following sections of the Holland Creek Development Application Report for relevant information:

3.2 Residential Land Use Framework

THE VILLAGE CENTRE

The location of the commercial node on the Holland Creek Development site is situated in a manner that is sufficiently separated by topographic and non-motorized travel distance constraints from the downtown core. This provides a viable opportunity for the convenient provision of services within the neighborhood without the need for a car-trip.

We are proposing either a new 'Neighborhood Commercial' zone or C-1 Local Commercial Zone with additional use restrictions. Additional use restrictions are recommended to ensure that commercial development within the Holland Creek Plan Area does not detract from the economic viability of Ladysmith's existing commercial facilities. Based on the C-1 zone template approximately 1,500sq.m. of space has been made available for up to 15 neighborhood scaled businesses (based on 0.5 FSR).

Given the proposed land use adjacencies and surrounding riparian buffer around the proposed commercial site, and expansion of uses to include a brewpub, small-scale hospitality, or gas station would not detract from the overall vision for the development.

The provision for a base population in close proximity to the local commercial use has been considered in the land use planning. More dense multi-family and community care sites have been located along the proposed collector road within a short walk in support of the viability of the proposed commercial node.

Please refer to the following sections of the Holland Creek Development Application Report for relevant information:

3.3 Commercial Land Use Framework

2.0 TRANSPORTATION

The Holland Creek Partnership is presently serving on a committee to determine road standards for the Holland Creek Area. Once adopted these standards will be implemented within the development.

The proposed 'proof of concept' roadway layout has been developed with a natural systems based approach to land development. Site topography has been carefully analyzed to determine road layouts with the least impact to existing hydrological conditions with an eye to the preservation of existing vegetation and maintaining stream flows to Holland Creek to protect salmon habitat.

The dominant sloping nature of the site precludes the inclusion of a grid-based layout. The provision of back lanes on this type of topography would result in a major intervention on the land (verge areas, slope retention engineering, etc.) and cost prohibitive site servicing.

A multi-modal transportation framework has been proposed including Alternative road standards to improve the long-term flexibility, adaptability, environmental health and aesthetic quality of streets within the Holland Creek Development. The intent of these design alternatives is to:

- Provide additional paved roadway shoulder space for enhanced bike facilities reflecting current design standards;

- Provide an expanded Right of Way for the inclusion of roadside multi-use sidewalks for pedestrian, casual cycling, skateboarding, scooter and other modes of non-motorized transportation;
- Provide optional configurations for the provision of on street parking on local roads where visitor parking for detached single family residences may be desirable;
- Provide optional configurations for the inclusion of traffic calming devices such as curb bulges (curb extensions) at intersections and trail crossing locations;
- Provide an expanded Right of Way for the inclusion of roadside integrated stormwater management practices (ISMP) such as linear grassed infiltration swales;

Please refer to the following sections of the Holland Creek Development Application Report for relevant information:

- 3.1 Parks and Open Space – The Green Necklace
- 3.2 Residential Land Use Framework (f., g., and h.)
- 3.3 Commercial Land Use Framework (a.)
- 3.4 Transportation – Multi-Modal Framework

Please refer to the following sections of the Holland Creek Servicing Report for relevant information:

- 4.2 Storm Water Management
- 4.3 Storm Water Runoff Quality
- Appendix 9 – Road Cross Section with Integrated Stormwater Management Practices (ISMP)

3.0 GREEN BUILDINGS

Since the completion of the Holland Creek Visioning exercise and the completion of the new OCP and Zoning Bylaw, a strong guideline framework has been developed to require and encourage green building approaches within the Town of Ladysmith. The primary tool used to promote green building is the application of Development Permit Area designations with guidelines for energy and water conservation. The Holland Creek Development will come under the same modernized guidelines and a Development Permit (DP) Transition Summary has been provided to illustrate the required OCP map amendments (refer to Table 3: Development Permit Area (DPA) Transition Summary of the Holland Creek Development Application Report)

4.0 MULTI-DIMENSIONAL LANDSCAPE DESIGN

The landscape design and site planning for the Holland Development has been considered in the context of a 'design with nature' or natural systems based approach. By overlaying environmental constraints like the Streamside Protection and Enhancement Area (SPEA) for Heart Creek and its tributary streams with functional considerations such as site topography and road layout the result is a truly multi-dimensional design.

Secondary layers of the landscape architecture components of the plan include direct connections to existing trails in the area and the identification of preferred circulation routes within the development. Parks and open space are complimentary where environmentally significant areas are to remain free of

development and human disturbance and important places like Arbutus Hump are provided with additional space for active and passive recreation opportunities.

As in the case of green buildings the new OCP and Zoning Bylaw provide a strong guideline framework to require and encourage habitat friendly plantings in the form of native and drought tolerant designs. The Holland Creek Partnership encourages the Town of Ladysmith to consider the inclusion of a native plant palette within road right of ways to add depth to the user experience and compliment the Integrated Stormwater Management Practices proposed. Additional site-specific components of the landscape design would be realized through detailed designs for each individual parcel of land and proposed use.

Please refer to the following sections of the Holland Creek Development Application Report for relevant information:

- 3.1 Parks and Open Space – The Green Necklace**
- 3.2 Residential Land Use Framework (f., g., and h.)**
- 3.4 Transportation – Multi-Modal Framework**

Please refer to the following sections of the Holland Creek Servicing Report for relevant information:

- 4.2 Storm Water Management**
- 4.3 Storm Water Runoff Quality**
- Appendix 9 – Road Cross Section with Integrated Stormwater Management Practices (ISMP)**

5.0 INNOVATIVE INFRASTRUCTURE

As stated above, a strong guideline framework has been developed to require and encourage green building approaches within the Town of Ladysmith. The primary tool used to promote green building is the application of Development Permit Area designations with guidelines for energy and water conservation. The Holland Creek Development will come under the same modernized guidelines.

Should the Town choose to proceed with the proposed alternative roadway standards, storm water management techniques, preservation of the existing site hydrology and inclusion of native and drought tolerant plants, then the effect would be additive to the existing requirements of current permits adding depth to innovative infrastructure within the development area. Additional site-specific innovative infrastructure applications could be realized through detailed designs for each individual parcel of land and proposed use.

6.0 SUSTAINABLE FOOD SYSTEMS

While beyond the scope of this planning exercise and perhaps the jurisdictional controls of the Municipality, society is globally concerned with sustainable food production within communities. It is absolutely possible for local restaurants and small-scale local food stores to locate within the neighborhood commercial component of the development.

The same is true of community food gardens that include a program of celebrating locally grown foods and a garden culture. While the northern exposure of the site may constrain certain food crop applications, the inclusion of food gardens on individual residential parcels could be undertaken at the

property owner's discretion. Including 'community garden' as a permitted primary use within the zoning and 'urban farming' as an accessory use is recommended to facilitate sustainable food systems.

7.0 COMMUNITY HEALTH

Community health can be difficult to quantify given the high level of this development planning exercise. Notions of socially supportive landscapes and safety and accessibility are more evident in the detailed architectural drawings associated with specific development parcels including parks and public amenities.

By the very nature of the varied and inclusive cultural backgrounds of the Holland Creek Partnership and the consulting team, we have been excited by the opportunity to bring to light first nations history and art through interpretation and our marketing and branding outreach. One idea shared by the Town of Ladysmith is a First Nations street naming policy, which could be infinitely expanded out into the development to everything from stream and place names to traditional architecture for any proposed civic developments (park facilities, bus stops, trail markers...).

Again, a strong guideline framework has been developed to encourage community health approaches within the Town of Ladysmith. The primary tool used to promote community health is the application of Development Permit Area designations with guidelines for crime preventing design and the inclusion of public art. The Holland Creek Development will come under the same modernized guidelines.

8.0 ECONOMIC OPPORTUNITY

The economic opportunities and constraints of developing the Holland Creek Site has been carefully considered including the beneficial impacts to the community from resulting employment generated by the development, Development Cost Charges collected throughout the permitting process and taxes collected from the resulting ratepayer base.

Please refer to the following sections of the Holland Creek Development Application Report for additional information:

7.0 Community Impact



TOWN OF LADYSMITH
POLICIES AND PROCEDURES MANUAL

TOPIC: Community Amenity Contribution (CAC) Policy	
APPROVED BY: Council	DATE: January 19, 2015
RESOLUTION #: 2015-018	
<i>(Repeals 06-2320-A)</i>	
<p>1. OBJECTIVE</p> <p>The objective of the Community Amenity Contribution Policy (the “CAC Policy”) is to offer guidance for the provision of Community Amenity Contributions (CACs) in the Town of Ladysmith (the “Town”) through a fair and equitable approach. The demand on public facilities and services can increase when land is rezoned, due to the potential addition of new businesses, residents, employees and customers in an area. Thus, Council encourages rezoning applicants to consider proposing CACs towards needed infrastructure and amenities as a way of ensuring that the proposed development is seen as making a positive contribution to the neighbourhood and the community at large. CACs offered at the time of a rezoning application can address the increased demand or pressure by adding, improving, and expanding public facilities and services.</p> <p>2. INTERPRETATION</p> <p>“Community Amenity” means any public benefit, improvement, or contribution that can enhance the quality of life for a community, and includes, but is not limited to, aesthetic features, public spaces, land or an interest in land, affordable and special needs housing, and facilities, which meet a range of social, cultural, environmental, recreational and infrastructure needs of the community.</p> <p>“Community Amenity Contribution” or “CAC” means a contribution of a Community Amenity or a contribution toward the capital cost of a Community Amenity agreed to by the applicant/developer and Town, as part of a rezoning process that is initiated by the applicant/developer.</p> <p>3. POLICY</p> <p>i) Residents of the Town expect that new development will not constitute a burden on existing taxpayers, but instead will pay its own way and contribute to the public facilities and services from which the new development will also benefit. Thus, rezoning applicants are generally encouraged to consider proposing a Community Amenity Contribution as part of a rezoning application, where appropriate in the circumstances.</p> <p>ii) Staff are directed to implement this CAC Policy as part of the development application process where CACs are proposed by rezoning applicants; and CACs will be referred and reported to Council for consideration and to obtain final approval.</p> <p>iii) The provision of an agreed-upon CAC to the Town would be obtained by the Town if, and when, Council adopts the relevant rezoning bylaw.</p> <p>iv) One or more of the following sources of information may provide guidance with respect to the types of CACs that are appropriate in the circumstances of a rezoning application:</p> <ul style="list-style-type: none"> • Official Community Plan (and associated Area Plans); • A Community Vision for a Sustainable West Coast Town; 	

TOPIC:	Community Amenity Contribution (CAC) Policy
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<ul style="list-style-type: none"> • Community Energy Plan; • Ladysmith Bicycle Plan; • Parks Master Plan; and • Sustainability Action Plan. <p>v) The following list provides examples of CACs that may be appropriate, depending on the circumstances:</p> <ul style="list-style-type: none"> • Contribution of land for a civic or institutional use (i.e. school); • Contribution of land for special needs housing or affordable housing; • Improvements to public facilities or public buildings; • Heritage conservation; • Provision of park improvements or park land (beyond statutory requirements); • Protection of environmentally significant areas beyond minimum requirements; • Public realm improvements beyond statutory requirements (i.e. public plaza, pedestrian and cycling linkages); • Contribution of land for the purpose of watershed protection; • Viewscape protection; • Neighbourhood enhancement project; and • Provision of cash to the Town of Ladysmith Amenity Fund (i.e. recommended contribution of \$1000 per residential unit to be constructed in the development, or as adjusted periodically) for a future Community Amenity. <p>vi) Council may choose to accept CACs where it considers that the Town's future budgets will be able to support the estimated lifecycle costs of operating, maintaining and repairing the Community Amenity.</p> <p>vii) CACs will be negotiated on a case specific basis as each development proposal is unique, utilizing the principles of:</p> <ul style="list-style-type: none"> • Nexus – such that there is a direct, demonstrable link between the CAC and the impact of the new development; and • Proportionality – such that the CAC is proportional to the impact that the new development generates and is consistent with the CACs made by other rezoning applicants. <p>viii) Where it is anticipated that a new Community Amenity will benefit both existing and new residents and businesses, an estimate may be made of the proportion of costs that is attributable to new development. In determining the proportion of costs attributable to new development, the applicable DCC policies and procedures of the Town may be applied.</p> <p>ix) In lieu of providing a Community Amenity, the Town may accept the cash value of the Community Amenity, or an appropriate contribution to the Community Amenity, to be held in the Town's Community Amenity Fund, and which the Town will provide, construct, or install in the future.</p> <p>x) In establishing the value of a proposed Community Amenity, hard costs, soft costs, land costs and lifecycle may be considered, such as:</p> <ul style="list-style-type: none"> • Hard costs – all material and labour costs for the construction of the Community Amenity; • Soft costs – all fees and costs for the design of the Community Amenity; and • Land costs – eligible only where land or an interest in land comprising the Community Amenity is transferred to the Town. 	

TOPIC: Community Amenity Contribution (CAC) Policy	
APPROVED BY: Council	DATE: January 19, 2015
RESOLUTION #: 2015-018	
<i>(Repeals 06-2320-A)</i>	
<ul style="list-style-type: none"> • Lifecycle costs – all recurring costs over the lifespan of the Community Amenity. <p>xi) Not-for-profit organizations serving the community will not normally be expected to make CACs.</p> <p>xii) The provision of CACs may be secured through one or more of the following methods, prior to final reading of the relevant rezoning amending bylaw. All costs associated with preparation, review and registration of any of the following will be at the expense of the applicant.</p> <ul style="list-style-type: none"> • Phased development agreement (Section 905.1 of the <i>Local Government Act</i>); • Housing agreement for affordable or special needs housing (Section 905 of the <i>Local Government Act</i>); • Covenant (Section 219 of the <i>Land Title Act</i>); • Transfer of land or an interest in land to the Town of Ladysmith; • Cash contribution to the Town of Ladysmith Community Amenity fund(s); • Written agreement between the parties; or • Other methods as appropriate in the circumstances. <p>xiii) Council may consult this Policy in its consideration of zoning for amenities and affordable housing pursuant to section 904 of the <i>Local Government Act</i>.</p> <p>xiv) Nothing in this CAC Policy is intended to impair or fetter the discretion of Council with respect to the adoption of any bylaw.</p>	

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