



# 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, JUNE 6, 2016

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

## A G E N D A

### CALL TO ORDER (5:00 P.M.)

#### 1. CLOSED SESSION

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:

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

#### 2. RISE AND REPORT

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

#### 3. AGENDA APPROVAL

#### 4. MINUTES

4.1. Minutes of the Regular Meeting of Council held May 16, 2016.....1 - 6

#### 5. DELEGATIONS – None

#### 6. PROCLAMATIONS

6.1. Mayor Stone has proclaimed June 8, 2016 as **World Oceans Day**, and June 8 to 14, 2016 as **Rivers to Ocean Week** in the Town of Ladysmith, to encourage citizens to work together to contribute to sustainability and coastal conservation efforts at home and around the world. .... 7

**7. DEVELOPMENT APPLICATIONS**

- 7.1. Development Permit Application – Oyster Cove Road (Lovely)  
Strata Lot 14, District Lot 56, Oyster District, Strata Plan 2009 .....8 - 35**

Staff Recommendation:

That Council issue Development Permit 3060-16-04 for Strata Lot 14, District Lot 56, Oyster District, Strata Plan 2009 (Oyster Cove Road – Lovely) to establish geotechnical conditions for the development of a single family residential dwelling.

- 7.2. Development Variance Permit Application – 428 Davis Road (Millen)  
Lot A, District Lot 52, Oyster District Plan EPP61167 (428 Davis Road)..... 36 - 40**

Staff Recommendation:

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

**8. BYLAWS (OFFICIAL COMMUNITY PLAN AND ZONING) – None**

**9. COMMITTEE REPORTS**

- 9.1. Mayor A. Stone**  
Cowichan Valley Regional District; Advisory Design Panel; Ladysmith Chamber of Commerce
- 9.2. Councillor R. Hutchins**  
Heritage Revitalization Advisory Commission; Liquid Waste Management Committee; Protective Services Committee; Stocking Lake Advisory Committee
- 9.3. Councillor C. Henderson**  
Community Health Advisory Committee/Interagency Group; Ladysmith Early Years Partnership; Social Planning Cowichan – Affordable Housing Directorate; Youth Advisory Committee
- 9.4. Councillor D. Paterson**  
Parks, Recreation and Culture Commission; Protective Services Committee; Festival of Lights Committee
- 9.5. Councillor J. Friesenhan**  
Liquid Waste Management Committee; Parks, Recreation and Culture Commission
- 9.6. Councillor C. Fradin**  
Community Safety Advisory Commission; Advisory Planning Commission; Liquid Waste Management Committee; Ladysmith Downtown Business Association

**9.7. Councillor S. Arnett**

Municipal Services Committee; Vancouver Island Regional Library Board; Stocking Lake Advisory Committee; Celebrations Committee

**9.7.1 – Municipal Services Committee Recommendation (Meeting of May 23, 2016) .41**

**10. STAFF REPORTS**

**10.1. Royal Canadian Mounted Police 2017 to 2018 Municipal Policing Contract .... 42 - 67**

Staff Recommendation:

That Council:

1. Direct staff to prepare the Approval in Principle Letter for 2017 to 2018 confirming a Ladysmith Royal Canadian Mounted Police Detachment member strength of 7; and
2. Direct staff to include the calculations of the 2017 to 2018 costs for the Royal Canadian Mounted Police in the 2017 to 2021 Financial Plan for budget planning purposes.

**10.2. Statement of Financial Information for the Year Ended December 31, 2015..... 68 - 121**

Staff Recommendation:

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

**10.3. Parks, Recreation and Culture Master Plan Updated Recommendations..... 122 - 163**  
Please note that the full report is available at [www.ladysmith.ca](http://www.ladysmith.ca), and at City Hall. The attached excerpt contains all recommendations contained in the full report.

Staff Recommendation:

That Council:

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

**10.4. Chlorine System Conversion Project ..... 164 - 165**

Staff Recommendation:

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

## 11. CORRESPONDENCE

- 11.1. Jonathan Zeiler, Ladysmith Festival of Lights  
Proposed Animated Fountain Structure .....166 - 167**

Staff Recommendation:

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

- 11.2. Josie Louie, Stz’uminus First Nation  
Request Funds to Support Stz’uminus Grads Fundraiser .....168 - 170**

Staff Recommendation:

That Council consider making a donation to the Stz’uminus Secondary School Graduating Class, with funds to come from the public relations budget (current balance approximately \$3,200).

- 11.3. Robert Lawson  
Request to Amend Streets and Traffic Bylaw..... 171**

Staff Recommendation:

That Council consider whether it wishes to direct staff to consider the request to amend the Streets and Traffic Bylaw proposed by Robert Lawson in his correspondence dated April 26, 2016.

## 12. NEW BUSINESS

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

Council will recall that in June of 2015 staff were directed to submit an application for grant funding up to a maximum of \$500,000, to cover up to 50 per cent of the costs to repair the Machine Shop, with the remaining funding sources to come from taxation or other grant programs. The application was not successful. Western Economic Diversification Canada (WD) is seeking new applications under a second call for proposals for this program. Under the second call for proposals priority will be given to:

- Recreational facilities;
- Projects that support a clean growth economy (i.e., energy efficiency upgrades); and/or,
- Projects that support Indigenous Communities and Peoples.

Staff is seeking Council’s authorization to scale the project down to \$250,000 and re-submit the application to assist with funding improvements to the Machine Shop. The deadline for submissions is June 22, 2016. This recommendation is supported by the Machine Shop Users Advisory Group.



Staff Recommendation:

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

**12.2. Union of BC Municipalities 2016 Annual Convention ..... 172**

The annual convention of the Union of British Columbia Municipalities is taking place in Victoria from September 26 to 30, 2016. The early registration deadline is in early August (not yet determined).

Staff Recommendation:

That Council appoint Town of Ladysmith delegates to the 2016 annual convention of the Union of British Columbia Municipalities in accordance with Town policy, which states that four Councillors and the Mayor may attend the Union of British Columbia Municipalities.

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

St. John the Evangelist Church applied for and received a 2016 Grant-in-Aid to provide a monthly “open table” dinner for people living in poverty in the community. Shortly after Council awarded a grant of \$500, St. John’s Church closed its doors. The open table program is now coordinated by St. Philip Anglican Church and continues to be offered in Ladysmith.

Staff Recommendation:

That Council redirect the \$500 Grant-in-Aid awarded to St. John the Evangelist Church for 2016 to St. Philip Anglican Church to continue the Open Table Program.

**13. UNFINISHED BUSINESS**

**13.1. Officers and Delegation of Authority Bylaw 2016, No. 1905 ..... 174 - 180**

This item was referred from the May 16, 2016 Council Meeting.

Staff Recommendation:

That Council give third reading to “Town of Ladysmith Officers and Delegation of Authority Bylaw 2016, No. 1905” under the Bylaws section of this agenda.

**13.2. Nutsumaat Syaas Project Grant-in-Aid**

At the May 16, 2016 Regular Meeting, Council approved a Grant-in-Aid of \$5,000 to the Nutsumaat Syaas Project at Ladysmith Secondary School and directed staff to develop recommendations for how to achieve corresponding savings elsewhere in the budget.

Staff Recommendation:

That Council reallocate the \$5,000 of funding set aside to hold Town Hall meetings in 2016 to fund the \$5,000 Grant-in-Aid request for the Nutsumaat Syaas Project at Ladysmith Secondary School.

**14. BYLAWS**

**14.1. Town of Ladysmith Officers and Delegation of Authority Bylaw 2016,  
No. 1905.....181 - 187**

The purpose of Bylaw 1905 is to clarify the roles of officers of the Town of Ladysmith and to confirm delegation of Council authority as appropriate.

Staff Recommendation:

That Council give third reading to Bylaw 1905.

**15. QUESTION PERIOD**

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

**ADJOURNMENT**



**TOWN OF LADYSMITH**  
**MINUTES OF A REGULAR MEETING OF COUNCIL**  
**MONDAY, MAY 16, 2016**  
**CALL TO ORDER 5:02 P.M. FOR CLOSED SESSION**  
**CALL TO ORDER OF REGULAR OPEN MEETING 6:15 P.M.**  
**COUNCIL CHAMBERS, CITY HALL**

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**COUNCIL MEMBERS PRESENT:**

Mayor Aaron Stone  
Councillor Joe Friesenhan  
Councillor Duck Paterson

Councillor Steve Arnett  
Councillor Carol Henderson

Councillor Cal Fradin  
Councillor Rob Hutchins

**STAFF PRESENT:**

Ruth Malli  
John Manson

Felicity Adams  
Clayton Postings

Erin Anderson  
Joanna Winter

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**CALL TO ORDER**

Mayor Stone called this Meeting of Council to order at 6:15 p.m. in order to retire immediately into Closed Session.

**CLOSED MEETING**

**CS 2016-173**

*Moved and seconded:*

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

- The disposition of Town-owned property (90(1)(e))
- The acquisition of property (90(1)(e))
- Legal advice (90(1)(i))
- Human resources matters (90(1)(c))

*Motion carried.*

**REGULAR OPEN MEETING**

Mayor Stone called the Regular Open Meeting to order at 7:03 p.m., recognizing the traditional territory of the Stz'uminus First Nation, acknowledging 5,500 years of history and stewardship and expressing gratitude to be here.

**AGENDA APPROVAL**

**CS 2016-174**

*Moved and seconded:*

That Council approve the agenda for the Council meeting of May 16, 2016 as amended by the following addition:

12.3 Report on Elders' Dinner

*Motion carried.*

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**MINUTES**

**CS 2016-175**

*Moved and seconded:*

That Council approve the minutes of the Regular Meeting of Council held May 2, 2016.

*Motion carried.*

**DELEGATIONS**

**Gabriele Haas, GDH Solutions**

**Presentation of Draft *Parks, Recreation and Culture Master Plan***

Gabriele Haas presented an overview of the findings and recommendations of the draft Parks, Recreation and Culture Master Plan. Council provided feedback with respect to the importance of sport tourism, fenced dog park, the return on investment for the cost of providing services, the feasibility of an overpass at High Street and the Trans Canada Highway, the role of the Parks, Recreation and Culture Commission and a proposed trail connecting Ladysmith with Stz'uminus First Nation lands. Council expressed appreciation and support for the Master Plan overall and thanked Ms. Haas and her team for their excellent work.

**PROCLAMATIONS**

Mayor Stone proclaimed June 18 and 19 as **Home Town Tourist Weekend** in the Town of Ladysmith, in order to encourage local residents to become acquainted with their community and become supporters of local business and attractions, and become ambassadors for visitors to this area.

**DEVELOPMENT  
APPLICATIONS**

**CS 2016-176**

**Bylaw 1911 – Official community Plan Amendments**

*Moved and seconded:*

That under the Bylaws section of the agenda, Council proceed with giving first and second readings to Bylaw 1911 cited as “Official Community Plan Bylaw 2003, No. 1488, Amendment Bylaw (No.47) 2016, No. 1911” and refer Bylaw 1911 to a future public hearing.

*Motion carried.*

**CS 2016-177**

**Official Community Plan Amendment/Rezoning Application – Holland Creek Development (Glencar Consultants Inc.) – Zoning Bylaw Amendments**

**(Lot 1, Block 192, District Lot 103, Oyster District, Plan EPP44156)**

*Moved and seconded:*

That, Subject to Council giving first and second readings to Bylaw 1911, under the Bylaws section of tonight’s agenda, Council consider giving first and second readings to “Town of Ladysmith Zoning Bylaw 2014, No.1860, Amendment Bylaw (No. 5) 2016, No. 1912”; and refer Bylaw 1912 to a future public hearing.

*Motion carried.*

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

**CS 2016-178**

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

*Moved and seconded:*

That Council give first and second readings to Town of Ladysmith Official Community Plan Bylaw 2003, No. 1488, Amendment Bylaw (no. 47) 2016, No. 1911, and direct staff to schedule a Public Hearing.  
*Motion carried.*

**CS 2016-179**

**Town of Ladysmith Zoning Bylaw 2014, No. 1860, Amendment Bylaw (No. 5) 2016, No. 1912**

*Moved and seconded:*

That Council give first and second readings to Town of Ladysmith Zoning Bylaw 2014, No. 1860, Amendment Bylaw (No. 5) 2016, No. 1912, and direct staff to schedule a public hearing.  
*Motion carried.*

**REPORTS**

**CS 2016-180**

**Structure Firefighters Competency and Training Playbook (Recommendation from the Protective Services Committee)**

*Moved and seconded:*

That Council confirm the minimum training level competencies for the Ladysmith Fire Department at "Interior Operations Level" for the Town of Ladysmith, in accordance with the British Columbia Fire Service "Structure Firefighters Competency and Training Playbook".  
*Motion carried.*

**Financial Institution Services Request for Proposals**

**MOTION REFERRED**

*Moved and seconded:*

**CS 2016-181**

That Council direct staff to proceed with a request for proposals for the provision of financial institution services.

*Moved and seconded:*

**CS 2016-182**

That the issuing of a request for proposals for the provision of financial institution services be referred to an upcoming meeting of Council.  
*Motion carried.*

**CS 2016-183**

**Request from the Royal Canadian Legion to Construct a Deck in the Laneway Adjacent to 621 First Avenue**

*Moved and seconded:*

That Council:

- a) Authorize the Town to enter into an Encroachment Agreement with the Royal Canadian Legion for the purpose of constructing a deck in the laneway located on the north side of 621 First Avenue;
- b) Advise the Royal Canadian Legion Branch #171 that it must obtain a Development Permit and a Building Permit prior to proceeding with constructing the deck; and,

- c) Advise the Royal Canadian Legion Branch #171 further that it must consult with neighbouring businesses and residents and the Ladysmith Downtown Business Association regarding this initiative and that any concerns must be resolved prior to constructing the deck.

*Motion carried.*

#### **Installation of Garbage Cans in the Downtown Core**

##### **MOTION DEFEATED**

*Moved and seconded:*

**CS 2016-184**

That Council direct staff to:

1. Retain the 5 installed big garbage cans on First Avenue at the following locations:  
Kitchener Street  
French Street  
Symonds Street (bus stop beside 49<sup>th</sup> Parallel)  
Symonds Street (east side bus stop)  
Tim Hortons;
2. Consider black powder coating the basket for recyclable bottles. Leave the skirting in place and schedule regular washing of the lids / flap during the tourist season;
3. Purchase eight new 100L garbage cans for Roberts to High Street with a top covering to keep out birds, to be located on First Avenue at the following locations, subject to site review:  
Roberts Street (north-west and south-east corners)  
Gatacre Street (north-east corner and at Old Town Bakery)  
High Street (south-west corner and at Temperance Hotel)  
Buller Street (south-west corner)  
Kitchener Street (at the Dunsmuir Square/Library bus stop); and
4. Remove all other existing 75L garbage cans in the High Street to Roberts Street section of First Avenue where they would be replaced with new 100L units

*Motion defeated*

##### **OPPOSED:**

Mayor Stone and Councillors Arnett, Fradin, Friesenhan Henderson and Paterson

*Moved and seconded:*

**CS 2016-185**

That Council direct staff to:

1. Proceed with the installation of garbage cans in the downtown core as previously proposed;
2. Continue to investigate households and businesses in the

downtown core who have not arranged for their own garbage pick-up; and

3. Explore options to improve the aesthetics of the new garbage cans  
*Motion carried.*

OPPOSED:  
Councillor Hutchins

## BYLAWS

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

*Moved and seconded:*

**CS 2016-186**

That Council give first and second readings to Town of Ladysmith Officers and Delegation of Authority Bylaw 2016, No. 1905, and direct staff to provide Council with a summary of changes contained in the new bylaw compared with previous bylaws.

*Motion carried.*

## CORRESPONDENCE

**Moira Dolen, Ladysmith Secondary School  
Nutsumaat Syaas Project – Request for Funding**

*Moved and seconded:*

**CS 2016-187**

That Council provide a grant-in-aid in the amount of \$5,000 to the Nutsumaat Syaas Project at Ladysmith Secondary School and direct staff to develop recommendations for how to achieve corresponding savings elsewhere in the 2016 budget.

*Motion carried.*

## NEW BUSINESS

**Appointment of Alternate Director to Cowichan Valley Regional District Board of Directors**

*Moved and seconded:*

**CS 2016-188**

That Council appoint Councillor Carol Henderson as Alternate Director to the Board of the Cowichan Valley Regional District until December 2016, effective June 1, 2016.

*Motion carried.*

**Application for Grant Funding through BC Rural Dividend Program**

*Moved and seconded:*

**CS 2016-189**

That Council authorize the submission of an application to the BC Rural Dividend Program for a feasibility study for the extension of services to south Ladysmith and that council support this project through its duration.

*Motion carried.*

*Moved and seconded:*

**CS 2016-190**

That the following item of new business be added to the agenda: Mayor Stone's attendance at the Federation of Canadian Municipalities 2016 Annual Conference in Winnipeg.

*Motion carried.*

Federation of Canadian Municipalities 2016 Annual Conference

*Moved and seconded*

CS 2016-191

That Council authorize Mayor Stone to attend the 2016 Annual Conference of the Federation of Canadian Municipalities from June 2 to 6 in Winnipeg, Manitoba, and direct staff to amend the 2016 to 2020 Financial Plan accordingly.

*Motion carried.*

**Elders' Dinner**

Councillor Arnett reported on an Elders' Dinner he had attended in Cowichan along with several members of Stz'uminus First Nation, and thanked Council for the opportunity to attend this moving and inspiring event.

**QUESTION PERIOD**

Members of the public enquired about the Town's carbon neutral status, *in camera* discussions, measures for security in the event of community interface fires, the Canada 150 Committee and the status of grant funding for repairs to the Machine Shop.

**CLOSED SESSION**

CS 2016-192

*Moved and seconded:*

That this meeting of Council recess at 9:05 p.m. and that Council retire into Closed Session.

*Motion carried.*

F. Adams, E. Anderson, J. Manson and C. Postings and left the meeting.

**RISE AND REPORT**

Council rose at 9:44 p.m. without report.

**ADJOURNMENT**

CS 2016-193

*Moved and seconded:*

That this meeting of Council adjourn at 9:45 p.m.

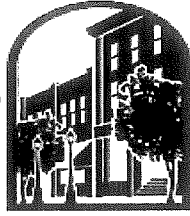
*Motion carried.*

CERTIFIED CORRECT:

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

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





LADYSMITH

TOWN OF LADYSMITH

## PROCLAMATION

### WORLD OCEANS DAY, & RIVERS TO OCEAN WEEK

- WHEREAS:** *World Oceans Day (June 8<sup>th</sup>) offers an invitation to remember the very beginnings of life on earth, along with the many benefits we presently enjoy and the ongoing critical role of oceans worldwide; and*
- WHEREAS:** *the Government of Canada proposed the concept of World Ocean Day in 1992 at the Earth Summit in Rio de Janeiro, and the day has been celebrated internationally ever since, being officially declared in 2009 by the United Nations as "World Oceans Day"; and*
- WHEREAS:** *this international celebration has grown from a ripple into a tidal wave of awareness, connecting the importance of our oceans to the lands we live on – leading to Rivers to Oceans Week (June 8-14<sup>th</sup>) also being recognized by Environment Canada as an opportunity 'to better understand the role of Canada's watersheds, our connection to fresh-and salt-water environments, and what we all can do to protect and keep waterways and marine environments healthy and productive'; and*
- WHEREAS:** *our coastal regions and communities have benefitted greatly from a historic, cultural and natural relationship with our lakes, creeks, streams and rivers; and*
- WHEREAS:** *First Nations heritage, values and customs, culture and way of life have traditionally drawn upon and given thanks for the abundance and wealth of our oceans and waterways; and*
- WHEREAS:** *the waters of the Salish Sea between Vancouver Island and southern British Columbia create a unique partnership, linking our coastal rivers with the Pacific Ocean to provide a flourishing, clean, self-sustaining and bio-diverse habitat that supports a wide variety of fish and marine life, and provides many direct and indirect benefits that meet our long-term needs and that of healthier coastal communities.*
- THEREFORE,** *I, Aaron Stone, Mayor of the Town of Ladysmith, do hereby proclaim June 8<sup>th</sup>, 2016 as World Oceans Day and June 8 – 14<sup>th</sup>, 2016 as Rivers to Ocean Week in the town of Ladysmith, British Columbia. I encourage our citizens to work together to contribute to sustainability and coastal conservation efforts at home and around the world.*



\_\_\_\_\_  
Mayor A. Stone

June 6, 2016



## Town of Ladysmith

### **STAFF REPORT**

To: Ruth Malli, City Manager  
From: Felicity Adams, Director of Development Services  
Date: May 30, 2016  
File No: 3060-16-04

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RE: DEVELOPMENT PERMIT APPLICATION – Oyster Cove Road (Lovely)  
Subject Property: Strata Lot 14, District Lot 56, Oyster District, Strata Plan 2009

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

That Council issue Development Permit 3060-16-04 for Strata Lot 14, District Lot 56, Oyster District, Strata Plan 2009 (Oyster Cove Road – Lovely) to establish geotechnical conditions for the development of a single family residential dwelling;

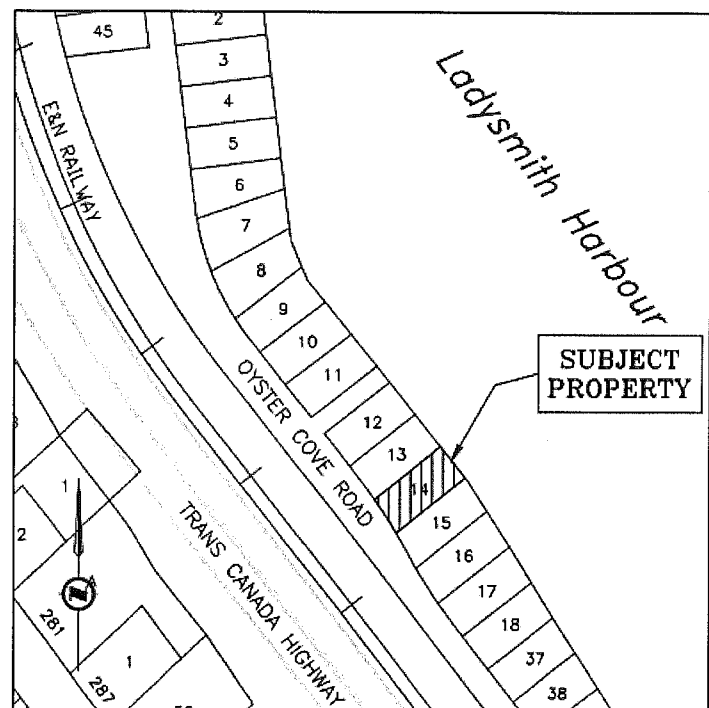
AND THAT the Mayor and Corporate Officer be authorized to sign the Development Permit.

#### **PURPOSE:**

The purpose of this staff report is to consider a Hazard Land Development Permit application for Strata Lot 14 on Oyster Cove Road.

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

The applicant, Scott Lovely of Lovely Ventures Inc. has applied for a Hazard Lands Development Permit for the construction of a single family residential dwelling on Strata Lot 14 on Oyster Cove Road. This property is within the Development Permit Area 7 (DPA 7) Hazard Lands on the Official Community Plan, Map 2. The purpose of the Hazard Lands Development Permit guidelines is to protect development from hazardous conditions.



Council approved Development Variance Permit 3090-16-01 on May 2, 2016 to allow an attached garage to be located 0.6 metres from the front parcel line.

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

The subject property is in the 'Oyster Cove Residential Zone (R-2-B)' and falls within the Hazard Lands Development Permit Area (DPA 7). The applicant, Scott Lovely (Lovely Ventures Inc.), retained Simpson Geotechnical Ltd. to complete a detailed geotechnical

evaluation of Strata Lot 14. The May 16, 2016 Report of Geotechnical Slope Stability Assessment (SGL 15-023) is included with DP 3060-16-04.

The Report concludes that the subject property at Lot 14 Oyster Cove Road is geotechnically safe for the intended use of a single family residence, provided that the report's geotechnical recommendations are implemented. The conclusions and recommendations are made in accordance with DPA7 to prevent land slippage and sloughing; to safeguard private property from potential damage, to minimize disruption to slope stability, and to prohibit development from occurring in the area where slope instability hazards exist. The geotechnical report indicates that the three existing retaining walls on the lower water boundary of the property are in good condition, and there is no evidence of wave erosion or beach scour at the base of the concrete seawall.

**ALTERNATIVES:**

While the issuance of a Development Permit is not a completely discretionary decision of Council, Council may decide to not issue Development Permit 16-04 where the refusal is based upon a determination that the development permit application does not meet the Development Permit guidelines. If the Development Permit is refused then reasons must be given. The determination by Council must be in good faith and it must be reasonable, not arbitrary.

**FINANCIAL IMPLICATIONS:**

None.

**LEGAL IMPLICATIONS:**

A Development Permit is required prior to the issuance of a building permit on the subject property.

**CITIZEN/PUBLIC RELATIONS IMPLICATIONS:**

None.

**INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS:**

Development Permit application 3060-16-04 was referred to the Senior Building Inspector. Geotechnical recommendations will be reviewed at time of Building Permit.

**RESOURCE IMPLICATIONS:**

Processing Development Permit applications is within available staff resources.

**ALIGNMENT WITH SUSTAINABILITY VISIONING REPORT:**

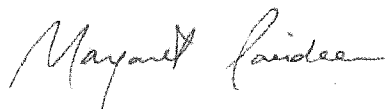
Not applicable.

**ALIGNMENT WITH STRATEGIC PRIORITIES:**

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

**SUMMARY:**

It is recommended to support Development Permit application 3060-16-04.



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Report Author: Margaret Paridaen, Planner

I concur with the recommendation:



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Felicity Adams, Director of Development Services



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Ruth Malli, City Manager

**ATTACHMENT:**

DP 3060-16-04

CARBON NEUTRAL

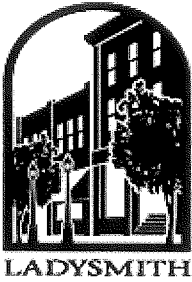


BC CLIMATE ACTION  
COMMUNITY 2014

cowichan

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

FILE NO: 3060-16-04

DATE: June 6, 2016

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Name of Owner(s) of Land (Permittee): PAGANI INVESTMENTS LTD., INC.NO. BC0708451

Applicant: Scott Lovely (Lovely Ventures Inc.)

Subject Property (Civic Address): Oyster Cove Road

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

Strata Lot 14  
District Lot 56  
Oyster District  
Strata Plan 2009

Together with an Interest in the Common Property in Proportion to the Unit Entitlement of the Strata Lot as Shown on Form 1  
PID#016-664-451  
(referred to as the "Land")

3. This Permit has the effect of authorizing the issuance of a building permit for the construction of a building or structure on the Land in accordance with the plans and specifications attached to this Permit, and subject to all applicable laws except as varied by this Permit;

Subject to the conditions, requirements and standards imposed and agreed to in section 5 of this Permit.

4. This Permit does not have the effect of varying the use or density of the Land specified in the Town of Ladysmith Zoning Bylaw 2014, No. 1860.
5. The Permittee, as a condition of the issuance of this Permit, agrees to follow the recommendations in Schedule A: Report of Geotechnical Slope Stability Assessment (Simpson Geotechnical Ltd - May 16, 2016).
6. The plans and specifications attached to this Permit are an integral part of this Permit.

7. Notice of this Permit shall be filed in the Land Title Office at Victoria under s.503 of the *Local Government Act*, and upon such filing, the terms of this Permit (3060-16-04) or any amendment hereto shall be binding upon all persons who acquire an interest in the land affected by this Permit.
8. This Permit prevails over the provisions of the Bylaw in the event of conflict.
9. Despite issuance of this permit, construction may not start without a Building Permit or other necessary permits.

AUTHORIZING RESOLUTION PASSED BY THE COUNCIL OF THE TOWN OF LADYSMITH  
ON THE \_\_\_\_ DAY OF \_\_\_\_\_ 2016.

\_\_\_\_\_  
MAYOR

\_\_\_\_\_  
CORPORATE OFFICER

\_\_\_\_\_  
OWNER

\_\_\_\_\_  
PLEASE PRINT NAME

\_\_\_\_\_  
OWNER

\_\_\_\_\_  
PLEASE PRINT NAME



May 16, 2016  
File: SGL15-023

Lovely Ventures Inc.  
424 Battie Drive  
Ladysmith, BC V9G 1V4

**Re: Report of Geotechnical Slope Stability Assessment  
Lot 14, Oyster Cove Road, Ladysmith, BC (Strata Lot 14, D.L. 56, Oyster  
District, Plan 2009)**

#### INTRODUCTION

As requested, Simpson Geotechnical Ltd. (SGL) has conducted a slope stability assessment at the above captioned subject property. The subject property is a sloping waterfront property on the southwestern shoreline of Oyster Harbour located as shown on Figure 1. This report has been conducted in general accordance with the APEGBC Guidelines for Legislated Landslide Assessment for Proposed Residential Developments in BC. The completed Appendix D of the APEGBC Guidelines is appended.

The Town of Ladysmith Official Community Plan Bylaw 2003, No. 1488 shows the subject property to be located within Development Permit Area DPA7 Hazard Lands. That development permit area requires a geotechnical report with recommendations to protect the proposed development from potential slope instability.

We understand that the proposed development is a wood framed single family residence that steps down the sloping site. It is proposed to have a garage on the road side of the property that connects to the upper level of the residence, with two levels below that step down with the existing grade of the site. The conceptual residence location on the site is illustrated on Figures 1 and 2. We understand that the proposed residence would be serviced by municipal water, sewer and storm drain.

The purpose of this assessment was to provide geotechnical recommendations for the residence on the sloping site within the framework of the current (2012) BC Building Code for use in development permit and building permit applications to the Town of Ladysmith.

## REGULATORY FRAMEWORK

The 2012 BC Building Code and the requires consideration of slope stability, including seismic slope stability with a design ground motion (DGM) having a 2% in 50 year probability of exceedance. The objective of the seismic design is to provide an acceptable level of safety for building occupants as the building responds to the DGM, although significant structural and non-structural damage to the building may occur<sup>1</sup>. Wood framed residential construction can typically tolerate 15cm of slope displacement without collapse<sup>2</sup>.

## BACKGROUND

### Surficial Geology

Surficial geology Map 27-1963 of the Nanaimo area published by the Geological Survey of Canada was obtained. That map showed the site to be comprised of gravel and sandy marine veneer typically less than 1.5m thick overlying ground moraine glacial till of sand and silt with lenses of gravel.

Ground moraine glacial till is commonly used in the area for support of light to moderate foundation loads and has a history of successfully standing at relatively steep slope angles.

Documentation of the 1946 earthquake damage published by the Pacific Geoscience Centre was searched for evidence of earthquake damage in the site vicinity during that major (7.2 magnitude) earthquake event. No documentation of slope instability in the site area was found, although "geysers of black mud" in the waters of Oyster Bay was reported.

<sup>1</sup> NBC 2012 Structural Commentaries (Part 4, Division B), Canadian Commission of Building and Fire Codes, National Research Council of Canada.

<sup>2</sup> Guidelines for Legislated Landslide Assessments for Proposed Residential Development in British Columbia, APEGBC, May 2010



### Seismic Hazard

A site specific seismic hazard calculation for the site was obtained from Natural Resources Canada. That seismic hazard calculation indicated a peak ground acceleration of 0.481g for the 2% in 50 year probability of exceedance seismic event. That seismic hazard calculation is appended.

### Flood Hazard

The Province of BC Flood Hazard area Land Use Management Guidelines published in May 2004 recommend a setback in the Strait of Georgia of 15 metres from the natural boundary of the sea for buildings, which can be reduced to 7.5m where the sea frontage is protected from erosion. A Flood Construction Level for buildings of 1.5m above the natural boundary of the sea is also recommended. The conceptual building location as illustrated on Figures 1 and 2 meets those flood protection recommendations.

The APEGBC Professional Practice Guidelines - Legislated Flood Assessments in a Changing Climate in BC of June 2012 recommend planning for 1m of sea level rise in the Strait of Georgia by the year 2100. The conceptual building location as illustrated on Figures 1 and 2 is at least 8m above the current natural boundary and is considered to meet those recommendations for future sea level rise.

### SITE ASSESSMENT

Our site assessment was conducted on April 14, 2016. The assessment consisted of a walkover of the property, slope and adjacent shoreline, obtaining a tape and clinometer cross section of the subject property and immediate vicinity, and excavation of four test pits on the subject property with a small tracked excavator.

The subject property was bounded by Oyster Cove Road to the west, Oyster Harbour to the east and existing single family residential development to the north and south. A common property walkway separated the subject property from the Oyster Harbour Beach.

The site was vacant, cleared and vegetated with grasses and light brush. There was a narrow essentially level area immediately adjacent to Oyster Cove Road, from which the property sloped down to the walkway and Oyster Harbour at variable slope that

ranged from approximately 12 to 32 degrees from horizontal. No evidence of past slope instability at the site or in the immediate vicinity of the site was observed.

There were two segmental concrete block retaining walls on the subject property adjacent to the walkway, each approximately 1.5m in height. Below the walkway was a cast-in-place concrete retaining wall approximately 1.8m in height that served as a seawall and defined what we interpret as the natural boundary with Oyster Harbour. Seaward of the walkway was a gently sloped gravel and cobble beach. No evidence of wave erosion or beach scour at the base of the concrete seawall was evident.

Landward of Oyster Cove Road was an undeveloped gentle slope up to Highway 1. The cross section of the ground surface through the site obtained by tape and clinometer survey is shown on Figure 2 and the approximate cross section location is illustrated on Figure 1.

A photolog of our site observations is appended.

The test pits encountered relatively consistent subsurface conditions that comprised topsoil overlying variable sand, gravel silt and cobbles that contained construction debris in TP-2, 3 and 4 that we interpret as random fill, overlying agglomerated, sand gravel and silt of variable proportion in a very hard silt/clay matrix that we interpret as basal glacial till to the maximum excavated depth of 3.1m. No groundwater seepage into the test pits was encountered. Light sloughing of the test pit walls in the random fill material occurred. Logs of the test pits are appended and the approximate test pit locations are shown on Figure 1.

#### SLOPE STABILITY ASSESSMENT

The slope stability assessment was conducted using Slope/w limit states slope stability software and the slope geometry obtained by tape and clinometers survey as shown on Figure 2. The subsurface materials illustrated on that cross section and used in the slope stability analysis are extrapolated from the test pits described above. The cross sections illustrates that the underlying glacial till surface has a maximum slope of approximately 31 degrees from horizontal, down towards the east.

The soil parameters were based on the test pit observations, laboratory tests of retained soil samples and published surficial geology data<sup>3</sup>. The stability assessment was conducted for the static condition, and the 2% in 50 year probability seismic event as required by the BC Building Code, with a peak horizontal ground acceleration of 0.481g.

The assessment was conducted to identify the theoretical failure surface with a factor of safety of 1.5 for the static condition and 1.0 for the seismic condition. Those theoretical failure surfaces illustrated that slope instability for the design conditions would be primarily confined to the overlying sand and gravel material due to the relatively high strength and moderate slope of the glacial till. The Slope/w output is appended.

## CONCLUSIONS AND RECOMMENDATIONS

### General

Simpson Geotechnical Ltd. considers the subject property at Lot 14 Oyster Cove Road, Ladysmith to be geotechnically safe for the intended use of a single family residence provided that the following recommendations are implemented.

In general, the slope stability assessment indicated that the proposed building location as shown on Figures 1 and 2 meets the slope stability considerations of the 2012 BC Building Code, provided that the recommendations below are followed.

The recommendations presented in the following sections of this report are based on the information available regarding the proposed development, the test holes, and our experience with similar projects. Because the test holes represent a very small statistical sampling of subsurface conditions, it is possible that conditions may be encountered during construction that are substantially different from those indicated by the test holes. In these instances adjustments to design and construction may be necessary.

The materials encountered in the boreholes, test pits and observed in exposures on the slope surface in the vicinity of the site are not considered to be susceptible to

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<sup>3</sup> Glacial Till, An Inter-disciplinary Study, Royal Society of Canada in Co-operation with the National Research Council of Canada, Special Publication No. 12, 1976

seismic liquefaction due to the dense to very dense nature of the materials and the low groundwater table. No further assessment of seismic liquefaction potential is considered to be warranted at this time.

### Site Preparation

The building area should be stripped and grubbed to expose an approved subgrade of undisturbed, very dense or hard glacial till. The anticipated minimum stripping depth to suitable subgrade at the test hole locations ranged from 0.6m (TP-1 and 3) to 2.9m (TP-4).

### Excavations

Excavation into the undisturbed glacial till should be minimized. Specific geotechnical advice should be obtained for all excavation deeper than 1.2m into the till, if required. Relatively deep excavation may be required in the proposed garage area at the Oyster Cove Road side of the property in close proximity to the property line and buried utilities. Sequenced "slot" excavation and engineered fill placement may be required in order to maintain support of the existing utilities in that area.

Temporary construction slopes should be in accordance with the Occupational Health and Safety Regulation. The contractor is solely responsible for protecting excavations by shoring, sloping, benching or other means as required to maintain stability of the excavation. SGL does not assume any responsibility for construction site safety or the activities of the contractor.

Although not encountered in the test holes excavations may encounter groundwater seepage, especially during wet weather. Contractors should be prepared to dewater excavations as may be required. Groundwater seepage from excavation sideslopes and dewatering from within excavations will reduce excavation stability. Conducting the site excavation during dry weather would provide substantial benefit to excavation stability minimize de-watering requirements.

### Foundations

The proposed residence may be founded on a spread and strip foundation system bearing on approved, level, dense or hard undisturbed glacial till. Approved footing subgrade in the garage area may be raised or leveled with engineered fill prepared in

accordance with the recommendations provided below, if desired. The remainder of the residence footings should be founded directly on approved very dense glacial till.

For Limit States Design the foundations should be designed based on an Ultimate (unfactored) Limit State (ULS) bearing resistance of 300kPa. Geotechnical resistance factors ( $\Phi$ ) of 0.5 for bearing and 0.8 for sliding are recommended.

A Serviceability Limit State (SLS) bearing resistance of 150kPa may be used, based on limiting total settlement to less than 25mm and differential settlement to less than 19mm between typical 4.5m column spacing, which is normally tolerable for framed structures.

The site should be considered Site Class C in accordance with the 2012 BC Building Code Section 4.1.8.4.

For working stress design the footings may be designed based on a maximum allowable bearing pressure of 150kPa.

All footings should be located so that the smallest lateral clear distance between footings will be at least equal to the difference in their bearing elevations. All footings should be provided with a minimum 600mm of soil cover for confinement and frost protection.

All foundation bearing surfaces should be reviewed by SGL prior to the placement of engineered fill, footing formwork or concrete. Following approval of subgrade surfaces concrete should be placed as quickly as possible to avoid disturbance of the foundation subgrade.

We note that fine grained glacial till material may be easily disturbed by construction traffic, especially when saturated. If soils in the areas of foundation support become disturbed from construction traffic (including foot traffic), or softened by exposure and water, the softened and disturbed material should be removed from footing areas and the subgrade re-evaluated by SGL prior to concrete placement.

### Floor Slabs on Grade

The undisturbed glacial till is considered suitable for support of grade supported floor slabs. Floor slab on grade subgrade may be raised and leveled with engineered fill prepared in accordance with the recommendations below, if desired.

Floor slabs on grade should be immediately underlain by a minimum 100mm thickness of well graded nominal 19mm minus sand and gravel compacted to at least 95% of the Standard Proctor maximum dry density.

### Engineered Fill

Engineered fill may be used to raise and level approved subgrade for support of building foundations and floor slabs. The intent of these recommendations is to minimize the potential for settlement of the engineered fill and the resulting distress to the structural elements supported by the fill.

None of the materials encountered in the test pits are considered suitable for re-use as engineered fill.

Engineered fill should be imported, approved, inorganic, free draining, 75mm minus sand and gravel placed and compacted in maximum 200mm thick loose lifts. Engineered fill should extend laterally beyond the edges of the supported elements a distance equal to the fill thickness, plus one metre. Above grade engineered fill slopes should be no steeper than 2 horizontal : 1 vertical.

Engineered fill supporting foundations should be compacted to at least 100% of the Standard Proctor maximum dry density. Engineered fill supporting floor slabs on grade should be compacted to at least 95% of the Standard Proctor maximum dry density. Engineered fill compaction should be verified by field density testing.

### Lateral Earth Pressure

Foundation walls retaining less than 3m height of soil may be designed based on a total lateral earth pressure equal to  $5H^2$  acting at a height of  $1/3H$  above the base of the wall. H is the total height of the retained soil against the wall in metres. Surcharge loads would be additional, if applicable.

That recommended design lateral earth pressure is based on wall backfill comprised of silty gravelly sand, such as the site material overlying the glacial till in the test holes, adequately drained to the base of the wall.

### Drainage

Collected rainwater from roof leaders, foundation drains or pavement areas runoff should be led by closed pipe to the municipal storm drainage system, or to the beach level. In-ground stormwater disposal systems should be avoided. In no case should any collected water be discharged onto the slope.

A foundation drainage system in accordance with the BC Building Code and constructed of rigid PVC pipe should be provided. In addition, all basement foundation walls of the residence should be provided with a minimum 200mm width of drainage gravel for the full height of the wall, covered with a low permeability soil at the ground surface. Alternatively an approved geocomposite drainage mat such as Armtec "Platon" installed for the full height of the below grade walls in accordance with the manufacturers recommendations could be used.

Final site grading should direct surface runoff away from the foundation walls.

No underground irrigation systems, or other items with potential for discharge of large volumes of water should be placed or installed on the subject property.

### ADDITIONAL GEOTECHNICAL SERVICES

The recommendations presented in this report are contingent on SGL observing and/or monitoring:

- Building area subgrade preparation for footings and floor slabs on grade;
- Suitability of engineered fill materials;
- Placement and compaction of engineered fill; and
- Foundation drainage.

### CLOSURE

We trust that this report will assist you in the design and construction of the proposed project. SGL appreciates the opportunity to provide our services on this project and

looks forward to working with you during the construction phase and on future projects. Should you have any questions, please do not hesitate to contact us.

This report was prepared for the exclusive use of Lovely Ventures Inc. and their appointed agents for the proposed residential development described herein. Any use or reliance made on this report by an unauthorized third party is the responsibility of that third party. Contractors should make their own assessment of the property for the purposes of bidding on and performing work on the site.

The recommendations in this report are based upon the data obtained from widely spaced test holes. The nature and extent of variations between these test holes may not become evident until construction. If significant variation in subsurface conditions from those described in this report is encountered SGL should be contacted to review those conditions and update our recommendations as may be required.

This report has been prepared in accordance with standard geotechnical engineering practice. No other warranty is provided, either expressed or implied.

Yours truly,  
**Simpson Geotechnical Ltd.**

Per:



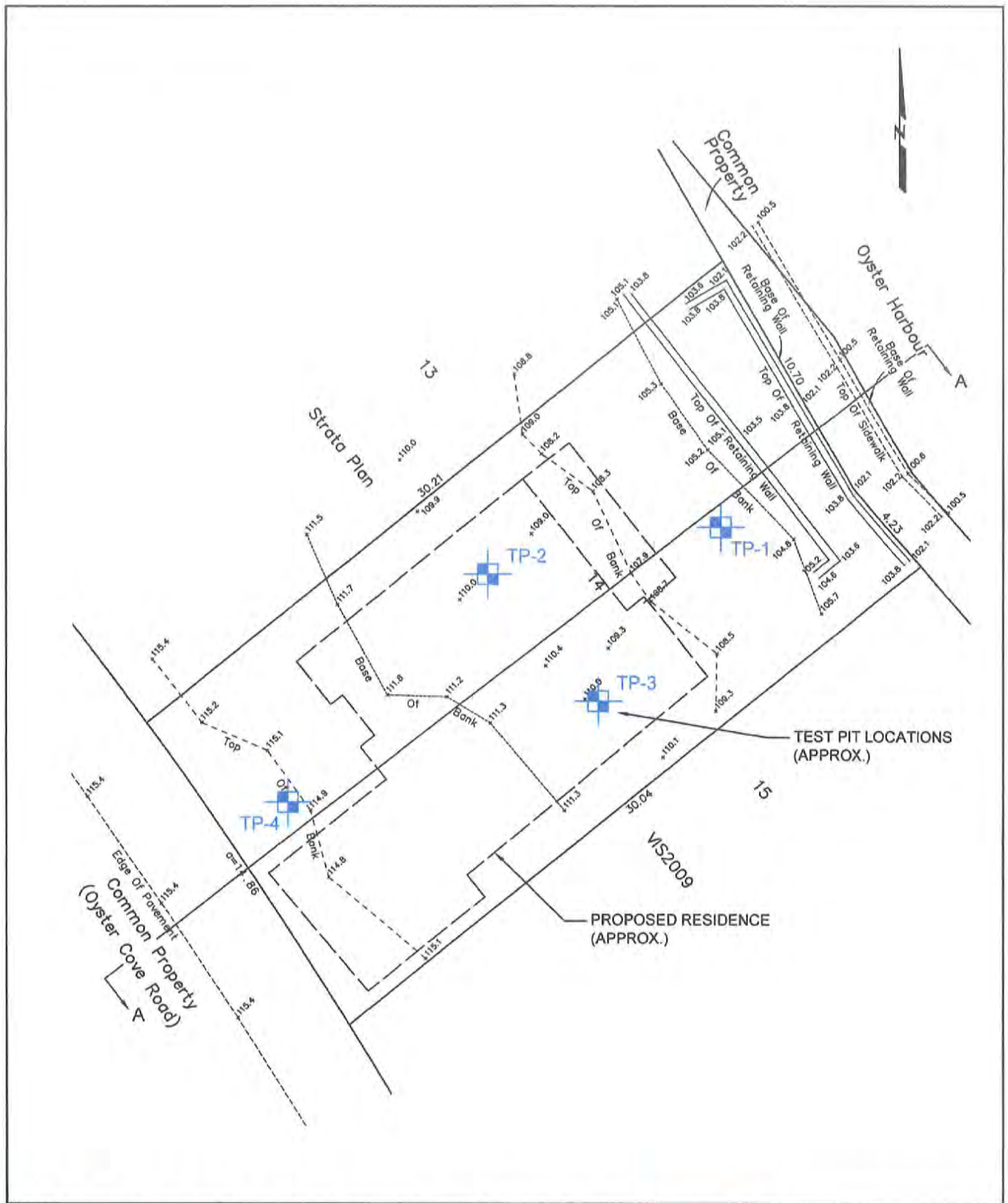
Richard Simpson, P.Eng



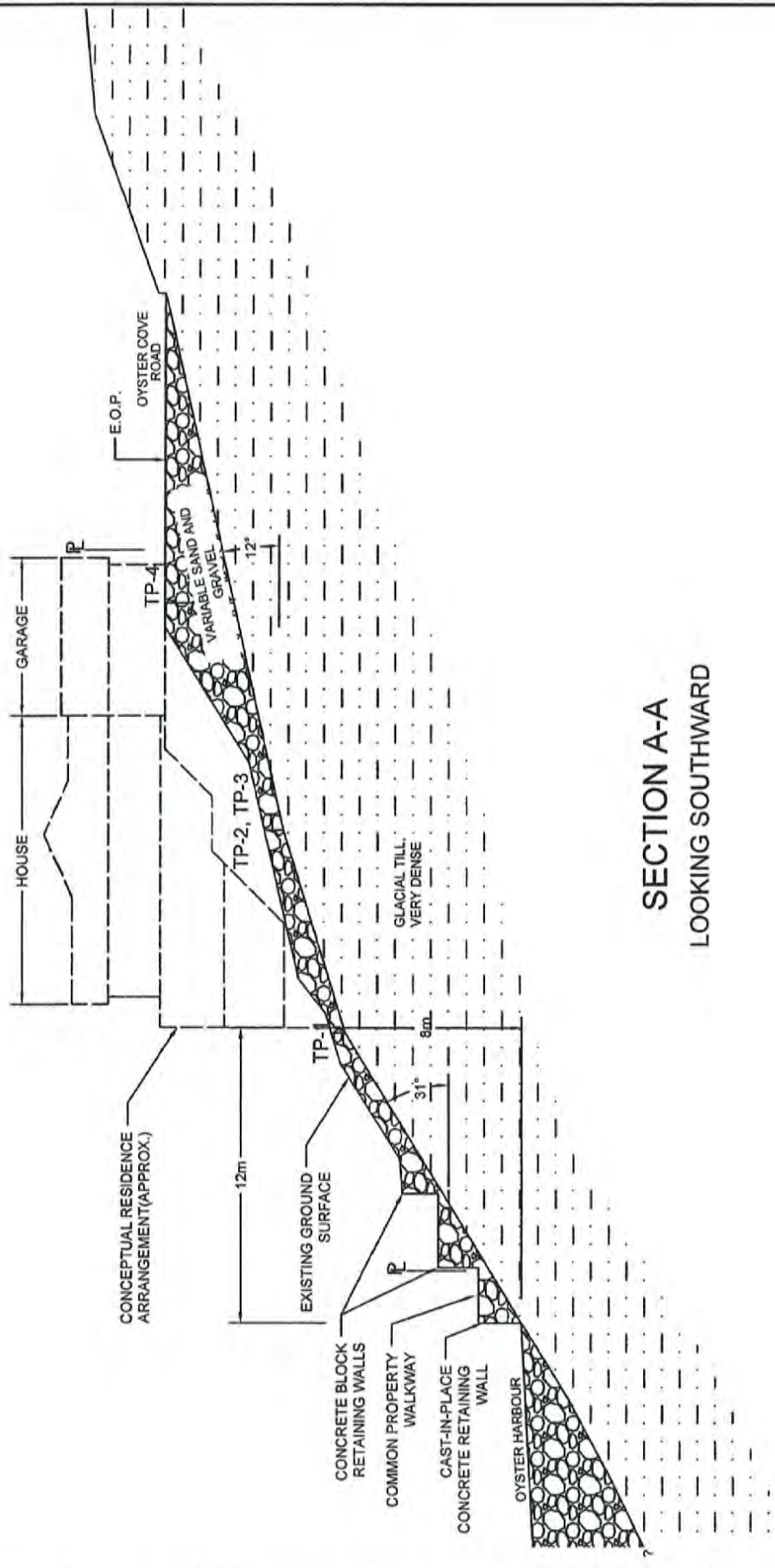
Attachments:

- Figure 1 – Site Plan
- Figure 2 – Cross Section
- Photo log
- Test Hole Logs (4 pages)
- Slope/w output (2 pages)
- Seismic Hazard Calculation
- APEGBC Guidelines for Legislated Landslide Assessment for Proposed Residential Developments in BC Appendix D





<b>Project:</b> Proposed Single Family Residence, Lot 14 Oyster Cove Road, Ladysmith				
<b>Title:</b> Geotechnical Site Plan				
<b>Client:</b> Lovely Ventures Inc.				
<b>File:</b> SGL16-026	<b>Drawn by:</b> RRS	<b>Scale:</b> 1 : 200	<b>Date:</b> May 16, 2016	<b>Dwg. No.:</b> Figure 1



**SECTION A-A**  
LOOKING SOUTHWARD

<b>Project:</b> Proposed Single Family Residence, Lot 14 Oyster Cove Road, Ladysmith		<b>SIMPSON</b> <small>GEOTECHNICAL LTD</small>	
<b>Title:</b> Geotechnical Cross Section		<b>Date:</b> May 16, 2016	<b>Dwg. No.:</b> Figure 2
<b>Client:</b> Lovely Ventures Inc.		<b>Scale:</b> 1 : 250	
<b>File:</b> SGL16-026	<b>Drawn by:</b> RRS		





Photo 1 – Looking eastward from Oyster Cove Road



Photo 2 – Looking westward from Oyster Harbour beach



Photo 3 – Looking northward along beach

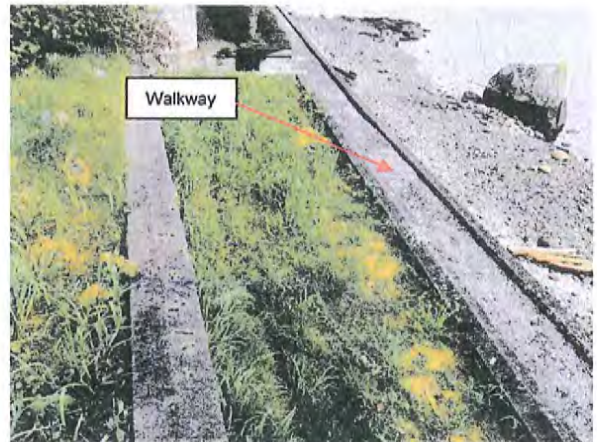


Photo 4 – Looking northward along retaining walls

## Test Pit Logs

14 Oyster Cove Road, Ladysmith, BC  
Test Pits Excavated April 14, 2016

Test Hole No.	Depth (m)	Description
TP-1	0 – 0.1	Sandy gravelly silt, dark brown to black, loose, damp, contains roots(Topsoil)
	0.1 – 0.6	Silty sand, trace to some gravel, trace of cobbles, occasional roots, compact, moist, brown
	0.6 – 1.0	Silty sand and gravel, some subangular to rounded cobbles, agglomerated, very hard, P.P. > 450 kPa, tough digging for Bobcat E50 excavator, damp, grey-tan with trace of mottling (glacial till)
		<ul style="list-style-type: none"> <li>- End of test pit at 1.0m depth in very hard glacial till</li> <li>- No seepage into test pit</li> <li>- No sloughing of test pit walls</li> </ul>



Soil classification based on Canadian Foundation Engineering Manual, 4<sup>th</sup> Edition  
P.P. = unconfined compressive strength by pocket penetrometer  
M = Natural moisture content as percent of dry weight

**SIMPSON** PHOTOGRAPHY LTD



## Test Pit Logs

14 Oyster Cove Road, Ladysmith, BC  
Test Pits Excavated April 14, 2016

Test Hole No.	Depth (m)	Description
TP-2	0 – 0.1	Sandy gravelly silt, dark brown to black, loose, damp, contains roots(Topsoil)
	0.1 – 1.0	Silty sand, trace to some gravel, trace of cobbles, occasional roots, compact, moist, brown, contains occasional concrete and metal debris, plastic bag (random fill)
	1.0 – 1.4	Silty sand and gravel, some subangular to rounded cobbles, agglomerated, very hard, P.P. > 450 kPa, very tough digging for Bobcat E50 excavator, damp, grey-tan with trace of mottling (glacial till)

- End of test pit at 1.4m depth in very hard glacial till
- No seepage into test pit
- No sloughing of test pit walls



Soil classification based on Canadian Foundation Engineering Manual, 4<sup>th</sup> Edition  
P.P. = unconfined compressive strength by pocket penetrometer  
M = Natural moisture content as percent of dry weight

**SIMPSON** CONSTRUCTION LTD.

## Test Pit Logs

14 Oyster Cove Road, Ladysmith, BC  
Test Pits Excavated April 14, 2016

Test Hole No.	Depth (m)	Description
TP-3	0 – 0.1	Sandy gravelly silt, dark brown to black, loose, damp, contains roots (Topsoil)
	0.1 – 0.6	Silty sand, trace to some gravel, trace of cobbles, occasional roots, compact, moist, brown, contains discontinuous pockets of loose, grey, silty sand and gravel, wood debris to 100mm diameter at 0.5m depth (random fill)
	0.6 – 1.0	Cobbly, silty sand and gravel, agglomerated, very hard, P.P. > 450 kPa, very tough digging for Bobcat E50 excavator, damp, grey-tan with trace of mottling (glacial till) <ul style="list-style-type: none"> <li>- End of test pit at 1.0m depth in very hard glacial till</li> <li>- No seepage into test pit</li> <li>- No sloughing of test pit walls</li> </ul>

Soil classification based on Canadian Foundation Engineering Manual, 4<sup>th</sup> Edition  
P.P. = unconfined compressive strength by pocket penetrometer  
M = Natural moisture content as percent of dry weight

**SIMPSON** PRODUCTS INC.



## Test Pit Logs

14 Oyster Cove Road, Ladysmith, BC  
Test Pits Excavated April 14, 2016

Test Hole No.	Depth (m)	Description
TP-4	0 – 0.1	Sandy gravelly silt, dark brown to black, loose, damp, contains roots (Topsoil)
	0.1 – 2.9	Silty sand, some gravel and cobbles, contains concrete and asphalt pieces, plastic bags, wood debris, loose to compact, damp, brown (random fill)
	2.9 – 3.1	Silty sand and gravel, some cobbles, agglomerated, very hard, P.P. > 450 kPa, very tough digging for Bobcat E50 excavator, damp, grey-tan with trace of mottling (glacial till)

- End of test pit at 3.1m depth in very hard glacial till
- No seepage into test pit
- Light sloughing of test pit walls



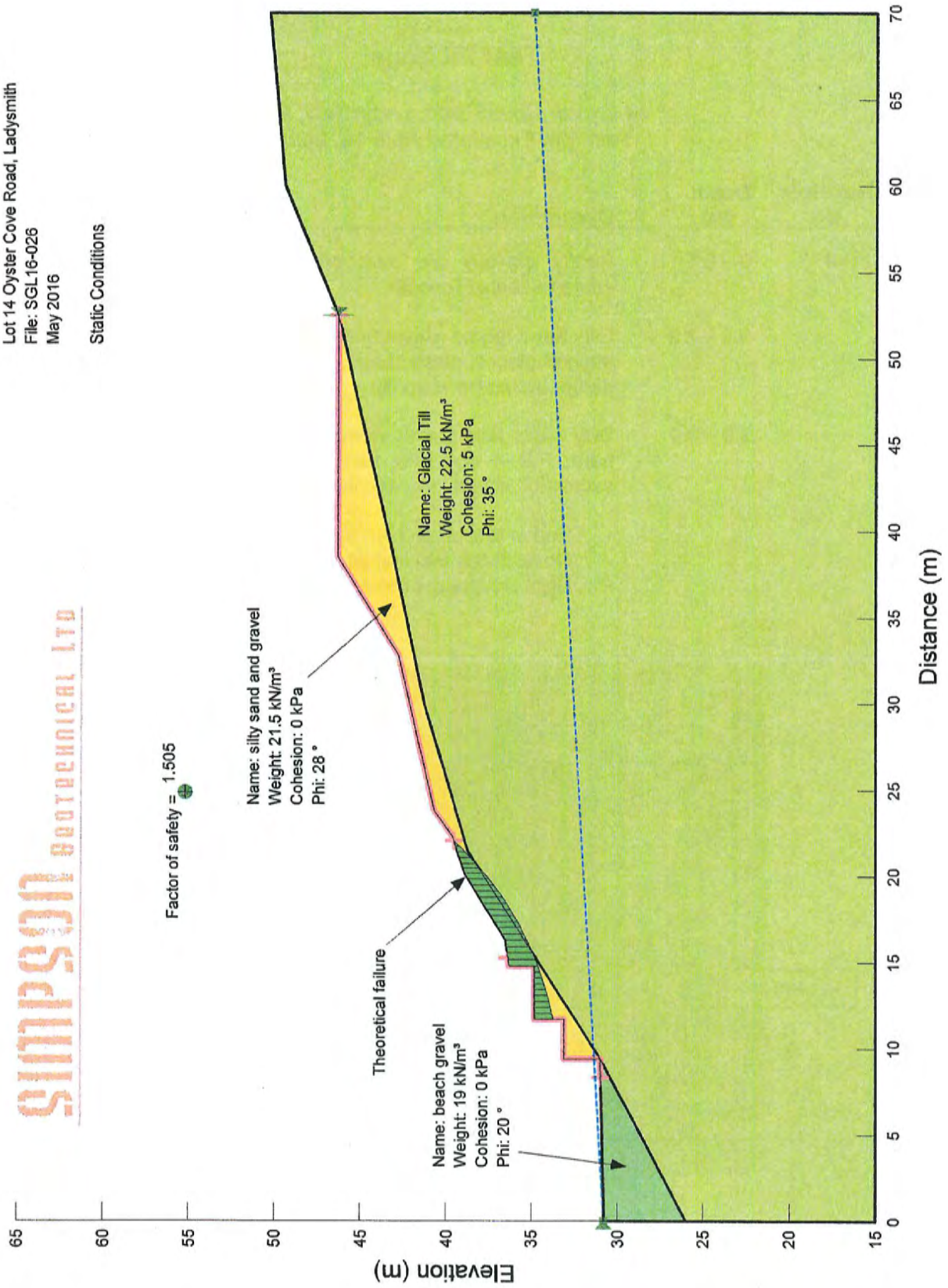
Soil classification based on Canadian Foundation Engineering Manual, 4<sup>th</sup> Edition  
P.P. = unconfined compressive strength by pocket penetrometer  
M = Natural moisture content as percent of dry weight

**SIMPSON** SCIENTIFIC, LTD.

Slope/w Output  
 Lot 14 Oyster Cove Road, Ladysmith  
 File: SGL16-028  
 May 2016

Static Conditions

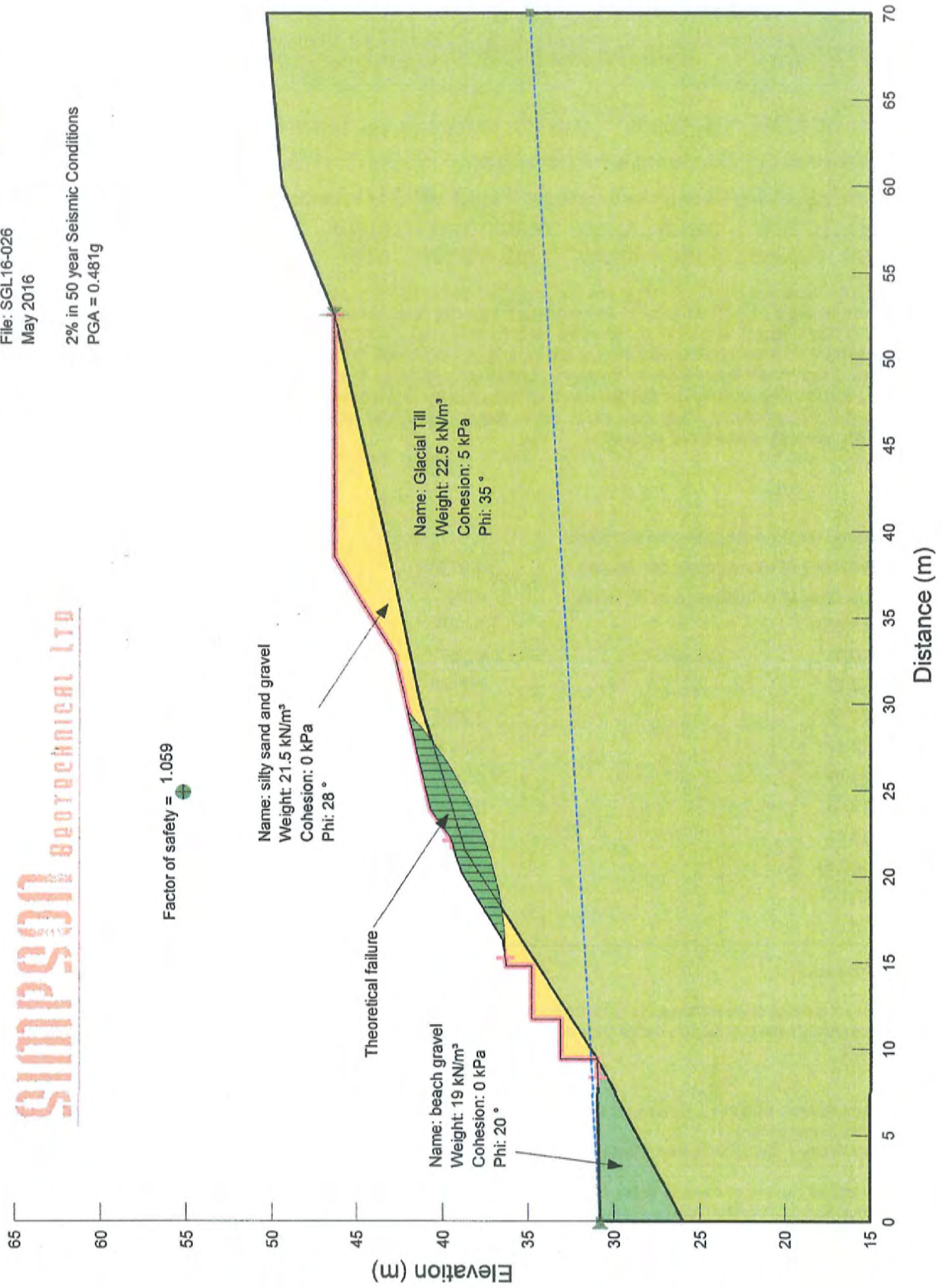
**SIMPSON** GEOTECHNICAL LTD





Slope/w Output  
 Lot 14 Oyster Cove Road, Ladysmith  
 File: SGL16-026  
 May 2016  
 2% in 50 year Seismic Conditions  
 PGA = 0.481g

**SIMPSON** GEOTECHNICAL LTD



# 2015 National Building Code Seismic Hazard Calculation

INFORMATION: Eastern Canada English (613) 995-5548 français (613) 995-0600 Facsimile (613) 992-8836  
Western Canada English (250) 363-6500 Facsimile (250) 363-6565

May 11, 2016

Site: 48.989 N, 123.8086 W User File Reference: Lot 14 Oyster Cove Road, Ladysmith

Requested by: , Simpson Geotechnical Ltd.

**National Building Code ground motions: 2% probability of exceedance in 50 years (0.000404 per annum)**

Sa(0.05)	Sa(0.1)	<b>Sa(0.2)</b>	Sa(0.3)	<b>Sa(0.5)</b>	<b>Sa(1.0)</b>	<b>Sa(2.0)</b>	<b>Sa(5.0)</b>	<b>Sa(10.0)</b>	PGA (g)	PGV (m/s)
0.578	0.886	<b>1.101</b>	1.131	<b>1.023</b>	<b>0.587</b>	<b>0.351</b>	<b>0.110</b>	<b>0.039</b>	<b>0.481</b>	<b>0.743</b>

**Notes.** Spectral (Sa(T), where T is the period in seconds) and peak ground acceleration (PGA) values are given in units of g (9.81 m/s<sup>2</sup>). Peak ground velocity is given in m/s. Values are for "firm ground" (NBCC 2015 Site Class C, average shear wave velocity 450 m/s). NBCC2015 and CSAS6-14 values are specified in **bold font**. Three additional periods are provided - their use is discussed in the NBCC2015 Commentary. Only 2 significant figures are to be used. *These values have been interpolated from a 10-km-spaced grid of points. Depending on the gradient of the nearby points, values at this location calculated directly from the hazard program may vary. More than 95 percent of interpolated values are within 2 percent of the directly calculated values.*

Ground motions for other probabilities:

Probability of exceedance per annum	0.010	0.0021	0.001
Probability of exceedance in 50 years	40%	10%	5%
Sa(0.05)	0.136	0.307	0.417
Sa(0.1)	0.207	0.469	0.642
Sa(0.2)	0.256	0.586	0.799
Sa(0.3)	0.257	0.601	0.820
Sa(0.5)	0.212	0.522	0.729
Sa(1.0)	0.101	0.273	0.398
Sa(2.0)	0.053	0.152	0.231
Sa(5.0)	0.011	0.035	0.063
Sa(10.0)	0.0039	0.012	0.022
PGA	0.110	0.255	0.348
PGV	0.129	0.350	0.506

## References

National Building Code of Canada 2015 NRCC no. 56190;  
Appendix C: Table C-3, Seismic Design Data for Selected Locations in Canada

User's Guide - NBC 2015, Structural Commentaries NRCC no. xxxxxx (in preparation)  
Commentary J: Design for Seismic Effects

Geological Survey of Canada Open File 7893 Fifth Generation Seismic Hazard Model for Canada: Grid values of mean hazard to be used with the 2015 National Building Code of Canada

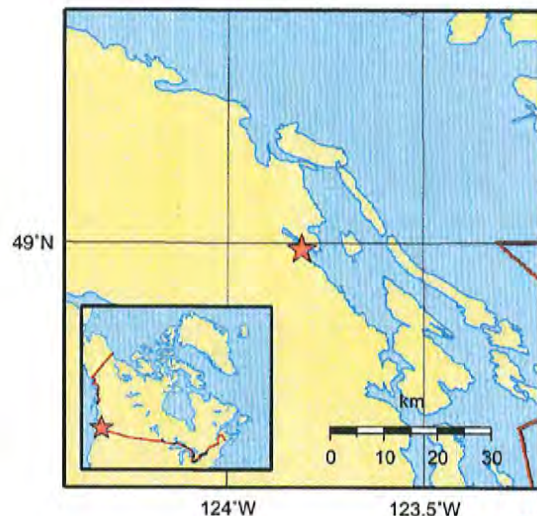
See the websites [www.EarthquakesCanada.ca](http://www.EarthquakesCanada.ca) and [www.nationalcodes.ca](http://www.nationalcodes.ca) for more information

Aussi disponible en français



Natural Resources  
Canada

Ressources naturelles  
Canada



Canada

## APPENDIX D: LANDSLIDE ASSESSMENT ASSURANCE STATEMENT

Note: This Statement is to be read and completed in conjunction with the "APEGBC Guidelines for Legislated Landslide Assessments for Proposed Residential Development in British Columbia", March 2006/Revised September 2008 ("APEGBC Guidelines") and the "2006 BC Building Code (BCBC 2006)" and is to be provided for *landslide assessments* (not floods or flood controls) for the purposes of the Land Title Act, Community Charter or the Local Government Act. Italicized words are defined in the APEGBC Guidelines.

To: The Approving Authority

Date: May 16, 2016

TOWN OF LADYSMITH

P.O. Box 220, Ladysmith, BC V9G 1A2

Jurisdiction and address

With reference to (check one):

- Land Title Act (Section 86) – Subdivision Approval
- Local Government Act (Sections 919.1 and 920) – Development Permit
- Community Charter (Section 56) – Building Permit
- Local Government Act (Section 910) – Flood Plain Bylaw Variance
- Local Government Act (Section 910) – Flood Plain Bylaw Exemption
- British Columbia Building Code 2006 sentences 4.1.8.16 (8) and 9.4 4.4.(2) (Refer to BC Building and Safety Policy Branch Information Bulletin B10-01 issued January 18, 2010)

For the Property:

S.L. 14, D.L. 56, OYSTER DISTRICT, PLAN 2009 (14 OYSTER COVE ROAD)

Legal description and civic address of the Property

The undersigned hereby gives assurance that he/she is a *Qualified Professional* and is a *Professional Engineer* or *Professional Geoscientist*.

I have signed, sealed and dated, and thereby certified, the attached *landslide assessment* report on the Property in accordance with the *APEGBC Guidelines*. That report must be read in conjunction with this Statement. In preparing that report I have:

Check to the left of applicable items

- 1. Collected and reviewed appropriate background information
- 2. Reviewed the proposed *residential development* on the Property
- 3. Conducted field work on and, if required, beyond the Property
- 4. Reported on the results of the field work on and, if required, beyond the Property
- 5. Considered any changed conditions on and, if required, beyond the Property
- 6. For a *landslide hazard analysis* or *landslide risk analysis* I have:
  - 6.1 reviewed and characterized, if appropriate, any *landslide* that may affect the Property
  - 6.2 estimated the *landslide hazard*
  - 6.3 identified existing and anticipated future *elements at risk* on and, if required, beyond the Property
  - 6.4 estimated the potential *consequences* to those *elements at risk*
- 7. Where the *Approving Authority* has adopted a *level of landslide safety* I have:
  - 7.1 compared the *level of landslide safety* adopted by the *Approving Authority* with the findings of my investigation
  - 7.2 made a finding on the *level of landslide safety* on the Property based on the comparison
  - 7.3 made recommendations to reduce *landslide hazards* and/or *landslide risks*
- 8. Where the *Approving Authority* has not adopted a *level of landslide safety* I have:



- 8.1 described the method of *landslide hazard analysis* or *landslide risk analysis* used
- 8.2 referred to an appropriate and identified provincial, national or international guideline for *level of landslide safety*
- 8.3 compared this guideline with the findings of my investigation
- 8.4 made a finding on the *level of landslide safety* on the Property based on the comparison
- 8.5 made recommendations to reduce *landslide hazards* and/or *landslide risks*
- 9. Reported on the requirements for future inspections of the Property and recommended who should conduct those inspections.

Based on my comparison between

Check one

- the findings from the investigation and the adopted *level of landslide safety* (item 7.2 above)
- the appropriate and identified provincial, national or international guideline for *level of landslide safety* (item 8.4 above)

I hereby give my assurance that, based on the conditions<sup>[1]</sup> contained in the attached *landslide assessment* report,

Check one

- for subdivision approval, as required by the Land Title Act (Section 86), "that the land may be used safely for the use intended"

Check one

- with one or more recommended registered covenants.
- without any registered covenant.

- for a development permit, as required by the Local Government Act (Sections 919.1 and 920), my report will "assist the local government in determining what conditions or requirements under [Section 920] subsection (7.1) it will impose in the permit".


- for a building permit, as required by the Community Charter (Section 56), "the land may be used safely for the use intended"

Check one

- with one or more recommended registered covenants.
- without any registered covenant.

- for flood plain bylaw variance, as required by the "Flood Hazard Area Land Use Management Guidelines" associated with the Local Government Act (Section 910), "the development may occur safely".

- for flood plain bylaw exemption, as required by the Local Government Act (Section 910), "the land may be used safely for the use intended".

SIMPSON GEOTECHNICAL LTD.  
 PER: RICHARD SIMPSON, P.ENG  
 Name (print)  
  
 Signature

May 16, 2016  
 Date

[1] When seismic slope stability assessments are involved, *level of landslide safety* is considered to be a "life safety" criteria as described in the National Building Code of Canada (NBCC 2005), Commentary on Design for Seismic Effects in the User's Guide, Structural Commentaries, Part 4 of Division B. This states:

"The primary objective of seismic design is to provide an acceptable level of safety for building occupants and the general public as the building responds to strong ground motion; in other words, to minimize loss of life. This implies that, although there will likely be extensive structural and non-structural damage, during the DGM (design ground motion), there is a reasonable degree of confidence that the building will not collapse nor will its attachments break off and fall on people near the building. This performance level is termed 'extensive damage' because, although the structure may be heavily damaged and may have lost a substantial amount of its initial strength and stiffness, it retains some margin of resistance against collapse".

SIMPSON GEOTECHNICAL LTD.

Address

377 MILTON STREET, NANAIMO, BC

250 753 7424

Telephone



(Affix Professional seal here)

If the *Qualified Professional* is a member of a firm, complete the following.

I am a member of the firm SIMPSON GEOTECHNICAL LTD.  
and I sign this letter on behalf of the firm. (Print name of firm)



Town of Ladysmith  
**STAFF REPORT**

To: Ruth Malli, City Manager  
From: Felicity Adams, Director of Development Services  
Date: May 31, 2016  
File No: 3090-16-03

RE: DEVELOPMENT VARIANCE PERMIT APPLICATION - (Millen)  
Subject Property: Lot A, District Lot 52, Oyster District Plan EPP61167( 428 Davis Rd.)

**RECOMMENDATION(S):**

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

**PURPOSE:**

The purpose of this staff report is to obtain Council direction regarding statutory notification for a development variance permit application.

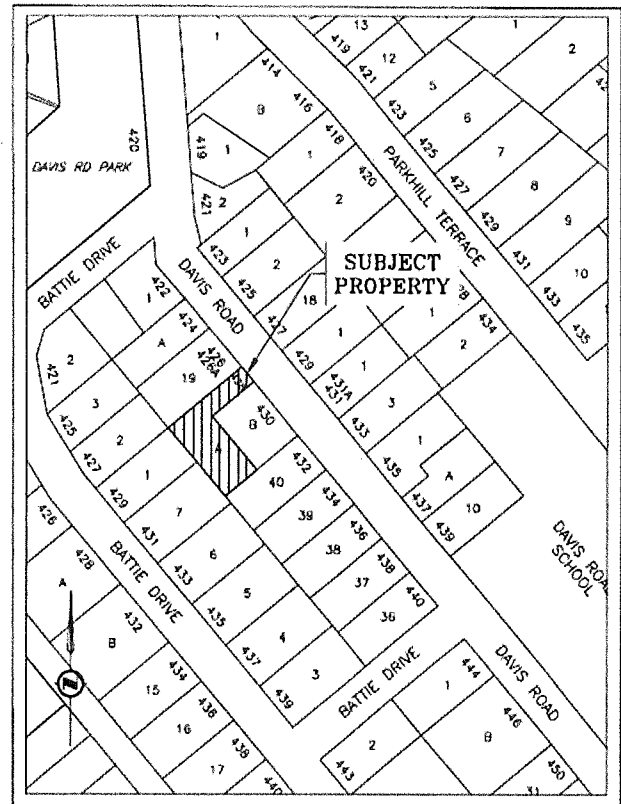
**INTRODUCTION/BACKGROUND:**

The applicants, Ronald and Margaret Millen, are requesting a variance for the setbacks of a proposed new dwelling on the panhandle lot at 428 Davis Road. Currently the property is vacant. The proposed site plan for the property is attached to this staff report.

Pursuant to Bylaw 1667 staff require Council's approval to proceed with the statutory notice to the neighbours.

**SCOPE OF WORK:**

The current stage of this application is to seek Council's direction to proceed with the statutory notice for the development variance permit application. The subject property is zoned 'Single Dwelling Residential (R-1)'.



The applicants have recently purchased the newly subdivided panhandle lot and are preparing their building design to construct a single family residential dwelling on the property. The dwelling is proposed to be 9.14m by 18.28m - 167.07 m<sup>2</sup> (30ft by 60ft - 1800f<sup>2</sup>) in size with a 3m (10ft) wide attached deck with a total deck area of 335m<sup>2</sup> (1100

f2). The house is proposed to be located 4.5m (15ft) from the front property line and the attached deck is proposed to be situated 1.5m (5ft) from the front property line. The proposed principal building meets all setback requirements of the Zoning Bylaw except for the proposed variance requests from the front property line.

**Proposed Variances – 428 Davis Road**

10.2(5)(e) Principal Building	Required	Proposed	Proposed Variance
House - Front Parcel Line Setback	6.0 metres	4.5 metres	1.5 metres
Deck- Front Parcel Line Setback	6.0 metres	1.5 metres	4.5 metres

The applicants provide a rationale for the variance request in their letter attached.

**ALTERNATIVES:**

To not support Development Variance Permit application 3090-16-03.

**FINANCIAL IMPLICATIONS:**

None.

**LEGAL IMPLICATIONS:**

The *Local Government Act* enables Council to vary zoning regulations, except use and density regulations, through the issuance of a development variance permit. This is a discretionary decision of Council. Public notification is required.

**CITIZEN/PUBLIC RELATIONS IMPLICATIONS:**

It is recommended that Council direct staff to proceed with the statutory notice for Development Variance Permit application 3090-16-03.

**INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS:**

Development Variance Permit application 3090-16-03 has been referred to the Building Inspector for review.

**RESOURCE IMPLICATIONS:**

Processing Development Variance Permit applications is within available staff resources.

**ALIGNMENT WITH SUSTAINABILITY VISIONING REPORT:**

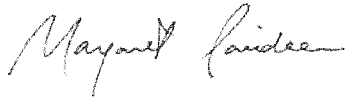
Not applicable.

**ALIGNMENT WITH STRATEGIC PRIORITIES:**

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

**SUMMARY:**

It is recommended that Council direct staff to proceed with the statutory notice for Development Variance Permit application 3090-16-03.



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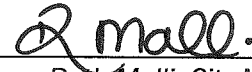
Report Author: Margaret Paridaen, Planner

I concur with the recommendation:



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Felicity Adams, Director of Development Services



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Ruth Malli, City Manager

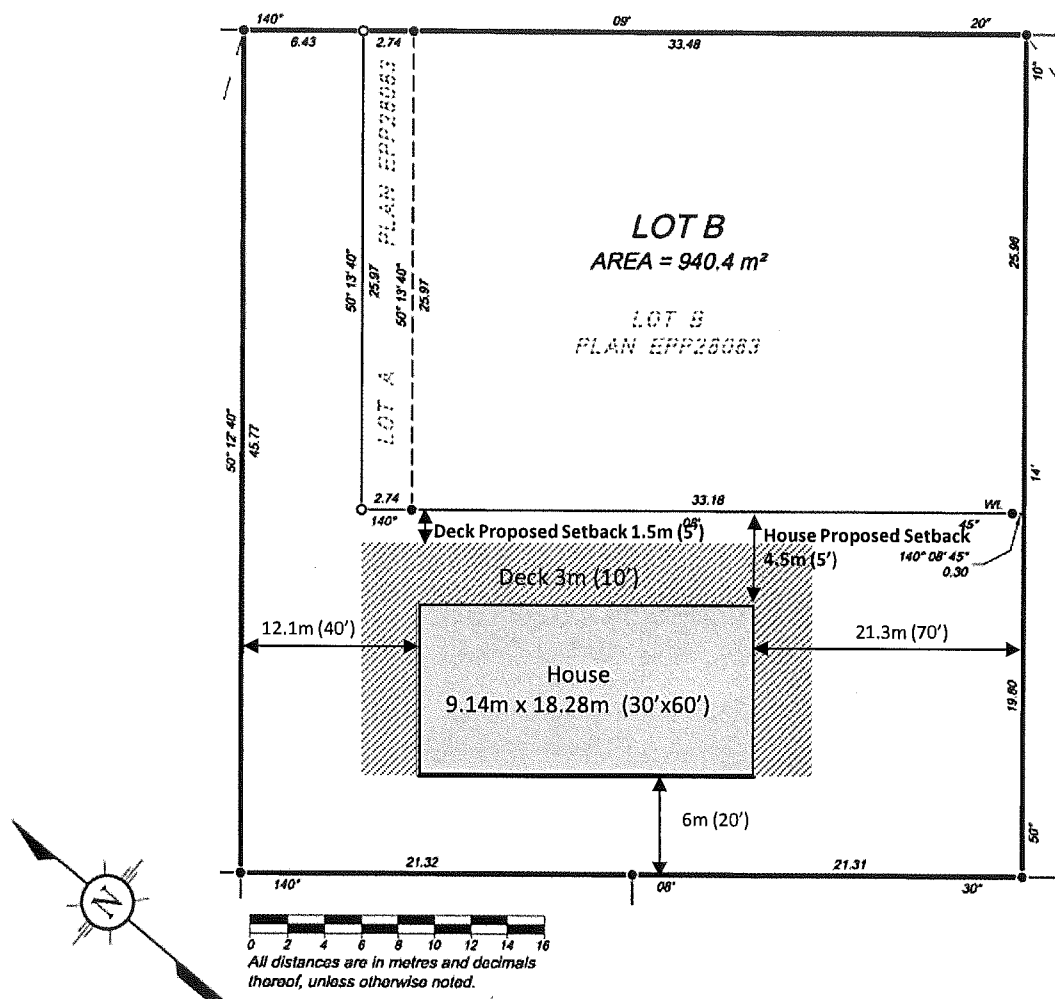
**ATTACHMENTS:**

Site Plan - 428 Davis Road (Millen)  
Ronald Millen letter (May 14, 2016)



Schedule A: Site Plan - 428 Davis Road (Millen)  
 Development Variance Permit Application 3090-16-03

DAVIS ROAD



NTS

10.2(5)(e) Principal Building	Required	Proposed	Proposed Variance
House - Front Parcel Line Setback	6.0 metres	4.5 metres	1.5 metres
Deck - Front Parcel Line Setback	6.0 metres	1.5 metres	4.5 metres

SUBDIVISION PLAN OF LOTS A AND B, DISTRICT  
 LOT 52, OYSTER DISTRICT, PLAN EPP28083.  
 BCGS MAP SHEET 92B.091

RECEIVED  
10/14/16

RE: REVISION TO VARIANCE APPLICATION FOR  
PANHANDLE LOT AT 428 DAVIS ROAD.  
RON MILLEN - APPLICANT 250-246-0027

THE PANHANDLE LOT IS A GOOD SIZED LOT THAT IS  
140 FT. WIDE BUT ONLY 65 FT. DEEP. THERE IS A  
NICE OCEAN FROM THE BACK OF THE LOT, BEING  
THE HIGHEST ELEVATION OF THE LOT.

FROM THE FRONT OF THE LOT TO THE BACK THERE  
IS A DIFFERENCE IN ELEVATION OF  $\pm 9$  FT. IT  
IS STEEPEST NEAR THE BACK WHICH REQUIRES  
PARKING AT THE REAR OF THE HOUSE. THIS  
ALSO PROVIDES A LEVEL ENTRY FOR SENIORS  
AND THOSE WITH DISABILITIES.

THE PROPOSED HOUSE FOOTPRINT IS 60 FT. X 30 FT.

THE ESTIMATED HEIGHT WOULD BE  $\pm 25$  FT.

AS THE LOT SLOPES DOWN TO THE FRONT, THERE  
WOULD BE LESS INFRINGEMENT ON THE OCEAN  
AND MOUNTAIN VIEW OF THE NEIGHBOURS BEHIND  
IF THE FRONT SETBACK IS REDUCED.

THE OWNERS OF THE HOUSE DIRECTLY IN FRONT  
(430 DAVIS ROAD) ARE IN FULL SUPPORT OF  
THIS APPLICATION.

WE WOULD THEREFORE REQUEST THAT THE  
FRONT SETBACK BE REDUCED TO  $1\frac{1}{2}$  METERS.

RON MILLEN  
RM.



Town of Ladysmith

**COMMITTEE REPORT**

To: Mayor and Council  
From: Councillor Steve Arnett  
Chair, Municipal Services Committee  
Date: May 23, 2016  
File No:

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Re: **MUNICIPAL SERVICES COMMITTEE RECOMMENDATIONS**

At its May 16, 2016 meeting, the Municipal Services Committee recommended that Council:

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





## Town of Ladysmith

### **STAFF REPORT**

To: Ruth Malli, City Manager  
From: Erin Anderson, Director of Financial Services  
Date: May 19, 2016  
File No: 7400-01

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Re: **RCMP 2017-2018 Municipal Contract Policing**

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

It is recommended that Council:

- a) Direct staff to prepare the Approval in Principle Letter for 2017/2018 confirming an RCMP member strength of 7.
- b) Direct staff to include the calculations of the 2017/18 costs for the RCMP in the 2017-2021 Financial Plan for budget planning purposes.

#### **PURPOSE:**

The purpose of this report is to review the number of members required at the Ladysmith Detachment of the RCMP.

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

Each year, the Town receives from the RCMP E-Division a request to confirm the number of RCMP members required to be funded by the Town. Currently, the Town funds 7 of the 13 members in the detachment; the remaining members are funded by the Province.

The letter received recently proposes a member strength of 8. The Town is required to confirm with the RCMP how many members it will fund. Staff discussed the needs of the detachment with the Ladysmith Detachment Commander Staff Sergeant Brissard. It was confirmed that the number of members from the municipality should remain at 7 for 2017 with the possibility of increasing to 8 members in 4-5 years. An additional Provincially funded member would be required at this time as well.

Policing, including the cost of the detachment, is the largest single area in the Town's budget. Like many municipalities, the Town contracts with the RCMP to provide policing services. Municipalities with a population under 5,000 do not pay for policing. Communities, like the Town of Ladysmith with a population between 5,000 and 15,000, pay 70% of the RCMP member costs and communities over 15,000 pay 90% of the RCMP policing cost.

There is a separate rental agreement for the RCMP to use the building on Sixth Avenue as their detachment. These costs, together with the RCMP member costs and staffing costs, make up the Police Tax.

Council may recall that an additional police service support staff position was funded starting July of 2016. This position will assume most of the RCMP members' administrative duties.

**SCOPE OF WORK:**

With direction, Finance will include the costs in the 2017-2021 Financial Plan for budget planning purposes.

**ALTERNATIVES:**

There are very few alternatives to the RCMP. The Town could create its own Police Force though there is a substantial cost to this and it would result in a loss of revenue from the use of the detachment.

**FINANCIAL IMPLICATIONS:**

Included in the first year of the 2016-2020 Financial Plan is the RCMP cost of \$168,620 per member plus overtime. The Town of Ladysmith is responsible for funding 70% of this cost.

In today's dollars, the cost to increase the RCMP member strength from 7 members to 8 members for the Town of Ladysmith portion is \$130k with overtime.

<b>2017/18 rate per member</b>	<b>7 members</b>	<b>8 members</b>	<b>Difference (not including overtime)</b>
Contract Cost (100%)	1,222,060	1,396,640	174,580
TOL portion (70%)	855,442	977,648	122,206

**LEGAL IMPLICATIONS:**

There are no legal implications.

**CITIZEN/PUBLIC RELATIONS IMPLICATIONS:**

None.

**INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS:**

None.

**RESOURCE IMPLICATIONS:**

None.

**ALIGNMENT WITH SUSTAINABILITY VISIONING REPORT:**

None.

**ALIGNMENT WITH STRATEGIC PRIORITIES:**

Providing RCMP service aligns with the Strategy F - Safe & Healthy Community.

**SUMMARY:**

The RCMP requires the Town to approve in principle the number of RCMP members required in the Federal fiscal year of 2017/18. Both Town staff and the detachment recommend remaining at 7 municipally funded members. The 2017/18 RCMP rate is \$174,580 plus overtime per member, with the Town responsible to fund 70% of this cost.

I concur with the recommendation.

  
\_\_\_\_\_  
Ruth Mall, City Manager

ATTACHMENTS:

Letter from RCMP: Municipal Contract Multi-year Plan 2017/18.



Royal  
Canadian  
Mounted  
Police

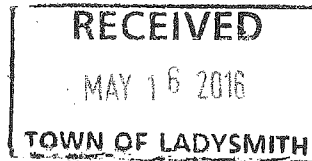
Gendarmerie  
royale  
du  
Canada

Security Classification/Designation  
Classification/désignation sécuritaire

Unclassified

May 11, 2016

Ruth Malli  
City Manager  
Town of Ladysmith  
410 Esplanade, P.O. Box 220  
Ladysmith, BC V9G 1A2



Your File    Votre

Our File    Notre  
E753-40

Dear Ms. Malli:

**Re: Municipal Contract Policing Multi-Year Plan – (2017/18)**

In keeping with the *Municipal Police Service Agreement* of 2012, we are communicating with our Municipal Partners to establish projections of our human and financial resource needs in **2017/18**.

We are asking that you meet with your Detachment Commander to discuss the police service needs of the community and the related human and financial resource requirements.

For this 5-year plan cycle, we have included the items listed in the attached schedule prepared by the Local Government Contract Management Committee (see Appendix A). It should be noted that this document will be updated as changes become known and is current as of May 9, 2016.

Many of these initiatives have been discussed at different meetings/forums such as the Government Finance Officers Association of BC's (GFOABC) annual budget meetings, Lower Mainland CAO/PPC meetings, and local presentations before Mayor and Council. The next GFOABC meeting is on June 2, 2016 in Whistler, BC. We hope to see you or your representative there. If you have questions, or would like a custom presentation on your 5-year municipal plan, please contact Autumn Longley, Financial Manager Municipal Contracts at 778-290-4804.

Attached for your information are:

- a. Our five year budget for your RCMP Municipal Policing costs. This is a detailed listing of actual costs for fiscal year 2014/15, pre-final costs for 2015/16, a revised estimate for the current year (2016/17) and budget estimates for 2017 – 2022 inclusive (see Schedules 1, 2 and 3 for 2017/18).
- b. Five year budget for Division Administration Costs (Schedule 4);

- c. 2015/16 Per Capita Analysis (Schedule 5) and
- d. Sample Response Letter (Schedule 6)
- e. Sample Request Letter to Decrease/Increase Authorized Strength (Schedule 7)

A number of items remain under discussion between the Provincial and Federal Governments, including:

Division Administration costs associated to Green Timbers: While this item is currently still under discussion, the provisional amount of \$900 per member has been included in the Division Administration estimate.

Severance Liquidation: As of April 1, 2012, severance no longer accumulates for members who resign or retire, but will continue to accrue for lay-off, death, and disability. For budgeting purposes, an estimated amount of \$1,023 per full time equivalent (FTE) has been included. The payment amount and schedule for severance liquidation is currently being discussed between the Provincial and Federal Governments.

In addition, the RCMP's most recent salary agreement expired on December 31, 2014. An estimated pay increase of 2.5% per year has been included in the five year budget for RCMP members. An estimated pay increase of 0.5% per year has been included for federal public servants. These increases are reflected from 2016/17 onwards. The included pay raise amounts are not based on final negotiations and do not necessarily represent amounts requested or proposed. Once new agreements are reached, retroactive payments may be made in the 2016/17 fiscal year. A provision for retroactive pay has not been included, but this does not preclude a municipality from setting aside contingencies for this possibility. (Sample per-member impact scenarios are provided in Appendix B.)

We would also like to inform you that, going forward, installation and equipment costs for Closed Circuit Video Equipment (CCVE) will be eligible for cost-sharing through the municipal police services agreement, as per the most recent Cost Allocation Matrix discussed by the Contract Management Committee.

We recognize that your calendar year Budget Cycles are not synchronized with the Government of Canada's fiscal year, however, we are requesting that you provide information earlier than the Municipal Budget Cycle normally requires. This is to ensure that the Federal Treasury Board can secure their share of the Municipal Contract costs within the federal budget cycle time lines.

Please submit a "Letter of Approval in Principle" by **June 10, 2016**. The letter should address all increases for fiscal year 2017/18, including:

- Proposed establishment increase in regular and/or civilian members;
- Estimated Municipal Policing Budget at 100% costs;
- If applicable, estimates for Integrated Units, RTIC and Accommodation at 100% costs; and



- If applicable, approval in principle and basis of payments for any equipment costing \$150,000 or more per item.

We would like to emphasize that this "Letter of Approval in Principle" ("AIP") is for **planning purposes only** to address the Federal Government's Annual Reference Level Update (ARLU) process. It is important to include any anticipated increases in establishment at the AIP stage, as this impacts both recruitment and financial planning at the federal government level. However, the AIP is not a final commitment on your part for the additional personnel or for the increased financial budget indicated. A copy of a sample response is provided for your reference (Schedule 6).

To affect an actual change in authorized strength, a letter to the provincial minister requesting an amendment to Annex A of the Agreement(s) to increase/decrease strength is required (Sample provided as Schedule 7).

**First Reply Letter:**

**Approval in Principle Letter for 2017/18**

**Due: June 10, 2016**

A) Please address the letter to:

Mr. Clayton Pecknold  
**Assistant Deputy Minister and Director of Police Services**  
Ministry of Justice  
P.O. Box 9285 Stn Prov Govt.  
Victoria, BC V8W 9J7

B) Please forward a copy to the RCMP addressed to:

Mr. Max Xiao  
**Regional Director of Finance, RCMP "E" Division**  
Mailstop #908, 14200 Green Timbers Way  
Surrey, BC Canada V3T 6P3

**Second Reply Letter:**

**Final Confirmation Letter for 2017/18**

**Due: May 1, 2017**

By **May 1, 2017**, please forward a second letter to confirm the 2017/18 budget to:

A) **Assistant Deputy Minister and Director of Police Services**

B) **Regional Director of Finance, RCMP "E" Division**

**Third Reply Letter: Annex A Letter**

**Due on: Authorized Strength Change**

When you decide to change human resources (authorized strength changes) to your detachment strength, please be advised that a third letter is required that outlines your request. (Sample provided as Schedule 7).

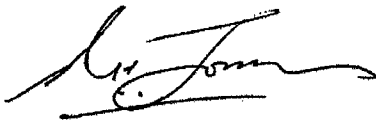
A) Please address the letter to:  
The Honourable Mike Morris  
**Solicitor General & Minister of Public Safety**  
P.O. Box 9010 Stn Prov Gov't.  
Victoria, BC V8W 9L5

B) Please forward a copy of the letter to:

- a) **Regional Director of Finance, RCMP "E" Division**
- b) **C/Supt. Ray Bernoties, District Commander, Island District**

If you have any questions regarding your municipal budget or your contractual obligations, please contact Autumn Longley, Financial Manager Municipal Contracts at 778-290-4804.

Yours truly,



Robert H. Jorssen  
Executive Director,  
Corporate Management & Comptrollership Branch  
Royal Canadian Mounted Police, Pacific Region  
Mailstop # 906, 14200 Green Timbers Way  
Surrey, BC Canada V3T 6P3

Cc: Mayor Aaron Stone, Town of Ladysmith  
C/Supt. Ray Bernoties, District Commander, Island District  
NCO i/c Ladysmith Detachment  
Max Xiao, Regional Director of Finance, RCMP "E" Division

**Canada**

RCMP E Division  
Finance Section, Mailstop #908  
14200 Green Timbers Way  
Surrey, BC Canada V3T 6P3

List of Potential RCMP Policing Costs/Savings to RCMP "E" Division Municipalities  
As at May 9, 2016

Appendix A

Item	Estimated Incremental Cost/Savings per FTE OR per Item @100%	Notes/Status	Included in 5-year Plan?
Severance Liquidation	\$0	Status: Ongoing negotiations between Province and Canada. Federal initiative - eff. March 31, 2012, termination of RCMP Members' entitlement to accumulate Severance Pay for voluntary resignations and retirements; Members were offered payout options for accumulated entitlement up to March 30, 2012. The latest figure in MYP and for billing is \$1,023/FTE (slightly less than historical per year cost), under the assumption that total cost can be amortized over 20 years. In other words, Severance savings are not significant in the 1st 20 yrs but will yield approx. \$1K savings per Member after Severance payout is concluded from Year 21 onward.	Yes.
Green Timbers - Div. Admin.	\$600/FTE	Status: Ongoing negotiations between Province and Canada - Div. Admin. impact to all RCMP municipalities. Based on the latest RCMP estimate, incremental cost is \$900/FTE less \$300/FTE prior to move = \$600/FTE.	Yes.
Green Timbers - LMD Integrated Teams' Occupancy (only applicable to LMD Integrated Teams' participating agencies)	\$9,400/FTE	Status: Ongoing negotiation between Province and Canada - impact on LMD Integrated Teams for occupying space in Green Timbers. Based on the latest RCMP estimate, incremental cost = \$15,000/FTE less \$5,600/FTE prior to move = \$9,400/FTE.	Yes.
*Cadet Training/Recruiting	\$1,418/FTE	Status: Under Directed Review by external consultant. Cost was \$3,500/FTE for 3 years from 2012/13 to 2014/15. 2017/18 projected rates of \$3,560/FTE for Cadet Training and \$1,358/FTE for recruiting were included in the Municipal 5-Year Plan. Estimated incremental cost = \$4,918/FTE (\$3,560 + \$1,358) less \$3,500/FTE = \$1,418/FTE.	Yes. Next 5-year plan will have updated rates.
Police Dogs Service Training (only applicable to Municipalities with police dogs)	\$25,233/team	Status: Under review by CMC's National Programs Standing Committee. Projected rate of \$27,788 per team for 2016/17 and \$25,233 for 2017/18 were included in the Municipal 5-Year Plan.	Yes. Next 5-year plan will have updated rates.
RCMP Members' Pay Increase		Status: Pending Fed. TB decision. Compensation package expired Dec. 31, 2014; MYP placeholder of 2.5% per year pay raise. RCMP "E" Division will provide cost impact estimate when the new rates are settled.	Yes. Estimate of 2.5% per year included.
RCMP PSEs' Pay Increase (impact mainly through Div. Admin.)		Status: Pending settlement of new collective agreements. Majority of PSEs are PSAC (Public Service Alliance of Canada) union members; collective agreement expired June 20, 2014. Impact to majority of RCMP municipalities on Div. Admin. Additional impact to municipalities that have PSEs. RCMP "E" Division will provide cost impact estimate when the new contract is settled.	Yes. Estimate of 0.5% per year included.
*Shared Services Canada (considered a local issue and "Concluded" item in CMC Matrix by PSC/RCMP; P/Ts are of different view)		Status: Ongoing. Includes telephones, pagers, computer comm., comm. equip. rentals - should equal what municipalities have been paying all along. Some costs are shifted from Div. Admin. to SSC ("E" Div. staff transferred to SSC). In the long run, it should generate savings through efficiencies, but effect is unknown at this time. PTs disagreed that SSC costs and service delivery are local issues and, continue to pursue transparency of cost details such as basket of goods and cost allocation methodology as well as resolutions for general service delivery concerns.	Yes. \$721 per FTE. Next 5-year plan will have updated rates.
*Other Consolidated Services - internal within RCMP (already in place)		Status: Ongoing monitoring by CMC's FCC (Finance & Cost Containment) Standing Committee. Accounting Ops and Members' Compensation Service centralized in 2012/13 in RCMP NHQ (Ottawa); contract partners have been charged within Div. Admin. based on 2011/12 Actuals for 2012/13 and 2013/14. Eff. 2014/15 actual costs were being charged (\$332.71/FTE for Acct'g Ops and, \$392.60/FTE for Members' Compensation Service). In addition, NCO Promotions was centralized in Surrey in 2012/13. Impact of all 3 programs should be zero or very minimal as contract partners have been paying for these services through Div. Admin. and, in the long run, should generate savings due to efficiencies.	Yes. Next 5-year plan will have updated rates.

Item	Estimated Incremental Cost/Savings per FTE OR per Item @ 100%	Notes/Status	No.
*Other Consolidated Services - internal within RCMP (planned implementation 2016/17)		Status: Ongoing monitoring of costs/benefits. While they agreed that the Disability Mgmt Program (DMP) is a good modernized approach that will build on best practices including early intervention, case management and return-to-work planning, PTs believe that the existing Return to Work Coordinators (RTWC) program and its resources can be rolled over to support the new program. As well, the efficiencies realized should offset any incremental costs within the current Div. Admin. rate. Should DMP be successful as planned, additional savings on OT will likely be achieved, as Members are expected to return to work sooner.	No.
*Other Consolidated Services - external (already in place)		Status: Ongoing. <b>1) PSEs' Compensation Service</b> centralized in Miramichi, NB in Sept. 2013; have been charged within Div. Admin. based on 2011/12 Actuals. New rate of \$610.48/FTE for 2014/15. Projected rates of \$568.29 and \$492.70 respectively for the following 2 years show potential savings due to efficiencies. <b>2) Eff.</b> April 1, 2013 RCMP's in-house program, <b>Employee Assistance Services</b> , was discontinued; all RCMP Members & PSEs are now supported by Health Canada. Contract partners were charged \$42.99/FTE for 2014/15 and projected rates for the following 2 years are: \$42.80 and \$42.38 respectively, which also show a downward trend in cost. <b>3) Eff.</b> Nov. 2014, <b>consolidation of federal employees' learning services</b> through Canada School of Public Service, based on common curriculum that's grouped into Foundational, Specialized, Management and Executive Development. Implementation will occur in 3 phases over 3 years. Financial impact is being reviewed but should be minimal. Same as other Consolidated Services, CMC's FCC Standing Committee will be monitoring these costs vs the Div. Admin. offsets.	Yes. Next 5-year plan will have updated rates.
*Admin. Support Position Review (ASPR) - Phase II of Detachment Clerk position review	\$4,700/affected PSE position	Status: Pending finalization of review. About 800 RCMP admin. support positions are being reviewed across Canada (mostly federal, ~253 positions related to contract policing). It's expected that most positions will be upgraded by 1 level with retro payment based on the eff. dates of the upgrades. Possibility of a few downgrades. Impact to municipalities will be minimal and, it will only affect those municipalities with PSEs.	No.
*MacNeil Report (Moncton)		Status: Ongoing implementation. Comprehensive and critical assessment of the tragic events in Moncton NB (June 4, 2014) was released in January 2015. The report has 64 recommendations broken down into 5 key areas (Supervision, Training, Technology/Equipment, Communications and Aftercare); 42 already been implemented, e.g. expedite rollout of carbines, while 10 will be implemented by Apr. 2016. Many of the 12 remaining recommendations which require more complex assessment/consultation to be implemented by the end of Mar. 2017.	No.
Bluetooth in Police Cars	\$430/unit	Status: Installation of Bluetooth (hands free) devices to comply with applicable provincial legislation. Already included in some models of police vehicles; for those that don't have it, it's an "Option Orderable" item.	No.
*Emergency Response Team (ERT) outside of LMD and New ERT Carbines	\$1,500/new ERT carbine	Status: Consultation stage - National ERT Review; implementation stage - new ERT carbines. Currently full time teams are already in existence in LMD. Firearms Modernization - converting existing ERT carbines to .300 Blackout which will result in efficiencies in operations, training and in the long run, will reduce costs for weapons and ammunition. Expected completion of rollout of new weapons by end of 2016/17.	No.
*Holster Replacement	\$106/unit	Status: Planned implementation eff. Apr. 1, 2016. As a result of numerous occupational health & safety complaints about the difficulty in removing the 9mm sidearm pistol from the current holster when the holster was very wet, a new holster was piloted with 121 Members in "E" and "H" Divisions. It's decided that the new holster will replace the old ones and Members will receive training in its use during their annual firearms qualifications in 2016/17. Cost of a new holster is \$105.99 (slightly less expensive than the current holster: \$108.97), with a significantly longer life expectancy. There will be a one-time replacement cost in 2016/17.	No, not in 16/17 5-year plan but would be updated in the forecast

Item	Estimated Incremental Cost/Savings per FTE OR per item @100%	Notes/Status	Included in 5-Year Plan?
*Patrol Carbines & Training	\$4,608	Status: Expedite rollout as a result of MacNeil recommendations. PTs requested this item to be brought back into the CMC Matrix for monitoring. All Divisions to train 25% front line members by March 31, 2016 (30% achieved). Carbine cost incl. carrying case, lock and vehicle rack, excl. training. Commencing with the July 6, 2015 graduated troop, all cadets will receive carbine training at Depot after graduation; ongoing discussions to incl. this training as part of the Cadet Training Program.	Yes.
<b>Potential Costs/Savings in the more distant future (most cost impacts are unknown at this time):</b>			
*Auxiliary Cst. Program		Status: Consultation stage. The shooting of an unarmed, uniformed Canadian Forces member in Ottawa in Oct., 2014 led to proposed policy changes in: supervision of uniformed Auxiliary Cst.; uniform options for non-supervised crime prevention activities; firearms familiarization training. Working group was established with 1st meeting on Nov. 17, 2015. On Jan. 11, 2016 recommendations were presented to and approved by SEC: ride-alongs and firearms familiarization training will be discontinued eff. Jan. 25/16; National Activity Matrix describing the role of Auxiliary Cst. and National Training Standard will be developed; National Policy will be updated and, Uniform options will be reviewed. RCMP auxiliary coordinators met in Feb., 2016 to develop proposed changes which have been included in the consultation package to Divisions on Mar. 9/16. RCMP consultation with contract partners and auxiliaries at the divisional level underway.	No.
*RCMP Labour Relations		Status: Exploratory stage. MPAO (Mounted Police Association of Ontario) v. Attorney General of Canada - Supreme Court ruled on Jan. 16, 2015 the exclusion of RCMP Members from PSLRA (Public Service Labour Relations Act) deemed unconstitutional. Fed. Gov't was given one year (Public Safety Canada/RCMP was granted an extension to May 2016) to implement changes to allow Members the right to collective bargaining. Cost impact, if any, is unknown at this time.	No.
Relocation Transformation		Status: Phase-in approach to replace 3rd party service provider; Exploratory stage on relocation benefits. RCMP administers the program in-house eff. Dec. 1, 2015 for 1 year. Governance Committee is established to oversee progress. Cost neutral at this point, but in the long run should generate savings through Div. Admin., due to efficiencies (single point of contact, ability to take corrective actions when errors are noted, etc.). Relocation benefits will also be revisited.	No.
In car Video System (ICVS)	\$4,300*/unit	Status: Continued research, and pending Privacy Impact Assessment. Possible added costs associated with mgmt. and retention of info.; \$4,300 is estimated cost of ICVS per police vehicle, exclusive of "back office solution" cost for data storage. Exploring possibly using the Cloud for storage.	No.
Body Worn Video (BWV)		Status: Final exploratory stage. The latest CMC Tracking Matrix indicates final report has been published by Defence Research and Development Canada (DRDC) in Oct. 2015, and, Office of the Privacy Commissioner (OPC) provided recommendations. Final report on feasibility study was completed in Dec. 2015, while RCMP Chief Info. Officer continues to research on Cloud storage option - recommendations to senior Mgmt. expected by end of Mar. 2016. Cost projections not yet available.	No.
*Extended Range Impact Weapon (ERIW) (40mm; less lethal)	approx. \$3,000/weapon + optic \$500 to \$750	Status: Exploratory stage. In 2014 "E" Div. commenced a pilot project to issue ERIW to supervisors at one detachment, in response to reviews/inquiries (e.g. Iacobucci Inquiry in Toronto) recommending the use of less-lethal weapons by front line police officers. ERT and Public Order are moving to a 40mm ERIW as it allows for short range and long range less-lethal ammunition. Having ERT, Public Order and General Duty Members using the same ERIW will streamline training requirements. A pilot project will commence in the fall of 2016 for General Duty Members. Other benefits include elimination of possibilities of a lethal round being accidentally fired, will be more effective and will increase officer and public safety due to the increased effective distance of this ERIW.	No

Item	Estimated Incremental Cost/Savings per FTE OR per Item @100%	Notes/Status
*eMCM Renewal - Major Case Mgmt. Software Update		Status: Ongoing. In March 2015 eMCM project team completed an analysis of "needs" and "gaps", solution requirement report, in-depth options analysis which identifies and validates possible solutions (Phase I). This system replaces the current E&R (Evidence and Reporting) System and interfaces with other RCMP Records Mgmt. Systems; standardizes operations by implementing a centralized solution to better support police operations in managing major cases; facilitates responding to escalating demands for info. sharing with policing and law enforcement partners. This new system may require additional staff for data input. Phase II is underway which involves development of project plan, RFP, TB submission and selection of eMCM solution.
*Employer's Contribution to Members' Superannuation		Status: Ongoing. Currently set at the rate of 22.7% of pensionable earnings for 3 FYs 2015/16 to 2017/18 and, included in each Municipality's 5-year Plan. It's expected that the Pension Panel will reconvene and, based on actuarial valuation, recommend a new rate eff. April 1, 2018 to CMC.
<b>Savings:</b> General Savings from Deficit Reduction Action Plan (DRAP) and Efficiency Reviews with *Update on OCA (Operational Clothing Allowance - replaced Plain Clothes/Kit Upkeep Allowances eff. Apr. 1, 2013)	Total OCA Savings: (\$1.06M) per year	Status: Ongoing monitoring by various CMC Standing Committees. Other savings shown in RCMP's presentation decks that are not already included in this Matrix are: OCA; IM/IT Mgmt.; AFD Streamlining; Fleet Mgmt.; Re-engineering of Procurement; Travel; OT; maternal/parental leave backlog. *Update on OCA - a review of OCA entitlements caused the payout of 3 years' retro payments in 2015/16. However, OCA will continue to generate savings; even though the savings is slightly lower than the original savings of \$1.18M, "E" Div. Municipalities continue to save approx. \$1.06M per year on clothing allowance.

**Other Potential Costs/Savings:**

**Conversion of Civilian Members: Bill C-42** is set to move RCMP Civilian Members (CMs) to Public Service Employees (PSEs). Some indirect costs such as Div. Admin. are currently allocated on a formula basis including Regular and Civilian Members (RM+CM) in the calculation. In addition, municipalities that have CMs will be paying for the converted CMs (deemed PSEs) @100%. P/T/Ms (Provinces/Territories/Municipalities) reps have worked successfully with Public Safety Canada/RCMP and found an acceptable (cost neutral) way of allocating these costs.

In addition, the **Economic Action Plan 2014 Act, No. 2** received Royal Assent in Dec. 2014. This included proposed changes to the public service pension plan in order to accommodate CMs who will be deemed as PSEs. Division 31 of this Act allows the transfers of pensionable service from the **RCMP Superannuation Act** to the **Public Service Superannuation Act** - deemed date has yet to be determined. Currently RCMP is showing a small potential savings of \$325K (@100%) in total for "E" Div. municipalities due to the lower employer's pension contribution rate for PSEs. However, net savings cannot be ascertained until the Pension Panel examines the impact of the pension transfer and re-assesses the employer's pension contribution rate for RMs, when the deemed date (**tentatively set -mid 2017/18**) is determined by Fed. TB.

**Note:** \* = new items or updates added to the previous Matrix

No. Treatment not yet finalized.

No. Not yet determined.

**Pay Raise Impact Scenarios Table**

Examples are estimates based on the top rate of pay for a Constable (\$84,000)

Estimated pay raise	One time Retro 16/17	One time Increment 16/17	Annual Increment 17/18 & ongoing
2.5%	\$3,881	n/a	n/a
3.0%	\$4,661	\$1,202	\$1,783
3.5%	\$5,443	\$2,412	\$3,587

As shown in the above table, annual increments for a 2.5% pay increase are included in the forecasts, while the one-time retro payment is not.

**Please Note:** There would also be retro pay related to overtime, which is not included in the table. Some allowances (e.g., Service Pay, Senior Constable Allowance) may change in the new pay package and there could be related retro payments, which are not included in the table.

**Illustration:**

A pay raise of 3.0% (vs 2.5% budget) would increase budget needs by approximately \$1,200 per member in 2016/17 in addition to a retro component of \$4,660 per member, which would not be in the 16/17 budget. There would also be an additional \$1,800 per member in future years. Furthermore, overtime and allowances could add another 15% to the above estimates. **For a city with 100 RMs, the impact of a 3% pay raise in 16/17 may require a contingency of \$6,739 per RM or \$673,900.**

**Calculations Details**

The following estimates are based on the assumption of a 2.5% pay raise per year and are provided for planning purposes.

**Retro pay from January 1, 2015 to December 31, 2015:**

$$2.5\% * 84,000 = \$2,100 \text{ per member}$$

$$\text{Pension impact} = \$2,100 * 22.70\% = \$477$$

$$\text{Total} = \$2,100 + \$477 = \$2,577 \text{ per member}$$

**Retro pay from January 1, 2016 to March 31, 2016**

$$\$86,100 * 2.5\% * .25 = \$538 \text{ for January 2016 raise}$$

$$\$525 \text{ per member for January 2015 raise}$$

$$\text{Pension impact} = (\$538 + \$525) * 22.70\% = \$241$$

$$\text{Total} = \$525 + \$538 + \$241 = \$1,304$$

**Total Retro Pay Estimate**

$$\text{Total} = \$2,577 + \$1,304 = \$3,881 \text{ per member estimated retro in 2016/17}$$

<b>Ladysmith</b>
<b>FISCAL YEAR 2017 - 2018</b>

	<u>Municipal</u> <u>Cost</u>
Contract Strength - FTE	8.00
Per Capita 100%	\$ 174,580
Contract Cost ( Excludes OT)	\$ 1,396,640
Overtime (includes Reservists)	\$ 89,020
<b>Total Policing Cost 100% Per Capita &amp; Overtime</b>	<b>\$ 1,485,660</b>
<b>Total Policing Cost 70% Per Capita &amp; Overtime</b>	<b>\$ 1,039,962</b>
Accommodation Estimate @ 100%	\$ -
Public Service Support Staff Estimate @ 100%	\$ 200,553
<b>Total Municipal Cost for 2017/18</b>	<b>\$ 1,240,515</b>

Please Note: 2016/17 budgets do not include an amount for Retroactive Pay. Please refer to Appendix B for information to assist in estimating your Retroactive Pay liability.



Total of All Detachments 2015-16 to 2019-20 Fiscal Estimates	MuniUnder 14/15 Final	MuniUnder 15/16 Pre Final	MuniUnder 16/17 Budget	MuniUnder 17/18 Estimate	MuniUnder 18/19 Estimate	MuniUnder 19/20 Estimate	MuniUnder 20/21 Estimate	MuniUnder 21/22 Estimate
<b>CONTRACT STRENGTH UTILIZATION</b>	436.95	440.95	443.95	439.95	443.95	445.95	445.95	445.95
<b>COST ELEMENT GROUP (CEG)</b>	388.29	386.58	443.95	439.95	443.95	445.95	445.95	445.95
<b>STANDARD OBJ. 01 - PERSONNEL</b>								
CEG 10 - REGULAR PAY P/R	236,303	236,951	300,000	300,000	306,000	312,120	318,362	324,730
CEG 11 - OVERTIME P/R	-	-	-	-	-	-	-	-
CEG 12 - BUMP PAY CEG 10	-	-	-	-	-	-	-	-
CE 20011 - REGULAR PAY	21,792,034	21,750,588	28,200,000	28,117,853	28,282,844	28,458,104	28,633,364	28,808,624
CE 20012 - ACTING PAY	72,870	72,870	71,700	72,530	73,370	74,210	75,050	75,890
CE 20013 - SERVICE PAY	780,872	780,899	780,000	780,000	780,000	780,000	780,000	780,000
CE 20014 - STEP DIFFERENTIAL	220,820	220,820	220,000	220,000	220,000	220,000	220,000	220,000
CE 20015 - SENIOR C/I ALLOWANCE	251,078	251,078	250,000	250,000	250,000	250,000	250,000	250,000
CE 20016 - SENIOR C/I ALLOWANCE	17,000	17,000	17,000	17,000	17,000	17,000	17,000	17,000
CE 20017 - SENIOR C/I ALLOWANCE	17,000	17,000	17,000	17,000	17,000	17,000	17,000	17,000
CE 20018 - OPERATIONAL CONTINGENCY ALLOWANCE	116,100	116,100	116,100	116,100	116,100	116,100	116,100	116,100
CE 20019 - OPERATIONAL CONTINGENCY ALLOWANCE	116,100	116,100	116,100	116,100	116,100	116,100	116,100	116,100
ALL OTHER CEG'S CEG 20	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000
CEG 20 - TOTAL BUMP PAY	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000
CEG 21 - FREIGHT - MEMBERS	-	-	-	-	-	-	-	-
CEG 22 - FREIGHT - VENDOR(S)	-	-	-	-	-	-	-	-
CEG 23 - FREIGHT - OTHER	-	-	-	-	-	-	-	-
CEG 24 - FREIGHT - TOTAL	-	-	-	-	-	-	-	-
CEG 25 - PERSONNEL - OPERATIONAL CONTINGENCY	-	-	-	-	-	-	-	-
<b>TOTAL STANDARD OBJ. 01 - PERSONNEL</b>	<b>236,303</b>	<b>236,951</b>	<b>300,000</b>	<b>300,000</b>	<b>306,000</b>	<b>312,120</b>	<b>318,362</b>	<b>324,730</b>
<b>STANDARD OBJ. 02 - TRANSPORT &amp; TELECOM</b>								
CEG 50 - TRAVEL	236,603	263,951	300,000	300,000	306,000	312,120	318,362	324,730
CEG 51 - TRAVEL ADVANCES	-	-	-	-	-	-	-	-
CEG 52 - TRAINING TRAVEL (DCCEG)	360,524	461,165	409,122	480,000	489,600	499,392	509,280	519,567
CEG 53 - TRAINING TRAVEL (POST)	65,656	66,128	66,425	68,000	69,960	71,959	73,998	76,078
CEG 54 - IPA & FSD TRAVEL	-	1,833	-	-	-	-	-	-
CEG 55 - CENTRALIZED TRAINING TRAVEL	-	-	-	-	-	-	-	-
CEG 60 - TRAVEL COSTS	1,917,071	1,968,356	-	-	-	-	-	-
CEG 70 - FREIGHT, POSTAGE, ETC.	91,945	103,936	97,871	105,000	107,100	109,242	111,427	113,655
CEG 100 - TELEPHONE SERVICES (DCCEG)	-	-	-	-	-	-	-	-
CEG 101 - TELEPHONE SERVICES (POST)	-	-	-	-	-	-	-	-
CEG 140 - COMPUTER COMM SERVICES	-	-	-	-	-	-	-	-
<b>TOTAL STANDARD OBJ. 02 - TRANSPORT &amp; TELECOM</b>	<b>2,674,099</b>	<b>2,882,369</b>	<b>903,418</b>	<b>983,000</b>	<b>1,002,660</b>	<b>1,022,713</b>	<b>1,043,167</b>	<b>1,064,031</b>
<b>STANDARD OBJ. 03 - INFORMATION</b>								
CEG 120 - ADVERTISING	1,969	1,856	2,284	2,300	2,346	2,393	2,441	2,490
CEG 130 - PUBLICATIONS SERVICES	2,596	4,309	2,791	2,800	2,856	2,913	2,971	3,031
<b>TOTAL STANDARD OBJ. 03 - INFORMATION</b>	<b>4,565</b>	<b>6,165</b>	<b>5,075</b>	<b>5,100</b>	<b>5,202</b>	<b>5,306</b>	<b>5,412</b>	<b>5,520</b>
<b>STANDARD OBJ. 04 - PROF &amp; SPEC SVCS</b>								
CEG 150 - LEGAL SERVICES	161,892	208,214	-	-	-	-	-	-
CEG 170 - CONTRACTED SERVICES	407,206	408,594	-	-	-	-	-	-
CEG 171 - CONTRACTED SERVICES	652	578	-	-	-	-	-	-
CEG 190 - TRAINING & SEMINARS (DCCEG)	503,460	924,551	636,504	950,000	969,000	988,380	1,008,148	1,028,311
CEG 191 - TRAINING & SEMINARS (POST)	12,397	14,937	25,756	26,275	26,801	27,337	27,883	28,441
CEG 192 - ORIGINAL LANGUAGE TRAINING	-	-	-	-	-	-	-	-
CEG 200 - HEALTH SERVICES - MEMBERS	278	-	-	-	-	-	-	-
CEG 201 - HEALTH SERVICES - OTHERS	-	-	-	-	-	-	-	-
CEG 202 - HEALTH SERVICES - PENSIONERS	-	-	-	-	-	-	-	-
CEG 210 - PROTECTION SERVICES	-	-	-	-	-	-	-	-
CEG 213 - CORPS OF COMMISSIONAIRES	-	-	-	-	-	-	-	-
CEG 218 - CONTAMINATED SITES	2,531	-	-	-	-	-	-	-
CEG 219 - PROFESSIONAL SERVICES	309,196	363,366	372,900	380,360	387,967	395,727	403,641	411,714
CEG 220 - OTHER SERVICES	25,133	35,073	36,058	36,200	36,924	37,662	38,416	39,184
CEG 221 - OTHER SERVICES IMIT	116,751	153,302	133,000	156,000	157,449	159,885	162,361	164,836
CEG 223 - RADIO COMMUNICATION SYSTEMS	536,837	618,453	700,176	755,186	775,467	796,324	817,773	839,800
CEG 228 - CADC SPENDING OF PROCEEDS	-	-	-	-	-	-	-	-
CEG 229 - CADC ALLOCATED (CradItem)	34,748	43,676	-	-	-	-	-	-
CEG 230 - DIV FUND TRANSFER	-	-	-	-	-	-	-	-
CEG 231 - DCM FUND TRANSFER	-	-	-	-	-	-	-	-
CEG 232 - O&M OPERATIONAL CONTINGENCY	-	-	-	-	-	-	-	-
CEG 233 - CORPORATE CONTINGENCY	-	-	-	-	-	-	-	-
<b>TOTAL STANDARD OBJ. 04 - PROF &amp; SPEC SVCS</b>	<b>2,031,045</b>	<b>2,975,391</b>	<b>1,804,394</b>	<b>2,304,021</b>	<b>2,363,608</b>	<b>2,405,315</b>	<b>2,458,222</b>	<b>2,512,285</b>
<b>STANDARD OBJ. 05 - RENTALS</b>								
CEG 240 - RENTAL - LAND, BLDG & WORKS (DCCEG)	3,815	3,869	-	-	-	-	-	-
CEG 241 - RENTAL - LAND, BLDG & WORKS (POST)	3,185	11,113	15,225	15,530	15,940	16,157	16,480	16,810
CEG 250 - RENTAL COMNS EQUIP (DCCEG)	-	-	70,019	-	-	-	-	-
CEG 251 - RENTAL COMNS. EQUIP (POST)	-	-	-	-	-	-	-	-
CEG 258 - RENTAL MOTORIZED VEHICLES	3,167	8,818	10,150	10,353	10,560	10,771	10,987	11,206
CEG 260 - RENTAL OF CONVEYANCE	-	-	-	-	-	-	-	-
CEG 261 - LEASING OF AIRCRAFT	-	-	-	-	-	-	-	-
CEG 265 - LEASED VEHICLES	-	-	-	-	-	-	-	-
CEG 280 - RENTAL COMPUTER EQUIP	4,436	8,837	6,544	71,760	73,913	76,130	78,414	80,767
CEG 290 - RENTAL - OTHER	33,555	36,131	42,900	43,000	43,860	44,737	45,632	46,545
<b>TOTAL STANDARD OBJ. 05 - RENTALS</b>	<b>48,157</b>	<b>68,767</b>	<b>144,838</b>	<b>140,643</b>	<b>144,173</b>	<b>147,795</b>	<b>151,513</b>	<b>155,327</b>

Total of All Detachments 2015-16 to 2019-20 Fiscal Estimates	MuniUnder 14/15 Final 436.95	MuniUnder 15/16 Pre Final 440.95	MuniUnder 16/17 Budget 443.95	MuniUnder 17/18 Estimate 439.95	MuniUnder 18/19 Estimate 443.95	MuniUnder 19/20 Estimate 445.95	MuniUnder 20/21 Estimate 445.95	MuniUnder 21/22 Estimate 445.95
<b>CONTRACT STRENGTH UTILIZATION</b>	388.29	386.68	443.95	439.95	443.95	445.95	445.95	445.95
<b>COST ELEMENT GROUP (CEG)</b>								
<b>STANDARD OBJ. 06 - PUR, REPAIR &amp; MAINTENANCE</b>								
CEG 310 - REPAIR OF BUILDINGS & WORKS	180,865	60,937						
CEG 311 - REPAIR OF BUILDINGS & WORKS (POST)	1,856	1,768						
CEG 350 - REPAIR SHIPS & BOATS	-	-	-	-	-	-	-	-
CEG 360 - REPAIR OF AIRCRAFT	-	-	-	-	-	-	-	-
CEG 370 - REPAIR OF VEHICLES	576,351	670,656	609,000	644,160	657,043	670,184	683,588	697,260
CEG 380 - REPAIR OF OFFICE & LAB EQUIP	1,151	2,689	10,150	6,000	6,120	6,242	6,367	6,495
CEG 390 - REPAIR OF MISC. EQUIP.	45,463	24,866	20,300	20,706	21,120	21,543	21,973	22,413
CEG 392 - REPAIR OF AFIS EQUIPMENT	-	-	-	-	-	-	-	-
CEG 393 - REPAIR OF EDP EQUIPMENT	3,280	7,207	-	7,645	7,874	8,111	8,354	8,605
<b>TOTAL STANDARD OBJ. 06 - PUR, REPAIR &amp; MAINTENANCE</b>	<b>808,967</b>	<b>758,123</b>	<b>639,450</b>	<b>678,511</b>	<b>692,158</b>	<b>706,080</b>	<b>720,282</b>	<b>734,771</b>
<b>STANDARD OBJ. 07 - UTILITIES, MATERIAL &amp; SUPPLIES</b>								
CEG 400 - UTILITIES	149,839	139,248						
CEG 430 - FUEL	1,036,424	908,699	1,450,000	1,155,000	1,178,100	1,201,662	1,225,695	1,250,209
CEG 470 - PHOTOGRAPHIC GOODS	6,370	7,112	20,100	20,502	20,912	21,330	21,757	22,192
CEG 500 - STATIONERY	169,961	154,297	211,000	214,060	218,341	222,708	227,162	231,705
CEG 510 - CLOTHING & KIT	183,732	194,507	194,000	197,880	201,838	205,874	209,992	214,192
CEG 530 LAB SUPPLIES	240	3	1,015	1,035	1,056	1,077	1,099	1,121
CEG 540 - POST BUDGET EXPENDITURES	144,181	179,805	258,000	258,000	263,160	268,423	273,792	279,267
CEG 541 - ACQUISITION CREDIT CARDS	-	-	-	-	-	-	-	-
CEG 560 - HOUSE FURNISHINGS	-	-	-	-	-	-	-	-
CEG 630 - MESS PURCHASES	-	-	-	-	-	-	-	-
CEG 640 - MESS CREDITS	-	-	-	-	-	-	-	-
<b>TOTAL STANDARD OBJ. 07 - UTILITIES, MATERIAL &amp; SUPPLIES</b>	<b>1,690,746</b>	<b>1,583,672</b>	<b>2,134,115</b>	<b>1,846,477</b>	<b>1,883,407</b>	<b>1,921,075</b>	<b>1,959,496</b>	<b>1,998,686</b>
<b>STANDARD OBJ. 09 - MACHINERY &amp; EQUIPMENT</b>								
CEG 440 - TRANSPORT SUPPLIES	45,474	44,572	48,000	48,960	49,939	50,938	51,957	52,996
CEG 441 - VEHICLE CHANGEOVERS	274,152	194,414	315,249	294,000	299,880	305,878	311,995	318,235
CEG 450 - COMMS PARTS & CONSUMABLES	34,756	36,780	40,300	40,350	41,157	41,980	42,820	43,676
CEG 460 - FIREARMS & AMMO	134,182	192,876	126,875	200,000	204,000	208,080	212,242	216,486
CEG 770 - COMMS. SYSTEMS (CAPITAL)	209,030	214,892	227,541	236,620	236,848	237,092.00	237,344	242,091
CEG 771 - COMMS. EQUIPMENT	6,403	4,912	7,674	-	-	-	-	-
CEG 810 - LAB EQUIP.	-	-	-	-	-	-	-	-
CEG 811 - SOFTWARE DEVELOPMENT - NON SALARY (CAPITAL)	-	-	-	-	-	-	-	-
CEG 812 - SOFTWARE DEVELOPMENT - SALARY (CAPITAL)	-	-	-	-	-	-	-	-
CEG 820 - PHOTOGRAPHIC EQUIP.	730	350	3,045	3,050	3,111	3,173	3,237	3,301
CEG 821 - AFIS EQUIPMENT (CAPITAL)	95,620	48,910	116,476	120,850	123,267	125,732	128,247	130,812
CEG 822 - IDENT EQUIP.	-	-	-	-	-	-	-	-
CEG 830 - FURNITURE & FIXTURES	-	-	-	-	-	-	-	-
CEG 840 - COMPUTER EQUIPMENT (CAPITAL)	-	-	-	-	-	-	-	-
CEG 841 - COMPUTER EQUIP.	195,335	62,572	326,922	250,000	255,000	260,100	265,302	270,608
CEG 842 - COMPUTER S/WARE INFORMATICS	5,773	1,382	-	-	-	-	-	-
CEG 845 - SPECIALIZED EQUIPMENT (CAPITAL)	-	-	-	-	-	-	-	-
CEG 850 - AUDIO VISUAL AIDS	66	133	4,100	4,200	4,284	4,370	4,457	4,546
CEG 860 - INVESTIGATIONAL EQUIP.	158,793	42,110	55,000	58,100	57,222	58,366	59,534	60,724
CEG 870 - SHIPS AND BOATS (CAPITAL)	-	-	-	-	-	-	-	-
CEG 871 - BOATS - TRAILERS & MOTORS	-	-	-	-	-	-	-	-
CEG 880 - AIRCRAFT (CAPITAL)	-	-	-	-	-	-	-	-
CEG 890 - VEHICLES (CAPITAL)	1,120,274	897,722	1,300,000	1,200,000	1,224,000	1,248,480	1,273,450	1,298,919
CEG 891 - MISC. VEHICLES	-	-	-	-	-	-	-	-
CEG 900 - OTHER EQUIP.	4,820	3,336	10,302	10,510	10,720	10,935	11,153	11,376
CEG 910 - OFFICE MACHINES	28,840	30,441	46,360	47,300	48,246	49,211	50,195	51,199
CEG 920 - SECURITY EQUIP.	65,054	54,071	304,500	310,600	316,812	323,148	329,611	336,203
<b>TOTAL STANDARD OBJ. 09 - MACHINERY &amp; EQUIPMENT</b>	<b>2,377,303</b>	<b>1,829,473</b>	<b>2,934,344</b>	<b>2,822,540</b>	<b>2,874,486</b>	<b>2,927,483</b>	<b>2,981,543</b>	<b>3,041,174</b>
<b>STANDARD OBJ. 12 - OTHER SUBSIDIES / PYMTS</b>								
CEG 570 - PRISONER EXPENSES	-	-	-	-	-	-	-	-
CEG 580 - SECRET EXPENSES	17,981	8,084	50,750	51,000	52,020	53,060	54,122	55,204
CEG 581 - SPECIAL "I" EXPENDITURES	-	-	-	-	-	-	-	-
CEG 590 - MISC EXPEND	872	1,097	3,091	3,152	3,216	3,280	3,345	3,412
CEG 591 - PAYMENTS FOR EARLY PAYMENT	-	-	-	-	-	-	-	-
CEG 592 - PAYMENT IN LIEU OF TAXES	118,805	120,354	-	-	-	-	-	-
CEG 600 - FOREIGN SERVICE	-	-	-	-	-	-	-	-
CEG 620 - EX-GRATIA DONOR	469,008	4,779,341	-	-	-	-	-	-
CEG 650 - WRITE-OFF	-	-	-	-	-	-	-	-
<b>TOTAL STANDARD OBJ. 12 - OTHER SUBSIDIES / PYMTS</b>	<b>606,665</b>	<b>4,909,476</b>	<b>53,841</b>	<b>54,152</b>	<b>55,236</b>	<b>56,340</b>	<b>57,467</b>	<b>58,616</b>
<b>TOTAL DIRECT COSTS (Before Credits &amp; Adjustments)</b>	<b>48,655,600</b>	<b>53,609,769</b>	<b>53,335,152</b>	<b>54,423,741</b>	<b>56,117,032</b>	<b>57,663,967</b>	<b>59,059,494</b>	<b>60,493,577</b>
<b>LESS: CREDITS TO DATE CREDITS</b>								
S.O. 01 - CEG 32 - Pay Members (Mat/Pat/Severance)	339,055	84,819	-	-	-	-	-	-
S.O. 01 - CEG's 40 & 41 - Transfer Allowances	353,865	317,619	-	-	-	-	-	-
S.O. 02 - CEG's 60-66 Transfer Cost	1,917,371	1,685,356	-	-	-	-	-	-
100% SHARED SERVICES CANADA - (Various CEGs)	-	-	-	-	-	-	-	-
S.O. 04 - CEG 160 - Legal Services	151,352	506,214	-	-	-	-	-	-
S.O. 04 - CEG's 200, 201 & 202 - Health Services	278	-	-	-	-	-	-	-
S.O. 04 - CEG 213 - Corp Of Commissionaires	-	-	-	-	-	-	-	-
S.O.12 - CEG 592 Payment in Lieu of Taxes	-	-	-	-	-	-	-	-
S.O.12 - CEG 620 - Compensation Claims/Ex-Gratia	469,008	4,779,341	-	-	-	-	-	-
ICBC Repairs to Police Vehicles Credit	-	-	-	-	-	-	-	-
Refund of Credits under CE 1677/1680/1687/1691/	20,137	-	-	-	-	-	-	-
<b>TOTAL CREDITS</b>	<b>3,251,065</b>	<b>5,773,341</b>						
<b>TOTAL DIRECT COSTS (After Credits &amp; Adjustments)</b>	<b>45,404,535</b>	<b>46,236,421</b>	<b>53,335,152</b>	<b>54,423,741</b>	<b>56,117,032</b>	<b>57,663,967</b>	<b>59,059,494</b>	<b>60,493,577</b>

RCMP Municipal Under - 5 Year Forecast

Schedule 2

Total of All Detachments 2015-16 to 2019-20 Fiscal Estimates	MuniUnder 14/15 Final	MuniUnder 15/16 Pre Final	MuniUnder 16/17 Budget	MuniUnder 17/18 Estimate	MuniUnder 18/19 Estimate	MuniUnder 19/20 Estimate	MuniUnder 20/21 Estimate	MuniUnder 21/22 Estimate
CONTRACT STRENGTH UTILIZATION	436.95	440.95	443.95	439.95	443.95	445.95	445.95	445.95
COST ELEMENT GROUP (CEG)	388.29	386.58	443.95	439.95	443.95	445.95	445.95	445.95
<b>INDIRECT COSTS:</b>								
1) Cost of RM Pensions	6,676,174	7,477,252	9,201,260	9,352,397	9,669,601	9,953,035	10,201,847	10,456,880
2) Cost of RM CPP	947,086	964,922	1,135,069	1,153,728	1,193,321	1,228,664	1,259,381	1,290,865
3) Cost of Employer's Contr. to E.I. for R/M's	434,300	442,404	521,690	528,967	547,121	563,326	577,409	591,844
4) Cost of Division Administration (per cap x avg. # RM's)	8,761,024	9,240,064	10,965,565	11,614,680	12,164,230	12,664,980	13,155,525	13,646,070
5) Cost of Recruitment & Training	1,359,021	1,509,600	1,941,393	2,163,674	2,246,387	2,256,507	2,256,507	2,256,507
6) Cost of National Programs	578,155	581,109	1,122,630	1,113,648	1,124,934	1,131,629	1,132,829	1,132,829
7) Cost of Police Dog Service Training	-	8,287	8,336	12,364	12,215	12,215	12,215	12,215
8) Cost of TCE & IM for Pension, EI & Div Admin	1,687	3,534	3,573	4,174	4,283	4,433	4,658	4,774
<b>TOTAL INDIRECT COSTS - (REGULAR &amp; CIVILIAN MEMBERS)</b>	<b>18,757,447</b>	<b>20,227,171</b>	<b>24,899,516</b>	<b>25,943,631</b>	<b>26,962,091</b>	<b>27,814,789</b>	<b>28,600,370</b>	<b>29,391,983</b>
<b>TOTAL COSTS (Direct &amp; Indirect) 100%</b>	<b>64,162,269.19</b>	<b>66,463,592</b>	<b>78,234,667</b>	<b>80,367,372</b>	<b>83,079,123</b>	<b>85,478,756</b>	<b>87,659,864</b>	<b>89,885,560</b>
<b>FEDERAL COST - 30 %</b>	<b>19,248,680.76</b>	<b>19,939,077</b>	<b>23,470,400</b>	<b>24,110,212</b>	<b>24,923,737</b>	<b>25,643,627</b>	<b>26,297,959</b>	<b>26,965,668</b>
<b>MUNICIPAL COST - 70%</b>	<b>44,913,588.43</b>	<b>46,524,514</b>	<b>54,764,267</b>	<b>56,257,160</b>	<b>58,155,386</b>	<b>59,835,129</b>	<b>61,361,905</b>	<b>62,919,892</b>
<b>FTE - FULL TIME EQUIVALENTS (Net of adjustments / details listed below)</b>								
RM's/CM's	388.29	386.58	443.95	439.95	443.95	445.95	445.95	445.95
IM'S	-	-	0.00	-	-	-	-	-
TCE'S	-	-	0.00	-	-	-	-	-
RESERVISTS	0.45	1.05	0.91	1.04	1.04	1.05	1.08	1.11
PSE'S	-	-	-	-	-	-	-	-
<b>INDIRECT COSTS - (REGULAR &amp; CIVILIAN MEMBERS)</b>								
1) Pensions (Total Pensionable Earnings)	33,001,355	32,939,434	40,534,183	41,199,987	42,597,360	43,845,968	44,942,057	46,065,549
Pension Rate	20.23%	22.70%	0.23	22.70%	22.70%	22.70%	22.70%	22.70%
Total Cost of RM/CM Pension....	6,676,174	7,477,252	9,201,260	9,352,397	9,669,601	9,953,035	10,201,847	10,456,880
2) CPP (Pensionable Earnings) based on a Per Capita Cost of....	2,439.11	2,496.04	2,556.75	2,622.00	2,686.19	2,753.34	2,822.17	2,894.64
Total Cost of R/M CPP.....	947,086	964,922	1,135,069	1,153,728	1,193,321	1,228,664	1,259,381	1,290,865
3) Employer's Contr. to E.I. based on a Per Capita Cost of....	1,118.49	1,144.40	1,175.11	1,202.34	1,232.39	1,263.20	1,294.78	1,327.15
Total Cost of R/M E.I. Contributions.....	434,300	442,404	521,690	528,967	547,121	563,326	577,409	591,844
4) Division Administration based on a Per Capita Cost of....	22,563.00	23,902.00	24,700.00	26,400	27,400	28,400	29,500	30,600
Total Cost of Div. Administration.....	8,761,024	9,240,064	10,965,565	11,614,680	12,164,230	12,664,980	13,155,525	13,646,070
5) Cost of Recruitment & Training								
Per Capita Cost of Recruitment....	3,500	1,025	1,181.00	1,358	1,399	1,399	1,399	1,399
Per Capita Cost of Cadet Training Program. (effec.from 2015/2016)...	-	2,880	3,192.00	3,560	3,661	3,661	3,661	3,661
Total Cost of Recruitment & Trng.: (Per Capita times FTE Utilization):	1,359,021	1,509,600	1,941,393	2,163,674	2,246,387	2,256,507	2,256,507	2,256,507
6) Cost of National Programs (See Addendum 'A')	1,489	1,503	2,528.73	2,531	2,634	2,538	2,540	2,540
Total Cost of National Programs	578,155	581,109	1,122,630	1,113,648	1,124,934	1,131,629	1,132,829	1,132,829
7) Police Dog Svc. Trng. based on a Per Cap. cost of (eff. F/Yr. 2015/16)... times the Avg. # of Police Dog Teams In F.Y	-	27,624	27,788.00	25,233	24,928	24,928	24,928	24,928
Total Cost of PDS.Trng.: (Per cap. times # of PD Teams in F.Y):	-	8,287	8,336	12,364	12,215	12,215	12,215	12,215
<b>TOTAL INDIRECT COSTS - (RM's &amp; CM's):</b>	<b>18,755,760</b>	<b>20,223,637</b>	<b>24,895,943.22</b>	<b>25,939,457</b>	<b>26,957,608</b>	<b>27,810,355</b>	<b>28,595,712</b>	<b>29,387,209</b>
<b>INDIRECT COSTS - RESERVIST'S</b>								
a) CPP for Reservists based on a Per cap cost of...	2,439.11	2,492.39	2,556.75	2,622.00	2,686.19	2,753.34	2,822.17	2,892.17
Total Cost of CPP: (Per Capita times FTE Utilization):	1,104.85	2,331	2,337.95	2,736	2,803	3,048	3,124	3,124
b) Employer's Contributions to E.I. based on a Per cap. cost of...	1,285.07	1,285.66	1,350.13	1,378.00	1,418.48	1,453.94	1,490.29	1,490.29
Total Cost of E.I. Contrib.: (Per Capita times FTE Utilization):	582.10	1,203	1,234.59	1,438	1,480	1,632	1,610	1,650
<b>8) TOTAL INDIRECT COSTS - RESERVISTS</b>	<b>1,686.96</b>	<b>3,533.95</b>	<b>3,572.54</b>	<b>4,174</b>	<b>4,283</b>	<b>4,433</b>	<b>4,658</b>	<b>4,774</b>
<b>TOTAL INDIRECT COSTS:</b>	<b>19,889,883</b>	<b>23,640,003</b>	<b>24,899,516.76</b>	<b>25,943,631</b>	<b>26,962,091</b>	<b>27,814,789</b>	<b>28,600,370</b>	<b>29,391,983</b>

Total of All Detachments 2015-16 to 2019-20 Fiscal Estimates	MuniUnder 14/15 Final	MuniUnder 15/16 Pre Final	MuniUnder 16/17 Budget	MuniUnder 17/18 Estimate	MuniUnder 18/19 Estimate	MuniUnder 19/20 Estimate	MuniUnder 20/21 Estimate	MuniUnder 21/22 Estimate
<b>CONTRACT STRENGTH UTILIZATION</b>	436.95	440.95	443.95	439.95	443.95	445.95	445.95	445.95
<b>COST ELEMENT GROUP (CEG)</b>	388.29	386.58	443.95	439.95	443.95	445.95	445.95	445.95
<b>NATIONAL PROGRAMS:</b>								
Cadet & Recruit Training (See Indirect Costs Item 5)	-	-	0.00	-	-	-	-	-
Police Dog Service Training (See indirect Costs Item 7)	-	-	0.00	-	-	-	-	-
<b>OTHER INDIRECT COSTS:</b>								
Public Complaints Committee (PCC)	475.87	508.48	493.59	493.59	493.59	493.59	493.59	493.59
Legal Advisory Services	167.01	165.53	171.57	174.15	176.76	179.41	182.10	182.10
Enhanced Reporting & Accountability	119.91	118.31	119.57	119.57	119.57	119.57	119.57	119.57
Estimated Annual Severance	0.00	1023.00	1,023.00	1,023.00	1,023.00	1,024.00	1,024.00	1,024.00
<b>CONSOLIDATED SERVICES:</b>								
SSC (Shared Services Canada)	726.18	721.00	721.00	721.00	721.00	721.00	721.00	721.00
<b>Total Cost</b>	<b>1488.97</b>	<b>2536.32</b>	<b>2,526.73</b>	<b>2531.31</b>	<b>2533.92</b>	<b>2537.57</b>	<b>2540.26</b>	<b>2540.26</b>

<b>PER CAPITA CALCULATION</b>								
<b>DIRECT COSTS</b>	48,655,599.88	53,609,769	53,335,151.52	54,423,741	56,117,032	57,663,967	59,059,494	60,493,577
Less: PS CEG's 10 - 14	974,875.87	1,027,481	0.00	-	-	-	-	-
Less: CEG 21 & CEG 22 (TCE / Reservists)	40,564.73	95,790	85,500.00	100,000	102,500	105,063	107,689	110,381
Less: OT CEG 31	2,858,802.53	3,483,600	3,278,403.00	3,442,210	3,538,300	3,631,980	3,722,770	3,815,830
Less: Property CEG's	863,038.65	725,947	0.00	-	-	-	-	-
Less: Other Adjustments	85,849.97	126,777	0.00	-	-	-	-	-
<b>Total Direct Costs for Billing Purpose</b>	<b>\$ 43,852,468</b>	<b>\$ 48,150,175</b>	<b>\$ 49,971,248.52</b>	<b>\$ 50,881,531</b>	<b>\$ 52,476,232</b>	<b>\$ 53,926,945</b>	<b>\$ 55,229,035</b>	<b>\$ 56,567,366</b>
<b>Total Indirects for Billing Purposes</b>	<b>18,757,446.81</b>	<b>20,227,171</b>	<b>24,899,515.76</b>	<b>25,943,631</b>	<b>26,962,091</b>	<b>27,614,769</b>	<b>28,600,370</b>	<b>29,391,983</b>
Less: Reservists / PDSTC	1,886.96	11,821	11,908.94	16,536	16,498	16,648	16,872	16,989
<b>Total Indirect Costs for Billing Purpose</b>	<b>\$ 18,755,760</b>	<b>\$ 20,215,350</b>	<b>\$ 24,887,606.82</b>	<b>\$ 25,927,095</b>	<b>\$ 26,945,593</b>	<b>\$ 27,798,141</b>	<b>\$ 28,583,497</b>	<b>\$ 29,374,995</b>
<b>Total Direct and Indirect Costs for Billing Purpose</b>	<b>\$ 62,608,228</b>	<b>\$ 68,365,524</b>	<b>\$ 74,858,855</b>	<b>\$ 76,808,624</b>	<b>\$ 79,421,826</b>	<b>\$ 81,725,085</b>	<b>\$ 83,812,532</b>	<b>\$ 85,942,360</b>
<b>CREDITS</b>	<b>\$ 3,251,065</b>	<b>\$ 7,373,349</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments Manual	1,204.49							
<b>TOTAL COSTS FOR BILLING PURPOSE</b>	<b>\$ 59,358,367</b>	<b>\$ 60,992,176</b>	<b>\$ 74,858,855</b>	<b>\$ 76,808,624</b>	<b>\$ 79,421,826</b>	<b>\$ 81,725,085</b>	<b>\$ 83,812,532</b>	<b>\$ 85,942,360</b>
<b>PER CAPITA @ 70%</b>	<b>\$ 107,280</b>	<b>\$ 110,439</b>	<b>\$ 118,034</b>	<b>\$ 122,206</b>	<b>\$ 125,230</b>	<b>\$ 128,282</b>	<b>\$ 131,558</b>	<b>\$ 134,904</b>

**COLOUR LEGEND**

Red = Post Budget CEGS controlled by Unit Commander

Black = Division Controlled CEG (DCCEG)

Blue lettering = Standard Object (SDO)

Grey shading = Not included in Per Capita Calculation

Red shading = Not included in Per Capita Calculation

**NOTES & ASSUMPTIONS for 2017/18  
Municipal Contracts**

Our terminology for the grouping of General Accounts:

- Cost Element Group (CEG)
- Cost Element (CE)

**NOTES ON DIRECT COSTS**

**CEG 30 - RCMP Members Pay**

**CE 110 - Regular Pay**

- 2.50% estimated salary increase for each future year
- Beginning in 2014/15, the majority of intelligence monitors are included in Member Pay. Indirects will be charged based on FTE equivalent at Member rates.
- The Civilian Member (CM) category of employee will be eliminated, as per Bill C-42. The timing and impacts of this change are uncertain, therefore CMs have been forecasted based on the status quo.
- New cadets spend an additional two weeks at Depot receiving additional training, which is charged to the receiving unit.

**CE 1127 – Retro Pay – Prior Years**

Once new pay agreements are reached, retroactive payments may be made in the 2016/17 fiscal year. A provision for this was not included in the 2016/17 budget, but it was communicated in the 2016/17 Multi-Year Plan package. Please see Appendix B for a per member estimate of retroactive pay.

**CE 2103 - Operational Clothing Allowance**

On January 13, 2016, the Treasury Board of Canada Secretariat approved the new list of job codes eligible for the Operational Clothing Allowance (OCA), retroactive to April 1, 2013. This will result in slightly decreased savings going forward. Average retroactive impact is under \$10,000 for 95% of municipalities.

**CEG 052 – Travel – Training**

Significant increase over 2016/17 budget is due to new training requirements for Immediate Action Rapid Deployment (IARD) and carbine training. On average, the increase is 20% from 2015/16 to 2017/18.

**CEG 190 – Training**

Significant increase over 2016/17 budget is due to new training requirements following recommendations of recent critical incidents such as the Moncton shootings. This training includes Immediate Action Rapid Deployment (IARD), Operational Skills Training, and carbine training. New enhanced training will begin in 2016-17 but will be absorbed in the already-approved budget by reducing other discretionary training. Going forward, all new cadets will be fully trained at Depot for carbines and IARD instead of having to return for additional training. The receiving unit will pay for these training costs, as they do for

2016-05-10

### SCHEDULE 3

members of their detachment. The budget for increased training requirements has been put into 2017/18. On average, the increase is 20% from 2015/16 to 2017/18.

#### **CEG 480 – Firearms/Ammunition**

Increase budget allotted in 2017/18 due to continued carbine deployment and expected increases in ammunition used for practice and training requirements.

#### **CEG 221 – Other Services IMIT**

The forecast includes the Central Transcription Unit (CTU) costs. CTU was formed in 2006 to provide 24/7 Helpdesk and Transcription services.

#### **CEG 223 – Radio Communications**

Forecasts for ECOMM and PRIME are included here. Those municipalities on ECOMM will see a slight increase related to replacing loan radios. Municipal radio repair technician positions are also included here.

#### **CEG 920 – Security Equipment**

Installation and equipment costs for Closed Circuit Video Equipment (CCVE) will be included here.

### **DIRECT COST DEDUCTIONS**

These are deducted from the Total Direct Cost for each municipality.

Non-billable costs are deducted and paid by the Federal Government:

- CEGs 40 & 41 - Transfer Allowances.
- CEGs 60-66 – Relocation Costs.
- CEG 160 - Legal Services.
- CEG 620 - Claims and Compensation Settlements.

These costs are deducted and included in the Division Administration Costs in the Indirect Costs:

- CEG 32 – Pay Members (Severance, Maternity and Parental allowances).
- CEGs 200-202 - Health Services.

### **INDIRECT COSTS**

With the exception of Member Pension, all costs listed below are charged on a per FTE basis for members.

- Member Pension – 22.70% of pensionable cost element items
- Member Canada Pension Plan - \$2,622
- Employment Insurance - \$1,202

2016-05-10

### SCHEDULE 3

- Division Administration - \$26,400 – (Please refer to attached schedule 4) - Includes an estimate for E Division HQ @ \$900 per FTE
- A separate calculation is listed for EI and CPP with respect to Reservists (if used).
  
- Other Indirect Costs:
  - Civilian Review and Complaints Commission (formerly PCC) - \$494
  - Legal Advisory Services - \$174
  - Enhanced Reporting & Accountability - \$120
  - Estimated Annual Severance – Based on annual liability - \$1,023
  
- Shared Services Canada (SSC) - \$721 – SSC provides telecommunication and email services, networks, data centres, and servers to the RCMP. This rate is based on the historical costs for certain covered services. Units requesting additional services will be billed separately for those services.

Training & Recruiting: Forecasted as a national program starting in 2015/16. For 2017/18 rates are estimated at \$3,560 per FTE for the Cadet Training Program and \$1,358 per FTE for recruiting.

Police Dog Service Training: Forecasted as a national program starting 2015/16 based on established PDS teams in each contract jurisdiction. For 2017/18, the cost is estimated at \$25,233 per PDS team. For Lower Mainland District municipalities, this cost will be included in the Integrated Teams budget.

#### **COSTS BILLABLE AT 100%**

The following are some of the items that are billable at 100% per the policing contract:

- Accommodation costs (including occupancy charge) for municipal units in federally owned buildings.
- PS Support staff costs (including backfills, overtime, severance, pension, CPP, etc.).
- Furniture and fixtures.
- House Furnishings
- Prisoner costs (including mattresses and blankets for cells).
- Kit and Clothing for auxiliaries.

# RCMP - E Div - Divisional Administration

	Final	Pre-Final	Forecast	Budget	Budget	Budget	Budget	Budget
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
A. Administration & Overhead Costs	\$ 48,518,521	\$ 45,162,741	\$ 50,063,459	\$ 50,409,094	\$ 51,113,923	\$ 51,553,613	\$ 52,323,333	\$ 52,798,253
B. Special Leave Costs	\$ 69,864,777	\$ 79,625,934	\$ 83,452,935	\$ 87,467,510	\$ 91,678,892	\$ 96,096,763	\$ 100,731,278	\$ 105,593,081
C. Health Services Costs	\$ 20,294,341	\$ 22,794,959	\$ 23,934,707	\$ 25,131,442	\$ 26,388,015	\$ 27,707,415	\$ 29,092,786	\$ 30,547,425
<b>Total Costs</b>	<b>\$ 138,677,638</b>	<b>\$ 147,583,634</b>	<b>\$ 157,451,102</b>	<b>\$ 163,008,046</b>	<b>\$ 169,180,829</b>	<b>\$ 175,357,792</b>	<b>\$ 182,147,397</b>	<b>\$ 188,938,759</b>
Administration & Overhead Costs Per Capita Rate	\$ 7,894	\$ 7,314	\$ 8,108	\$ 8,164	\$ 8,278	\$ 8,349	\$ 8,474	\$ 8,551
Special Leave Costs Per Capita Rate	\$ 11,367	\$ 12,896	\$ 13,516	\$ 14,166	\$ 14,848	\$ 15,563	\$ 16,314	\$ 17,101
Health Services Costs Per Capita Rate	\$ 3,302	\$ 3,692	\$ 3,876	\$ 4,070	\$ 4,274	\$ 4,487	\$ 4,712	\$ 4,947
<b>Total Per Capita Rate</b>	<b>\$ 22,563</b>	<b>\$ 23,902</b>	<b>\$ 25,500</b>	<b>\$ 26,400</b>	<b>\$ 27,400</b>	<b>\$ 28,400</b>	<b>\$ 29,500</b>	<b>\$ 30,600</b>

**Details**

<b>A. Administration &amp; Overhead:</b>								
Pay, O&M and Capital (Divisional Units)	31,930,040	32,547,375	32,897,945	33,576,885	33,959,334	34,342,784	34,726,233	35,110,682
Accounting Operations	2,511,120	2,511,120	2,511,120	2,511,120	2,511,120	2,511,120	2,511,120	2,511,120
RM Compensation	2,332,879	2,332,879	2,332,879	2,332,879	2,332,879	2,332,879	2,332,879	2,332,879
PSE Compensation	601,199	601,199	601,199	601,199	601,199	601,199	601,199	601,199
Shared Services Canada	1,053,276	1,053,276	1,053,276	1,053,276	1,053,276	1,053,276	1,053,276	1,053,276
Employee Assistance Services	314,704	314,704	314,704	314,704	314,704	314,704	314,704	314,704
NCO Promotion Unit	784,068	784,068	784,068	784,068	784,068	784,068	784,068	784,068
Disability Management Program - Note 1	707,200	707,200	707,200	707,200	707,200	707,200	707,200	707,200
Members Pension/CPP/EI	2,170,209	2,170,209	2,205,674	2,241,744	2,278,429	2,315,741	2,353,691	2,392,291
PSEs Pension/CPP/EI	2,736,340	2,736,340	2,703,023	2,752,850	2,803,660	2,855,468	2,908,298	2,962,169
E Div HQ Accommodations - Note 2	5,017,864	5,097,807	5,097,807	5,097,807	5,097,807	5,097,807	5,097,807	5,097,807
Non-Billable & Credits (Legal, Interdivision, Prior Year Refund)	(692,049)	(427,846)	(435,000)	(435,000)	(435,000)	(435,000)	(435,000)	(435,000)
<b>Total Administration &amp; Overhead</b>	<b>48,518,521</b>	<b>45,162,741</b>	<b>50,063,459</b>	<b>50,409,094</b>	<b>51,113,923</b>	<b>51,553,613</b>	<b>52,323,333</b>	<b>52,798,253</b>

<b>B. Special Leave:</b>								
Mat/Pat	7,890,492	7,588,717	7,968,153	8,366,561	8,784,889	9,224,133	9,685,340	10,169,607
Pay in Lieu of Leave	3,274,856	3,169,800	3,229,031	3,288,821	3,349,089	3,409,736	3,470,646	3,531,681
Medical Leave, Gradual Return to Work, Other LWP	47,303,774	54,402,461	57,122,584	59,978,713	62,977,649	66,126,531	69,432,858	72,904,501
Members Pension/EI/CPP (on Leave)	11,395,655	14,464,956	15,133,168	15,833,415	16,567,265	17,336,363	18,142,435	18,987,293
<b>Total Special Leave Cost</b>	<b>69,864,777</b>	<b>79,625,934</b>	<b>83,452,935</b>	<b>87,467,510</b>	<b>91,678,892</b>	<b>96,096,763</b>	<b>100,731,278</b>	<b>105,593,081</b>

<b>C. Total Health Services Costs</b>								
	20,294,341	22,794,959	23,934,707	25,131,442	26,388,015	27,707,415	29,092,786	30,547,425
<b>Total Costs</b>	<b>138,677,638</b>	<b>147,583,634</b>	<b>157,451,102</b>	<b>163,008,046</b>	<b>169,180,829</b>	<b>175,357,792</b>	<b>182,147,397</b>	<b>188,938,759</b>

Divisional Component FIJs (RM / CM) - Note 3	6,146	6,175	6,175	6,175	6,175	6,175	6,175	6,175
Divisional Component of Per Capita Div Admin Rate	22,563	23,902	25,500	26,400	27,400	28,400	29,500	30,600

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
<b>Reference Information</b>								
Estimated Annual Severance Liability	6,323,766	6,323,766	6,323,766	6,323,766	6,323,766	6,323,766	6,323,766	6,323,766
Estimated Annual Severance Per Capita Rate - Note 4	1,023	1,023	1,023	1,023	1,023	1,023	1,023	1,023



## RCMP - E Div - Divisional Administration

Variables (Growth)	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Personnel	1.02	1.02	1.02	1.02	1.02	1.02
O&M	1.02	1.02	1.02	1.02	1.02	1.02
Mat/Pat	1.05	1.05	1.05	1.05	1.05	1.05
Pay in Lieu of Leave	1.02	1.02	1.02	1.02	1.02	1.02
Medical Leave, Gradual Return to Work, Other LWP	1.05	1.05	1.05	1.05	1.05	1.05
Health Services Costs	1.05	1.05	1.05	1.05	1.05	1.05

**Note 1:** Forecast for 16/17 onwards includes Disability Management Program (DMP). RCMP/CMC is working with the Province toward creating a DMP unit focused on reducing long term leave.

**Note 2:** Forecast for 14/15 onwards includes E-Division Headquarters Building which is still under discussion.

**Note 3:** Divisional FTEs = Total Members (RM / CM) less Members on Leave (RM / CM) less Div Admin Members (RM / CM).

**Note 4:** Severance - For budgeting purposes, we are continuing to identify an annual estimate of the severance liability.

## 2015-16 Per Capita Analysis

	Original Budget	Pre-Final	Variance	Per Capita Original Budget	Pre-Final Per Capita	Variance
FTE	440.95	386.58	54			54
Billed direct costs less credit items	48,325,693	40,776,826	7,548,867	109,594	105,481	4,114
Billed indirect costs less credit items	23,628,181	20,215,350	3,412,831	53,585	52,293	1,292
<b>Total (a)</b>	<b>71,953,874</b>	<b>60,992,176</b>	<b>10,961,698</b>	<b>163,179</b>	<b>157,773</b>	<b>5,406</b>

2014-15 Pre-Final Actual Costs to budget variances:

	Original Budget	Pre-Final	Variance	Per Capita Original Budget	Pre-Final Per Capita	Variance
<b>Key Cost Drivers for Variances</b>						
PAY - SO 01 - Less OT, Reservists and Credit Items	39,637,820	33,760,248	5,877,572	89,892	87,330	2,562 a
SO 02 - TRANSPORT & TELECOM	963,525	397,013	566,512	2,185	2,320	(135)
SO 03 - INFORMATION	5,000	6,164	(1,164)	11	16	(5)
SO 04 - PROF & SPEC SVCS	1,858,523	2,060,005	(201,482)	4,215	5,329	(1,114) b
SO 05 - RENTALS	152,980	64,898	88,082	347	168	179
SO 06 - PUR, REPAIR & MAINTENANCE	630,000	705,418	(75,418)	1,429	1,825	(396)
Other SO 07 - UTILITIES, MATERIAL & SUPPLIES	2,173,700	1,444,424	729,276	4,930	3,736	1,193 c
Other SO 09 - MACHINERY & EQUIPMENT	2,851,100	1,829,473	1,021,627	6,466	4,732	1,733 d
SO 12 - OTHER SUBSIDIES / PYMTS	53,045	9,182	43,864	120	24	97
RM Pensions	8,797,816	7,477,252	1,320,564	19,952	19,342	610
Div Admin	10,362,325	9,240,064	1,122,261	23,500	23,902	(402)
Other INDIRECTS	4,468,041	3,498,034	970,006	10,133	9,049	1,084
<b>Total</b>	<b>71,953,874</b>	<b>60,992,176</b>	<b>10,961,698</b>	<b>163,179</b>	<b>157,773</b>	<b>5,406</b>

Original Per Capita 2015/16 ( May 9, 2014)  
 Billing Per Capita 163,180  
 Pre Final 2015/16 157,773

Per Capita for 2016-17

Budgeted Per Capita for 2016-17 168,620

Per Capita for 2017-18

Budgeted Per Capita for 2017-18 174,560

**2015/2016 Notes:**

- a) Pay Raise not settled in 2015-16.
- b) Training Costs ( CEG 190 ) higher than budget due to new requirements.
- c) Fuel Cost ( CEG 430 ) Lower than budget.
- d) Vehicles / Security Equipment and Computers ( CEG 841, 890, 920 ) all lower than budget.
- e) Severance removed from Per Capita and billed separately. (\$1023)

**Schedule 6**

City of XXXXXX  
 XXXXXX Ave.,  
 XXXXXX, B.C.

**Municipality Under 15,000  
 Sample Response**

June 10, 2016

Mr. Clayton Pecknold  
 Assistant Deputy Minister and Director of Police Services  
 Ministry of Justice  
 P.O. Box 9285 Stn Prov Govt,  
 Victoria, British Columbia  
 V8W 9J7

Dear Sir:

Re : Municipal Contract Policing Resource Request – 2017 /18

This Letter of Approval in Principle is issued to conform to the Federal Treasury Board requirements to enable the Federal Government to set aside sufficient financial resources to cover their share of Municipal RCMP contract costs.

The City of XXXXXX anticipates that we will require the addition of ### (#) members to our detachment strength of ## to bring the total detachment strength to ## (see Schedule 1) for the 2017/18 fiscal year.

	@ 100 %	@ 70 %
Establishment FTE		
Per Capita	174,580	122,206
Contract Cost (excluding Overtime)		
Overtime (Includes Reservists)		
PDSTC -(if applicable)		
<b>Total Per Capita and OT 2017/18</b>		(A)

\* If applicable

	Municipal Cost
<b>Integrated Teams</b>	(B)
RTIC - Real Time Intelligence Centre	(C)

**Accommodation Billed @ 100 %** (D)

**PS Recovery Billed @ 100 %** (E)

**Total Municipal Budget Cap for 2017/18**

**Total (A+B+C+D+E)**

As outlined above, this letter provides an "approval in principle" and is issued for planning purposes only. It should not be taken as approval to add the anticipated ## of members to the detachment. City Council will be meeting on XXX, 2016 to confirm the 2017/18 budget and the number of additional human resources. We will inform you of that decision once it is made.

If you have any questions, please call the undersigned at (604) 123-4567.  
 Thank you.

Yours truly,

John Doe  
 Treasurer/Deputy Administrator

cc: XXXXXXXX RCMP Detachment  
 Max Xiao, Regional Director, Finance Section E & M Divisions, Corporate Management & Comptrollership Branch

**Schedule 7**

The Honourable Mike Morris  
Solicitor General & Minister of Public Safety  
P.O. Box 9010 Prov. Govt.  
Victoria, British Columbia V8W 9L5

Dear Minister Morris:

**RE: Request for Decrease/Increase in Member(s) to [Municipality Name] Authorized Strength**

The Council of the [Municipality Name] has authorized a decrease/increase of one (1) regular member to its municipal policing establishment for the 2017/2018 fiscal year, effective September 1, 2017. The current [Municipality Name] establishment is nine (9) members. With the increase/decrease of one position, the authorized establishment will be ten (10).

I confirm our incremental financial commitment for the costs for the requested increase/decrease.

Since establishment increases/decreases require amendments to Annex "A" of the Federal/Provincial Agreement, please take the necessary steps to amend the Annex "A" by contacting the Solicitor General of Canada.

Thank you for your attention to this matter.

[Name/signature]

Cc:  
Officer in Charge, [Local Detachment]  
Michelle Lee, Establishment Coordinator, RCMP "E" Division Headquarters  
Max Xiao, Regional Director, Financial Management, RCMP "E" Division Headquarters

<b>Ladysmith</b>
<b>Public Service Support Staff Estimate</b>

		<b>Municipal</b>
		<b>Cost</b>
<b>Public Service Support Staff</b>		<b>3.0 - FTE</b>
<b>Estimated Salary (see below)</b>		<b>\$ 166,717 *</b>
<b>Pension</b>	<b>11.80%</b>	<b>19,673</b>
<b>CPP</b>	<b>\$ 2,622.00</b>	<b>7,866</b>
<b>EI</b>	<b>\$ 1,378.00</b>	<b>4,134</b>
<b>SSC</b>	<b>\$ 721.00</b>	<b>2,163</b>
<b>IPA - Isolated Post Allowances (subject to TB decision)</b>		<b>-</b>
<b>Total Indirect</b>		<b>\$ 33,836</b>
<b>Public Service Support Staff Estimate @ 100%</b>		<b>\$ 200,553</b>

<b>Quarterly Invoice</b>		<b>\$ 50,138</b>
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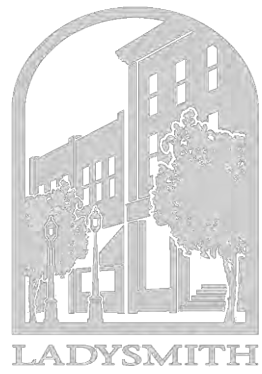
<b>Salary Forecasted Estimate</b>			
<b>CR04</b>	<b>\$ 50,698.72</b>	<b>-</b>	<b>-</b>
<b>CR05</b>	<b>\$ 55,572.46</b>	<b>3.00</b>	<b>166,717</b>
<b>AS01</b>	<b>\$ 56,725.15</b>	<b>-</b>	<b>-</b>
<b>AS02</b>	<b>\$ 60,894.18</b>	<b>-</b>	<b>-</b>
<b>Total Estimated Salary</b>			<b>\$ 166,717 *</b>

**Notes:**

PSAC is still without a contract. Expired June 20, 2014  
 Salary Estimate based on 0.5% increase from 2016/17 Estimate.  
 Estimate does not include any back fill / casual positions.



**TOWN OF LADYSMITH**  
**STATEMENT OF FINANCIAL INFORMATION**  
**YEAR ENDED DECEMBER 31, 2015**



**TOWN OF LADYSMITH**  
*Financial Information Act*  
**STATEMENT OF FINANCIAL INFORMATION**  
**YEAR ENDED DECEMBER 31, 2015**

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- Statement of Assets and Liabilities
- Operational Statement
- Notes to the Financial Statements

Schedule of Debt

Schedule of Guarantee and Indemnity Agreements

Schedule of Elected Official Remuneration and Expenses

Schedule of Employee Remuneration and Expenses

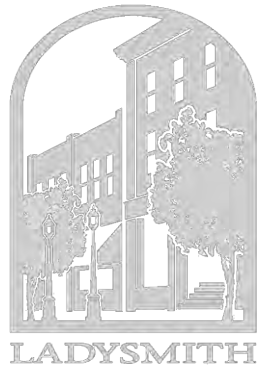
Statement of Severance Agreements

Schedule of Payments for Goods and Services

Statement of Financial Information Approval

Council Minutes Approving Financial Information





**TOWN OF LADYSMITH**  
**CONSOLIDATED FINANCIAL STATEMENTS**  
**DECEMBER 31, 2015**  
**AUDITED**



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**DECEMBER 31, 2015**

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## STATEMENT OF MANAGEMENT'S RESPONSIBILITY

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

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

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



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Ruth Malli, CPA, CGA  
Chief Administration Officer

## **Independent Auditors' Report**

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To the Mayor and Council of the Town of Ladysmith:

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

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

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

### *Auditors' Responsibility*

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

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

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

### *Opinion*

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

Nanaimo, British Columbia


April 18, 2016

  
Chartered Professional Accountants

**TOWN OF LADYSMITH**  
**CONSOLIDATED STATEMENT OF FINANCIAL POSITION**  
**AS AT DECEMBER 31, 2015**

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

*Commitments and Contingencies (Note 16)*

  
 \_\_\_\_\_  
 Director of Financial Services

*See accompanying notes to the consolidated financial statements*



**TOWN OF LADYSMITH**  
**CONSOLIDATED STATEMENT OF OPERATIONS**  
**AS AT DECEMBER 31, 2015**

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

*See accompanying notes to the consolidated financial statements*

**TOWN OF LADYSMITH**  
**CONSOLIDATED STATEMENT OF CASH FLOWS**  
**AS AT DECEMBER 31, 2015**

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

*See accompanying notes to the consolidated financial statements*

**TOWN OF LADYSMITH**  
**CONSOLIDATED STATEMENT OF CHANGES IN NET FINANCIAL ASSETS**  
**AS AT DECEMBER 31, 2015**

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

*See accompanying notes to the consolidated financial statements*

**TOWN OF LADYSMITH**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED DECEMBER 31, 2015**

**1. General**

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

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

**2. Significant Accounting Policies**

**(a) Basis of Presentation**

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

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

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

<i>General Revenue Fund</i>	<i>General Capital Fund</i>
<i>Water Revenue Fund</i>	<i>Water Capital Fund</i>
<i>Sewer Revenue Fund</i>	<i>Sewer Capital Fund</i>
<i>Reserve Fund</i>	

**(b) Reporting Entity**

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

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

**TOWN OF LADYSMITH**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED DECEMBER 31, 2015**

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

**(c) Tangible Capital Assets**

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

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

General Tangible Capital Assets

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

Engineering Structures

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

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

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

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

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

**TOWN OF LADYSMITH**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED DECEMBER 31, 2015**

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

**(e) Restricted Reserves and Deferred Revenues**

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

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

**(f) Use of Estimates**

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

**(g) Leases**

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

Rental payments under operating leases are expensed as incurred.

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

**(h) Revenue Recognition**

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

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

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

**TOWN OF LADYSMITH**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED DECEMBER 31, 2015**

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

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

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

**(i) Non-financial Assets**

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

**(j) Inventory**

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

**(k) Liability for contaminated sites**

A liability for remediation of a contaminated site is recognized at the best estimate of the amount required to remediate the contaminated site when contamination exceeding an environmental standard exists, the Town of Ladysmith is either directly responsible or accepts responsibility, it is expected that future economic benefits will be given up, and a reasonable estimate of the amount is determinable. The best estimate of the liability includes all costs directly attributable to remediation activities and is reduced by expected net recoveries based on information available at December 31, 2015.

The Town has determined that no owned properties meet the criteria to recognize a liability for contaminated sites.

At each financial reporting date, the Town of Ladysmith reviews the carrying amount of the liability. Any revisions required to the amount previously recognized is accounted for in the period revisions are made. If applicable, the Town of Ladysmith will recognize the liability until it is settled or otherwise extinguished. Disbursements made to settle the liability are deducted from the reported liability when they are made.

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

**TOWN OF LADYSMITH**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED DECEMBER 31, 2015**

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

**(I) Recent Accounting Pronouncements**

***PS 2200 Related Party Disclosures***

In March 2015, as part of the CPA Canada Public Sector Accounting Handbook Revisions Release No. 42, the Public Sector Accounting Board issued a new standard, PS 2200 Related Party Disclosures.

This new Section defines related party and established disclosures required for related party transactions. Disclosure of information about related party transactions and the relationship underlying them is required when they have occurred at a value different from that which would have been arrived at if the parties were unrelated, and they have, or could have, a material financial effect on the financial statements.

This section is effective for fiscal years beginning on or after April 1, 2017. Early adoption is permitted.

The Town does not expect application of the new Standard to have a material effect on the consolidated financial statements.

***PS 3210 Assets***

In June 2015, new PS 3210 Assets was included in the CPA Canada Public Sector Accounting Handbook. The new Section provides guidance for applying the definition of assets set out in PS 1000 Financial Statement Concepts. The main features of this standard are as follows:

Assets are defined as economic resources controlled by a government as a result of past transactions or events and from which future economic benefits are expected to be obtained.

Economic resources can arise from such events as agreements, contracts, other government's legislation, the government's own legislation, and voluntary contributions.

The public is often the beneficiary of goods and services provided by a public sector entity. Such assets benefit public sector entities as they assist in achieving the entity's primary objective of providing public goods and services.

A public sector entity's ability to regulate an economic resource does not, in and of itself, constitute control of an asset, if the interest extends only to the regulatory use of the economic resource and does not include the ability to control access to future economic benefits.

A public sector entity acting as a trustee on behalf of beneficiaries specified in an agreement or statute is merely administering the assets, and does not control the assets, as future economic benefits flow to the beneficiaries.

An economic resource may meet the definition of an asset, but would not be recognized if there is no appropriate basis for measurement and a reasonable estimate cannot be made, or if another Handbook Section prohibits its recognition. Information about assets not recognized should be disclosed in the notes.

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



**TOWN OF LADYSMITH**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED DECEMBER 31, 2015**

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

The standard is effective for fiscal years beginning on or after April 1, 2017. Earlier adoption is permitted.

The Town does not expect application of the new Standard to have a material effect on the consolidated financial statements.

***PS 3320 Contingent Assets***

In June 2015, new PS 3320 Contingent Assets was included in the CPA Canada Public Sector Accounting Handbook. The new Section establishes disclosure standards on contingent assets. The main features of this Standard are as follows:

Contingent assets are possible assets arising from existing conditions or situations involving uncertainty. That uncertainty will ultimately be resolved when one or more future events not wholly within the public sector entity's control occurs or fails to occur. Resolution of the uncertainty will confirm the existence or non-existence of an asset.

Passing legislation that has retroactive application after the financial statement date cannot create an existing condition or situation at the financial statement date.

Elected or public sector entity officials announcing public sector entity intentions after the financial statement date cannot create an existing condition or situation at the financial statement date.

Disclosures should include existence, nature, and extent of contingent assets, as well as the reasons for any non-disclosure of extent, and the bases for any estimates of extent made.

When a reasonable estimate can be made, disclosure should include a best estimate and a range of possible amounts (or a narrower range of more likely amounts), unless such a disclosure would have an adverse impact on the outcome.

The standard is effective for fiscal years beginning on or after April 1, 2017. Earlier adoption is permitted. The Town does not expect application of the new Standard to have a material effect on the consolidated financial statements.

***PS 3380 Contractual Rights***

In June 2015, new PS 3380 Contractual Rights was included in the CPA Canada Public Sector Accounting Handbook. This new Section establishes disclosure standards on contractual rights, and does not include contractual rights to exchange assets where revenue does not arise. The main features of this Standard are as follows:

Contractual rights are rights to economic resources arising from contracts or agreements that will result in both an asset and revenue in the future.

Until a transaction or event occurs under a contract or agreement, an entity only has a contractual right to an economic resource. Once the entity has received an asset, it no longer has a contractual right.

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

**TOWN OF LADYSMITH**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED DECEMBER 31, 2015**

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

Contractual rights are distinct from contingent assets as there is no uncertainty related to the existence of the contractual right.

Disclosures should include descriptions about nature, extent, and timing.

The standard is effective for fiscal years beginning on or after April 1, 2017. Earlier adoption is permitted.

The Town does not expect application of the new Standard to have a material effect on the consolidated financial statements.

***PS 3430 Restructuring Transactions***

In June 2015, new PS 3430 Restructuring Transactions was included in the CPA Canada Public Sector Accounting Handbook. The new Section establishes disclosure standards on contingent assets. The main features of this Standard are as follows:

A restructuring transaction is defined separately from an acquisition. The key distinction between the two is the absence of an exchange of consideration in a restructuring transaction.

A restructuring transaction is defined as a transfer of an integrated set of assets and/or liabilities, together with related program or operating responsibilities that does not involve an exchange of consideration.

Individual assets and liabilities transferred in a restructuring transaction are derecognized by the transferor at their carrying amount and recognized by the recipient at their carrying amount with applicable adjustments.

The increase in net assets or net liabilities resulting from recognition and derecognition of individual assets and liabilities received from all transferors, and transferred to all recipients in a restructuring transaction, is recognized as revenue or as an expense.

Restructuring-related costs are recognized as expenses when incurred.

Individual assets and liabilities received in a restructuring transaction are initially classified based on the accounting policies and circumstances of the recipient at the restructuring date.

The financial position and results of operations prior to the restructuring date are not restated. Disclosure of information about the transferred assets, liabilities and related operations prior to the restructuring date by the recipient is encouraged but not required.

The Section is effective for new restructuring transactions that occur in fiscal periods beginning on or after April 1, 2018. Earlier application is encouraged.

The Town does not expect application of the new Standard to have a material effect on the consolidated financial statements.

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

**TOWN OF LADYSMITH**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED DECEMBER 31, 2015**

**3. Cash and Short Term Deposits**

Cash and short term deposits were comprised as follows:

	<u>2015</u>	<u>2014</u>
Cash	\$ 12,886,680	\$ 12,030,766
Short term deposits	766,618	760,124
	<u>\$ 13,653,298</u>	<u>\$ 12,790,890</u>

Included in Cash is a deposit of \$1,157,870 (the equivalent of \$852,854 US Funds based on the exchange rate at the Ladysmith and District Credit Union on December 31, 2015). Short term deposits consist of short term investments in the Municipal Finance Authority of B.C. money market fund. The market value is equal to the carrying value.

Included in cash and short term deposits are the following restricted amounts that can only be expended in accordance with the terms of the restricted reserves.

	<u>2015</u>	<u>2014</u>
Restricted reserves - other	\$ 490,270	\$ 480,150
Federal gas tax reserve	1,060,650	976,699
Development cost charges reserve	1,769,872	1,477,171
Total restricted cash	<u>\$ 3,320,793</u>	<u>\$ 2,934,020</u>

**4. Accounts Receivable**

	<u>2015</u>	<u>2014</u>
Property taxes	\$ 1,243,983	\$ 1,277,401
Other government	1,031,001	2,258,560
User fees and other	631,823	615,204
Developer receivables	16,253	16,253
Employee receivables	11,177	8,369
	<u>\$ 2,934,237</u>	<u>\$ 4,175,786</u>

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

**TOWN OF LADYSMITH**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED DECEMBER 31, 2015**

**5. Accounts Payable and Accrued Liabilities**

	<u>2015</u>	<u>2014</u>
General	\$ 1,007,433	\$ 1,284,364
Other governments	1,151	1,039
Salaries and wages	194,764	188,300
Contractor holdbacks	786,222	219,448
Accrued interest	40,923	40,923
	<u>\$ 2,030,493</u>	<u>\$ 1,734,074</u>

**6. Post-Employment Benefits**

The Town provides compensated absences to its employees to a maximum of 120 days. The Town also allows employees to defer unused vacation without any maximum. Any deferred vacation time remaining at retirement or termination is paid out at that time. The amount recorded for these benefits is based on an actuarial evaluation done by an independent firm using a projected benefit actuarial valuation method prorated on services. The last actuarial valuation was calculated at August 31, 2014 and has been extrapolated to December 31, 2015. The change in the liability in the financial statements in respect of obligations under the plan amounts to \$8,300. (\$50,400 - 2014).

The accrued post-employment benefits are as follows:

	<u>2015</u>	<u>2014</u>
Balance, beginning of year	\$ 276,300	\$ 225,900
Current service costs	30,400	29,200
Benefits paid	(32,700)	(13,700)
Actuarial (gain)/loss	(6,000)	34,900
Balance, end of year	<u>\$ 268,000</u>	<u>\$ 276,300</u>

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

	<u>2015</u>	<u>2014</u>
Discount Rate	3.10%	3.10%
Expected Inflation Rate and Wage & Salary Increases	2.50%	2.50%

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

**TOWN OF LADYSMITH**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED DECEMBER 31, 2015**

**7. Deferred Revenue**

	<u>2015</u>	<u>2014</u>
Licence fees & charges	\$ 6,133	\$ 5,961
Rental payments	589	37,957
Prepaid property tax	243,115	163,609
Subdivision tree prepayment	45,604	35,105
Recreation prepayment	32,399	26,928
Utilities	26,249	26,102
Other	14,759	15,396
	<u>\$ 368,849</u>	<u>\$ 311,057</u>

**8. Refundable Deposits and Other**

	<u>2015</u>	<u>2014</u>
Developer performance deposits	\$ 212,120	\$ 159,780
Damage deposits	179,400	173,550
Other	200	200
	<u>\$ 391,720</u>	<u>\$ 333,530</u>

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

**TOWN OF LADYSMITH**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED DECEMBER 31, 2015**

**9. Restricted Reserves and Development Cost Charges Reserve**

Restricted reserves include Development Cost Charges (DCC's) which are charged to developers and utilized for infrastructure development. There are two reserves, LRC Capital and B&G Capital for the replacement of specific building components located at 630 2<sup>nd</sup> Avenue and 220 High Street.

Description	Balance Dec. 31, 2014	Interest	Contributions	Expenditures	Balance Dec. 31, 2015
DCC - Water	\$ 258,136	\$ 3,134	\$ 141,386	\$ -	\$ 402,656
DCC - Parks	270,463	2,682	45,360	-	318,504
DCC - Roads	431,985	3,923	96,180	(108,075)	424,013
DCC - Sewer	176,721	1,826	95,377	-	273,925
DCC - Storm	339,867	3,287	7,620	-	350,774
	<u>1,477,171</u>	<u>14,853</u>	<u>385,924</u>	<u>(108,075)</u>	<u>1,769,872</u>
Parking	72,304	694	-	-	72,998
Green Streets	1,427	14	-	-	1,441
Amphitheatre	14,725	146	1,200	-	16,071
LRC - Capital	369,197	283	2,480	-	371,960
B&G - Capital	22,497	240	5,064	-	27,801
	<u>480,150</u>	<u>1,377</u>	<u>8,744</u>	<u>-</u>	<u>490,270</u>
TOTAL	<u>\$ 1,957,321</u>	<u>\$ 16,229</u>	<u>\$ 394,667</u>	<u>\$ (108,075)</u>	<u>\$ 2,260,142</u>

**10. Financial Instruments**

The Town as part of its operations carries a number of financial instruments. It is management's opinion the Town is not exposed to significant interest, currency or credit risk arising from these financial instruments, except as otherwise disclosed. The Town is exposed to currency risk on its US dollar bank account, as described in Note 3. Unless otherwise noted, the fair value of these financial instruments approximates their carrying values.

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

**TOWN OF LADYSMITH**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED DECEMBER 31, 2015**

**11. Federal Gas Tax Reserve**

Gas Tax funding is provided by the Government of Canada. The use of the funding is established by a funding agreement between the Town and the Union of British Columbia Municipalities. Gas Tax funding may be used towards designated public transit, community energy, water, wastewater, solid waste and capacity building projects, as specified in the funding agreements. The funds are recorded on the financial statements as a restricted reserve.

	<b>2015</b>	<b>2014</b>
Opening balance of unspent funds	\$ 976,699	\$ 854,988
Add: Amounts received during the year	374,048	374,048
Interest earned	9,265	9,347
Less: Gas tax funds utilized	(299,363)	(261,684)
	\$ 1,060,650	\$ 976,699

**12. Obligations under Capital Lease**

There are six leases payable to the Municipal Finance Authority. The future minimum lease payments, including PST, under the capital lease obligation are as follows:

2016	\$ 61,317
2017	48,872
2018	332,139
2019	3,379
2020	-
Thereafter	-

Debt interest, less actuarial adjustments in the consolidated statement of financial activities, is calculated as \$8,673 (\$10,812 - 2014).

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

**TOWN OF LADYSMITH**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED DECEMBER 31, 2015**

**12. Obligations under Capital Lease (continued)**

The Town has entered into capital leases for the following purchases:

- 1) A five year capital lease agreement with the Municipal Finance Authority of British Columbia which commenced on August 2011 for the purchase of a Photocopier. The remaining obligation will be repaid with monthly lease payments in the amount of \$329 including interest at 1.70% per annum. The balance of the capital lease at December 31, 2015, which is included in obligation under capital leases, is \$2,416. Lease to expire July 2016. (\$6,559 - 2014)
- 2) A five year capital lease agreement with the Municipal Finance Authority of British Columbia which commenced on April 2012 for the purchase of a 4X4 fire truck. The remaining obligation will be repaid with monthly lease payments in the amount of \$1,381 including interest at 1.70% per annum. The balance of the capital lease at December 31, 2015, which is included in obligation under capital leases, is \$24,752. Lease to expire May 2017. (\$41,870 - 2014)
- 3) A five year capital lease agreement with the Municipal Finance Authority of British Columbia which commenced on June 2012 for the purchase of a photocopier. The remaining obligation will be repaid with monthly lease payments in the amount of \$111 including interest at 1.70% per annum. The balance of the capital lease at December 31, 2015, which is included in obligation under capital leases, is \$2,212. Lease to expire July 2017. (\$3,587 - 2014)
- 4) A five year capital lease agreement with the Municipal Finance Authority of British Columbia which commenced on March 28, 2013 for the purchase of a fire truck. The remaining obligation will be repaid with monthly lease payments in the amount of \$2,718 including interest at 1.70% per annum. The balance of the capital lease at December 31, 2015, which is included in obligation under capital leases, is \$378,241. Lease to expire March 2018. (\$406,075 - 2014)
- 5) A five year capital lease agreement with the Municipal Finance Authority of British Columbia which commenced on February 2, 2014 for the purchase of a photocopier. The remaining obligation will be repaid with monthly lease payments in the amount of \$147 including interest at 1.70% per annum. The balance of the capital lease at December 31, 2015, which is included in obligation under capital leases, is \$5,781. Lease to expire February 2019. (\$7,546 - 2014)
- 6) A five year capital lease agreement with the Municipal Finance Authority of British Columbia which commenced on April 25, 2014 for the purchase of fitness equipment. The remaining obligation will be repaid with monthly lease payments in the amount of \$782 including interest at 1.70% per annum. The balance of the capital lease at December 31, 2015, which is included in obligation under capital leases, is \$32,305. Lease to expire April 2019. (\$41,678 - 2014)

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



**TOWN OF LADYSMITH**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED DECEMBER 31, 2015**

**13. Equipment Financing**

A new five year equipment financing agreement with the Municipal Finance Authority of British Columbia commenced on September 28, 2015 for the financing of a fire truck. The remaining obligation will be repaid with monthly payments in the amount of \$776 including interest at 1.24% per annum. The balance of the loan at December 31, 2015 is \$42,952. Loan to expire September 30, 2020.

The future minimum principal payments are:

2016	\$	8,769
2017		8,889
2018		9,015
2019		9,143
2020		7,136
Thereafter		-

**14. Short-Term Debt**

The Town executed short term borrowing of \$4,000,000 to construct the upgrade of the Waste Water Treatment Plant. An additional \$3,000,000 was executed in 2016.

The Town also executed short term borrowing of \$920,000 to purchase the properties at 12, 20, and 26 Buller Street and 721 First Avenue.

Principal Payments payable over the next five years:

	2016	2017	2018	2019	2020
Waste Water Treatment Plant	\$4,000,000	-	-	-	-
Buller Street Properties	-	-	-	-	\$ 920,000

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

**TOWN OF LADYSMITH**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED DECEMBER 31, 2015**

**15. Debenture Debt**

The total long term debt issued and outstanding as at December 31, 2015 was \$2,976,232 (\$3,231,518 as at December 31, 2014). There is an additional \$10 million dollars authorized to fund the upgrade of the Waste Water Treatment Plant.

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

Principal repayments

	2016	2017	2018	2019	2020	Thereafter
General	\$ 66,033	\$ 66,033	\$ 66,033	\$ 66,033	\$ 66,033	\$ 726,362
Water	24,012	24,012	24,012	24,012	24,012	408,204
Sewer	-	-	-	-	-	-
	<u>\$ 90,045</u>	<u>\$ 90,045</u>	<u>\$ 90,045</u>	<u>\$ 90,045</u>	<u>\$ 90,045</u>	<u>\$ 1,134,566</u>

Actuarial sinking fund earnings

	2016	2017	2018	2019	2020	Thereafter
General	\$ 27,953	\$ 31,712	\$ 35,622	\$ 39,688	\$ 43,917	\$ 815,770
Water	2,998	4,078	5,202	6,371	7,586	370,544
Sewer	-	-	-	-	-	-
	<u>\$ 30,951</u>	<u>\$ 35,790</u>	<u>\$ 40,824</u>	<u>\$ 46,059</u>	<u>\$ 51,503</u>	<u>\$ 1,186,314</u>
	<u>\$120,996</u>	<u>\$125,835</u>	<u>\$130,869</u>	<u>\$136,104</u>	<u>\$141,548</u>	<u>\$2,320,880</u>

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

	Interest	Actuarial Adjustment	2015 Net	2014 Net
General - Interest	\$ 219,463	\$ 83,177	\$ 136,286	\$ 145,380
Water - Interest	34,000	1,959	32,041	33,040
Sewer - Interest	725	3,826	(3,101)	(1,263)
	<u>\$ 254,188</u>	<u>\$ 88,962</u>	<u>\$ 165,226</u>	<u>\$ 177,156</u>

**16. Commitments and Contingencies**

**(a) Contingent Liabilities**

- i) The Town, as a member of the Cowichan Valley Regional District, is jointly and severally liable for operational deficits or long term debt related to functions in which it participates.
- ii) The loan agreements with the Municipal Finance Authority provide that if the Authority does not have sufficient funds to meet payments on its obligations it shall make payments from the Debt Reserve Fund which in turn is established by a similar Debt Reserve Fund in the Town and all other borrowing participants. If the Debt Reserve Fund is deficient the Authority's obligations become a liability of the regional district and may become a liability of the participating municipalities.
- iii) Various claims have been made against the Town as at December 31, 2015 for incidents which arose in the ordinary course of operations. In the opinion of management and legal counsel, the

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

**TOWN OF LADYSMITH**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED DECEMBER 31, 2015**

**16. Commitments and Contingencies (Continued)**

outcomes of the lawsuits, now pending, are not determinable. As the outcomes are not determinable at this time, no amount has been accrued in the financial statements. Should any loss result from the resolution of these claims, such loss will be charged to operations in the year of resolution.

**(b) Pension Liability**

The employer and its employees contribute to the Municipal Pension Plan (a jointly trusted pension plan). The board of trustees, representing plan members and employers, is responsible for administering the plan, including investment of assets and administration of benefits. The Plan is a multi-employer defined benefit pension plan. Basic pension benefits are based on a formula. As at December 31, 2014, the Plan has about 185,000 active members and approximately 80,000 retired members. Active members include approximately 37,000 contributors from local governments.

Every three years, an actuarial valuation is performed to assess the financial position of the plan and adequacy of plan funding. The actuary determines an appropriate combined employer and member contribution rate to fund the plan. The actuary's calculated contribution rate is based on the entry-age normal cost method, which produces the long-term rate of member and employer contributions sufficient to provide benefits for average future entrants to the plan. This rate is then adjusted to the extent there is amortization of any funding deficit.

The most recent valuation for the Municipal Pension Plan as of December 31, 2012, indicated a \$1.37 billion funding deficit for basic pension benefits on a going concern basis.

The next valuation will be as at December 31, 2015, with results available in 2016.

Employers participating in the plan record their pension expense as the amount of employer contributions made during the fiscal year (defined contribution pension plan accounting). This is because the plan records accrued liabilities and accrued assets for the plan in aggregate, resulting in no consistent and reliable basis for allocating the obligation, assets and cost to individual employers participating in the plan.

The Town of Ladysmith paid \$430,067 (2014 - \$408,683) for employer contributions to the Plan in fiscal 2015.

**(c) Reciprocal Insurance Exchange Agreement**

The Town is a subscribed member of the Municipal Insurance Association of British Columbia (The "Exchange") as provided by Section 3.02 of the Insurance Act of the Province of British Columbia. The main purpose of the Exchange is to pool the risks of liability so as to lessen the impact upon any subscriber. Under the Reciprocal Insurance Exchange Agreement the Town is assessed a premium and specific deductible for its claims based on population. The obligation of the Town with respect to the Exchange and/or contracts and obligations entered into by the Exchange on behalf of its subscribers in connection with the Exchange are in every case several, and not joint and several. The Town irrevocably and unconditionally undertakes and agrees to indemnify and save harmless the other subscribers against liability losses and costs which the other subscriber may suffer.

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

**TOWN OF LADYSMITH**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED DECEMBER 31, 2015**

**17. Significant Taxpayers**

The Town is reliant upon 10 taxpayers for approximately 20.72% (21.19% - 2014) of the total property tax revenue which includes Western Forest Products at approximately 12.6% (13.1% - 2014) of the total property tax revenue.

**18. Funds Held in Trust**

These funds account for assets which must be administered as directed by agreement or statute for certain beneficiaries; in particular, these funds are for the Cemetery Trust Fund. In accordance with PSAB recommendations on financial statement presentation, trust funds are not included in the Town's Financial Statements. A summary of trust fund activities by the Town is as follows:

	<b>2015</b>	<b>2014</b>
<b>Assets</b>		
Cash and short term investment	<u>\$ 147,252</u>	<u>\$ 143,932</u>
<b>Equity</b>		
Opening balance	\$ 143,932	\$ 141,707
Interest	1,474	1,583
Transfer interest to fund cemetery costs	(1,474)	(1,583)
Contributions	<u>3,320</u>	<u>2,225</u>
Balance, end of year	<u><u>\$ 147,252</u></u>	<u><u>\$ 143,932</u></u>

**19. Comparative Figures**

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

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

**TOWN OF LADYSMITH**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED DECEMBER 31, 2015**

**20. Accumulated Surplus**

The Town segregates its accumulated surplus in the following categories:

	<b>2015</b>	<b>2014</b> (Restated)
Unappropriated equity	\$ 3,733,297	\$ 3,301,039
Appropriated equity (Schedule VI)	5,612,326	7,307,629
	9,345,623	10,608,668
 <b>Capital Funds</b>		
General capital fund	127,404	113,288
Sewer capital fund	17,419	834
Water capital fund	612,520	595,935
	757,344	710,057
 <b>Reserve Funds</b>		
Reserve funds (Schedule VI)	286,847	235,633
Equity in Tangible Capital Assets	80,790,552	76,373,114
Total Accumulated Surplus	\$ 91,180,366	\$ 87,927,472

**21. Annual Budget**

Fiscal plan amounts represent the Financial Plan Bylaw adopted by Council on May 11, 2015.

The Financial Plan anticipated the use of surpluses accumulated in previous years to balance against current year expenses in excess of current year revenues. In addition, the Financial Plan anticipated capital expenses rather than amortization expense.

The following shows how these amounts were combined:

Financial Plan Balance for the year	\$ -
Add back:	
Amortization	(2,485,372)
Proceeds from new debt	(9,800,000)
Transfers to/from own funds	(1,140,829)
Less:	
Principal payments on debt	477,120
Capital expenditures per budget	17,448,403
Capital Expenditures expensed according to Tangible Capital Asset Policy	(790,920)
Adjusted Annual Surplus	\$ 3,708,402

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

**TOWN OF LADYSMITH**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED DECEMBER 31, 2015**

**22. DL 2016 Holdings Corporation (“DL 2016”)**

The Town of Ladysmith has an investment in DL 2016 Holdings Corporation, a wholly owned subsidiary company of the Town.

The Town of Ladysmith leases portions of its waterfront from the Province of British Columbia parts of which are subleased to DL 2016 for use as a marina.

DL 2016 has entered into operation and maintenance agreement and a license agreement with the Ladysmith Maritime Society (LMS) for the operation and management of the lease area.

Pursuant to these agreements DL 2016 could provide security for debt financing in order for LMS to implement capital improvements to the lease area.

**23. Segmented Information**

The Town is a diversified municipal government institution that provides a wide range of services to its citizens such as roads, water, sewer and drainage infrastructure, fire protection, police protection (RCMP), cemetery, recreation centre, garbage collection and parkland. Distinguishable functional segments have been separately disclosed in the segmented information. The nature of the segments and the activities they encompass are as follows:

**General Government Services**

The City Manager is the liaison between Council and the Town departments and staff. The Corporate Services Department supports the legislated activities of Council, and provides information to citizens with respect to Council/Committee processes, reporting procedures and decisions, and Town activities. Also included in General Government Services is the Finance Department, Information Technology and Human Resources.

**Protective Services**

Protection is comprised of fire protection, policing, bylaw enforcement and building inspection.

- Bylaw enforcement administers, monitors, and seeks compliance with the bylaws enacted by the Mayor and Council to regulate the conduct of affairs in the Town of Ladysmith.
- Fire protection is provided by the fire department, whose volunteer members receive compensation for each callout in which they take part.

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

**TOWN OF LADYSMITH**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED DECEMBER 31, 2015**

**23. Segmented Information (Continued)**

- Policing is provided under contract with the RCMP operating from a detachment building located in and owned by the Town of Ladysmith.
- The Town of Ladysmith's Development Services and Public Works Departments work together to regulate all construction within the Town. This is achieved through the use of the Town of Ladysmith's Building and Plumbing Bylaw, the British Columbia Building Code, the British Columbia Fire Code and other related bylaws and enactments with the Town of Ladysmith.

**Transportation, Garbage and Cemetery**

The Transportation (Public Works) Department is responsible for the infrastructure of the Town:

- Ensuring clean and safe water to the Town, supplied through underground pipes and reservoirs,
- Maintaining a separate system of underground pipes to collect sewer or waste water for proper treatment prior to discharging it,
- Providing and maintaining the Town's roads, sidewalks, street lights, signage and line markings, storm drainage and hydrants,
- Providing other key services including street cleaning and the operation of a local bus service.

Garbage Services (Public Works) is responsible for the garbage collection and compost and recycling programs operating in the Town of Ladysmith. Garbage and recycling collection is performed by a contractor.

Cemetery (Public Works) Department provides cemetery services including the maintenance of the cemetery grounds.

**Development**

The Development Services Department provides short-term and long-term land use planning services.

- Long-term Planning includes work with the community on reviewing the Town's Official Community Plan, developing new Neighbourhood Plans, the Trail Plan and the review of relevant bylaws.
- Short term Planning includes the processing of development applications.

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

**TOWN OF LADYSMITH**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED DECEMBER 31, 2015**

**23. Segmented Information (Continued)**

**Recreation and Culture**

The Parks, Recreation and Culture Department contribute to the quality of life and personal wellness of the community through the provision of a variety of special events, programs, services and facilities. The Frank Jameson Community Centre is the location where the majority of the programs are offered.

**Parks**

Parks includes and provides maintenance of beach area, trails, golf course, spray-park, ball parks, and any other civic grounds.

**Water**

Water includes all of the operating activities related to the treatment and distribution of water throughout the Town.

**Sewer**

Sewer includes all of the operating activities related to the collection and treatment of waste water (sewage) throughout the Town.

**24. Subsequent Events**

Subsequent to year end, the Town borrowed an additional \$3,000,000 for a total of \$7,000,000 of the approved \$10,000,000 loan through the Municipal Finance Authority for the construction of the third phase of the wastewater treatment plant.

**25. Changes in Accounting Policies**

***PS 3260 Liabilities for Contaminated Sites***

Effective January 1, 2015, the Town of Ladysmith adopted the recommendations in PS 3260 Liabilities for Contaminated Sites, as set out in the Canadian public sector accounting standards. Pursuant to the recommendations, the change was applied prospectively, and prior periods have not been restated.

Previously, no accounting policy existed to account for a liability for contaminated sites. Under the new recommendations, the Town of Ladysmith is required to recognize a liability for contaminated sites when economic benefits will be given up, as described in Note 2 (k), Significant Accounting Policies.

There was no effect on the Town's financial statements from adopting the above-noted change in accounting policy.

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



**TOWN OF LADYSMITH**  
**SCHEDULE OF OBLIGATIONS UNDER CAPITAL LEASES**  
**FOR THE YEAR ENDED DECEMBER 31, 2015**

**SCHEDULE I**

	<u>Term</u>	<u>Original Amount</u>	<u>Balance Dec 31, 2014</u>	<u>Principal Payments</u>	<u>Net Interest<sup>(1)</sup></u>	<u>Balance Dec 31, 2015</u>	<u>Interest Rate</u>
Spartan Fire Truck	2010-15	\$ 312,258	\$ 51,091	\$ 51,091	\$ 618	\$ -	1.70%
City Hall Copier	2011-16	19,780	6,559	4,143	79	\$ 2,416	1.70%
Fire Bush Truck	2012-17	83,652	41,870	17,118	575	\$ 24,752	1.70%
Spartan Fire Truck	2013-18	452,066	406,075	27,834	6,608	\$ 378,241	1.70%
P.W. Copier	2012-17	6,748	3,587	1,375	50	\$ 2,212	1.70%
Ricoh Copier - FJCC	2014-19	8,967	7,546	1,765	113	\$ 5,781	1.70%
Fitness Equip - FJCC	2014-19	47,765	41,678	9,373	630	\$ 32,305	1.70%
		<u>\$ 931,236</u>	<u>\$ 558,406</u>	<u>\$ 112,698</u>	<u>\$ 8,673</u>	<u>\$ 445,707</u>	

<sup>(1)</sup> Interest, net of actuarial adjustments

**TOWN OF LADYSMITH**  
**SCHEDULE OF SHORT TERM DEBT**  
**FOR THE YEAR ENDED DECEMBER 31, 2015**

**SCHEDULE II**

	<u>Term</u>	<u>Original Amount</u>	<u>Balance Dec 31, 2014</u>	<u>Principal Payments</u>	<u>Net Interest <sup>(1)</sup></u>	<u>Balance Dec 31, 2015</u>	<u>Interest Rate</u>
<b><u>General Capital Fund</u></b>							
2015 Buller Street Properties	5 years	\$ 920,000	\$ -	\$ -	\$ 5,318	\$ 920,000	1.30%
<b><u>Sewer Capital Fund</u></b>							
2015 Waste Water Treatment Plant	5 years	4,000,000	-	-	22,564	4,000,000	1.30%
		<u>\$ 4,920,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 27,881</u>	<u>\$ 4,920,000</u>	

<sup>(1)</sup> Interest, net of actuarial adjustments

**TOWN OF LADYSMITH**  
**SCHEDULE OF DEBENTURE DEBT**  
**FOR THE YEAR ENDED DECEMBER 31, 2015**

**SCHEDULE III**

	<u>Issue #</u>	<u>Term</u>	<u>Original Amount</u>	<u>Balance Dec 31, 2014</u>	<u>Principal Payments</u>	<u>Net Interest <sup>(1)</sup></u>	<u>Balance Dec 31, 2015</u>	<u>Interest Rate</u>
<b><u>General Capital Fund</u></b>								
2000 First Avenue	73	2000-15	\$ 1,438,000	\$ 130,462	\$ 130,462	\$ 32,474	\$ -	6.35%
2006 RCMP Building	97	2006-31	2,750,000	2,141,558	90,371	103,812	2,051,187	4.66%
<b><u>Water Capital Fund</u></b>								
2012 Water Improvements	118	2012-37	1,000,000	951,016	25,971	32,041	925,044	3.40%
<b><u>Sewer Capital Fund</u></b>								
2000 Sewer Improvements	72	2000-15	93,500	8,483	8,483	(3,101)	-	6.45%
			<b>\$ 5,281,500</b>	<b>\$ 3,231,518</b>	<b>\$ 255,287</b>	<b>\$ 165,226</b>	<b>\$ 2,976,232</b>	

<sup>(1)</sup> Interest, net of actuarial adjustments

**TOWN OF LADYSMITH**  
**SCHEDULE OF TAX REVENUES**  
**FOR THE YEAR ENDED DECEMBER 31, 2015**

**SCHEDULE IV**

	<u>Actuals 2015</u>	<u>Budget 2015</u>	<u>Actuals 2014</u>
<b>General Taxes</b>			
General municipal purposes	\$ 7,456,243	\$ 7,458,863	\$ 7,022,129
Grants in lieu and 1% utility tax	165,762	164,115	165,983
Water and sewer parcel tax	1,542,125	1,539,493	1,431,141
	<u>\$ 9,164,130</u>	<u>\$ 9,162,471</u>	<u>\$ 8,619,254</u>
 <b>Collections for other governments:</b>			
School district	\$ 2,993,017	\$ 2,990,048	\$ 3,028,714
Regional hospital district	694,246	693,237	642,775
Regional district	1,139,643	1,138,082	1,018,087
BCAA and MFA	82,205	82,122	85,103
Library	340,973	341,052	328,044
	<u>\$ 5,250,083</u>	<u>\$ 5,244,541</u>	<u>\$ 5,102,722</u>
 <b>Less:</b>			
<b>Transmission of taxes levied for other agencies:</b>			
School district	\$ 2,993,017	\$ 2,990,048	\$ 3,028,714
Regional hospital district	694,246	693,237	642,775
Regional district	1,139,643	1,138,082	1,018,087
BCAA and MFA	82,205	82,122	85,103
Library	340,973	341,052	328,044
	<u>\$ 5,250,083</u>	<u>\$ 5,244,541</u>	<u>\$ 5,102,722</u>
 <b>Net Taxation</b>	 <u>\$ 9,164,130</u>	 <u>\$ 9,162,471</u>	 <u>\$ 8,619,254</u>

**TOWN OF LADYSMITH**  
**SCHEDULE OF FEES & CHARGES**  
**FOR THE YEAR ENDED DECEMBER 31, 2015**

**SCHEDULE V**

	<b>Actuals 2015</b>	<b>Budget 2015</b>	<b>Actuals 2014</b>
Licences and fines	\$ 85,957	\$ 79,650	\$ 81,540
Garbage services	638,647	621,750	595,863
General government services	110,514	77,773	124,753
Cemetery services	33,095	30,072	27,630
Recreation services	674,765	632,242	599,304
Permits and Fees	116,344	78,900	72,197
Protective Services	235,418	238,067	234,511
Water Utility Fees	713,268	765,290	713,777
Sewer Utility Fees	791,347	767,278	741,877
	<b><u>\$ 3,399,355</u></b>	<b><u>\$ 3,291,022</u></b>	<b><u>\$ 3,191,452</u></b>

**TOWN OF LADYSMITH**  
**CONTINUITY SCHEDULE OF RESERVES & APPROPRIATED EQUITY**  
**FOR THE YEAR ENDED DECEMBER 31, 2015**

**SCHEDULE VI**

**(Unaudited)**

**Restated**

	Balance Dec. 31, 2014	Interest Allocated	Contributions	Funding	Balance Dec. 31, 2015
<b>RESERVES</b>					
Tax Sale	\$ 25,430	\$ 264	\$ -	\$ -	\$ 25,694
Perpetual Safety Fund	12,654	132	-	-	12,786
Sale Real Property	-	-	-	-	-
Municipal Office Building	115,000	-	60,000	-	175,000
Amenity Funds	82,549	818	-	10,000	73,367
<b>TOTAL RESERVES</b>	<b>\$ 235,633</b>	<b>\$ 1,214</b>	<b>\$ 60,000</b>	<b>\$ 10,000</b>	<b>\$ 286,847</b>
<b>APPROPRIATED EQUITY - OPERATIONS</b>					
General Operating Fund					
Future Projects	1,135,134	-	691,679	270,964	1,555,849
Equipment	788,967	-	328,070	153,683	963,354
Land & Building	71,235	-	157,360	14,200	214,395
Tax Contingency	107,986	-	-	100,000	7,986
Snow & Ice Removal	30,000	-	-	-	30,000
Infrastructure Deficit	140,140	-	178,039	-	318,179
Multi-Materials BC Rebate	60,800	-	89,040	3,127	146,713
	<u>2,334,262</u>	<u>-</u>	<u>1,444,188</u>	<u>541,974</u>	<u>3,236,476</u>
Water Operating Fund					
Capital Expenditures	778,003	-	151,450	125,545	803,908
MFA Surplus Refunds	524,076	-	-	-	524,076
Total Water Operating Fund	<u>1,302,079</u>	<u>-</u>	<u>151,450</u>	<u>125,545</u>	<u>1,327,984</u>
Sewer Operating Fund					
Capital Expenditures	3,064,935	-	784,996	3,414,009	435,922
MFA Surplus Refunds	606,353	-	5,591	-	611,944
Total Sewer Operating Fund	<u>3,671,288</u>	<u>-</u>	<u>790,587</u>	<u>3,414,009</u>	<u>1,047,866</u>
<b>TOTAL APPROPRIATED EQUITY</b>	<b>\$ 7,307,629</b>	<b>\$ -</b>	<b>\$ 2,386,225</b>	<b>\$ 4,081,528</b>	<b>\$ 5,612,326</b>
<b>TOTAL RESERVES AND APPROPRIATED EQUITY</b>	<b>\$ 7,543,262</b>	<b>\$ 1,214</b>	<b>\$ 2,446,225</b>	<b>\$ 4,091,528</b>	<b>\$ 5,899,173</b>

**TOWN OF LADYSMITH**  
**SCHEDULE OF RESTRICTED RESERVES, RESERVES & EQUITY BY FUND**  
**FOR THE YEAR ENDED DECEMBER 31, 2015**

**SCHEDULE VII**

(Unaudited)

	<b>Restricted Reserves</b>	<b>Allocated Reserves</b>	<b>Appropriated Equity</b>	<b>Unappropriated Equity</b>	<b>Capital Funds Equity</b>	<b>Total</b>
General operating fund	\$ -	\$ -	\$ 3,236,476	\$ 875,140	\$ -	\$ 4,111,616
Water operating fund	-	-	1,327,984	511,306	-	1,839,290
Sewer operating fund	-	-	1,047,866	2,346,851	-	3,394,717
Reserve fund	490,270	286,847	-	-	-	777,118
General capital fund	-	-	-	-	127,404	127,404
Water capital fund	-	-	-	-	612,520	612,520
Sewer capital fund	-	-	-	-	17,419	17,419
<b>Total</b>	<b>\$ 490,270</b>	<b>286,847</b>	<b>\$ 5,612,326</b>	<b>\$ 3,733,297</b>	<b>\$ 757,344</b>	<b>\$ 10,880,085</b>

**TOWN OF LADYSMITH**  
**SCHEDULE OF GRANT REVENUE**  
**FOR THE YEAR ENDED DECEMBER 31, 2015**

**SCHEDULE VIII**

	<u>Actuals 2015</u>	<u>Budget 2015</u>	<u>Actuals 2014</u>
<b>Operating Grants</b>			
Traffic Fines Revenue	\$ 54,572	\$ 43,000	\$ 31,650
Small Communities	472,265	450,000	295,191
CVRD Recreation	126,890	125,545	125,545
Other	31,728	11,865	16,138
	<u>685,455</u>	<u>630,410</u>	<u>468,524</u>
<b>Capital Grants</b>			
Composting Facility	\$ -	\$ 500,000	\$ -
Energy and Facility Assessment	-	10,000	-
Frank Jameson Energy Upgrades	-	-	353,021
ICBC Sign Incentive	14,830	-	-
Signage Initiative	-	8,400	-
Stz` uminus First Nation Cooperation Protocol	3,849	9,000	19,037
Transfer Beach Parking Lot Railing	6,000	6,000	-
Upper Transfer Beach Improvements	-	6,000	-
Wastewater Treatment Plant Upgrade	1,824,661	3,110,709	2,640,221
Waterfront Area Plan	-	50,000	-
Zoning Bylaw	-	-	23,660
	<u>1,849,340</u>	<u>3,700,109</u>	<u>3,035,939</u>
	<u>\$ 2,534,795</u>	<u>\$ 4,330,519</u>	<u>\$ 3,504,463</u>



**TOWN OF LADYSMITH**  
**STATEMENT OF OPERATIONS BY SEGMENT**  
**FOR THE YEAR ENDED DECEMBER 31, 2015**

**SCHEDULE IX**

	<b>General Government</b>		<b>Protective Services</b>		<b>Transportation, Garbage &amp; Cemetery Services</b>		<b>Development Services</b>	
	2015	2014	2015	2014	2015	2014	2015	2014
<b>REVENUE</b>								
Tax	\$ 7,622,005	\$ 7,188,113	-	-	-	-	-	-
Fees & Charges	43,014	61,945	400,413	323,687	635,876	632,516	102,522	62,561
Investment income & MFA Refunds	176,832	127,922	-	-	-	-	-	-
Penalty & Interest on tax	123,546	123,987	-	-	-	-	-	-
Grants	477,748	312,515	54,572	31,650	23,194	8,836	8,436	24,091
Donations & contributed property	-	-	-	-	48,790	107,082	-	14,327
Gain (loss) on foreign exchange	131,994	95,762	-	-	-	-	-	-
Gain (loss) on disposal	153,676	(5,000)	-	-	(20,861)	(7,281)	-	-
Development fees	-	-	-	-	108,075	108,075	-	3,550
Local area improvements	-	-	-	-	-	-	-	-
Gas tax fund utilized	-	-	-	-	132,702	63,000	-	-
<b>Total revenue</b>	<b>8,728,816</b>	<b>7,905,242</b>	<b>454,985</b>	<b>355,337</b>	<b>927,776</b>	<b>912,228</b>	<b>110,958</b>	<b>104,529</b>
<b>EXPENSES</b>								
Contracted Services	412,266	268,542	1,034,050	982,236	633,798	580,734	123,103	182,456
Grants In Aid	100,250	98,156	11,000	11,000	-	-	-	-
Insurance	57,060	63,494	24,803	25,650	3,304	7,756	1,360	-
Interest	5,397	164	111,766	117,144	32,524	38,172	-	-
Materials & Supplies	36,567	34,475	80,549	63,294	141,790	119,298	6,103	7,049
Utilities & Telephone	18,203	18,662	47,739	46,967	136,773	144,910	6,639	6,160
Wages & Benefits	1,537,277	1,432,762	383,637	345,527	701,923	810,731	366,143	359,036
Other	(103,477)	134,334	43,996	44,146	(16,192)	108,629	13,038	6,198
Amortization	206,529	190,066	164,024	169,332	844,004	841,019	-	-
<b>Total expenses</b>	<b>2,270,072</b>	<b>2,240,654</b>	<b>1,901,564</b>	<b>1,805,295</b>	<b>2,477,923</b>	<b>2,651,249</b>	<b>516,386</b>	<b>560,899</b>
<b>Surplus (Deficit)</b>	<b>\$ 6,458,744</b>	<b>\$ 5,664,588</b>	<b>\$ (1,446,579)</b>	<b>\$ (1,449,958)</b>	<b>\$ (1,550,147)</b>	<b>\$ (1,739,021)</b>	<b>\$ (405,428)</b>	<b>\$ (456,370)</b>

**TOWN OF LADYSMITH**  
**STATEMENT OF OPERATIONS BY SEGMENT**  
**FOR THE YEAR ENDED DECEMBER 31, 2015**

**SCHEDULE IX -CONTINUED**

Recreation & Culture Services		Parks Operations Services		Sewer Operations Services		Water Operations Services		Total Actual	Total Actual
2015	2014	2015	2014	2015	2014	2015	2014	2015	2014
-	-	-	-	\$ 964,365	\$ 962,751	\$ 577,760	\$ 468,390	\$ 9,164,130	\$ 8,619,254
712,913	655,089	-	-	791,347	741,877	713,268	713,777	3,399,353	3,191,452
-	-	-	-	2,920	-	-	2,772	179,752	130,693
-	-	-	-	-	-	-	-	123,546	123,987
141,184	487,151	5,000	-	1,824,661	2,640,221	-	-	2,534,795	3,504,463
73,711	10,500	110,963	8,000	-	-	8,450	3,133	241,914	143,043
-	-	-	-	-	-	-	-	131,994	95,762
-	(23,549)	-	-	16,585	-	15,560	-	164,961	(35,830)
-	-	-	-	-	-	-	-	108,075	111,625
-	-	-	-	-	8,922	-	-	-	8,922
10,777	192,674	155,885	6,011	-	-	-	-	299,363	261,684
<b>938,585</b>	<b>1,321,864</b>	<b>271,847</b>	<b>14,011</b>	<b>3,599,878</b>	<b>4,353,771</b>	<b>1,315,038</b>	<b>1,188,072</b>	<b>16,347,884</b>	<b>16,155,054</b>
146,226	123,047	41,747	25,128	106,434	93,091	335,078	193,539	2,832,702	2,448,773
-	-	-	-	-	-	-	-	111,250	109,156
35,037	43,087	5,478	-	12,329	13,899	3,861	4,353	143,232	158,239
743	712	-	-	19,462	(1,263)	32,041	33,040	201,933	187,968
131,336	105,344	100,537	85,655	109,228	97,799	86,797	36,198	692,907	549,112
138,627	138,689	5,014	11,569	60,850	59,659	11,628	8,643	425,473	435,259
1,626,835	1,638,725	384,944	373,228	358,628	318,913	394,910	348,105	5,754,297	5,627,026
81,302	74,975	99,159	89,106	163,158	50,624	140,056	27,447	421,040	535,459
227,632	218,246	257,448	251,408	444,265	441,733	368,255	324,244	2,512,157	2,436,048
<b>2,387,738</b>	<b>2,342,825</b>	<b>894,327</b>	<b>836,094</b>	<b>1,274,354</b>	<b>1,074,455</b>	<b>1,372,626</b>	<b>975,569</b>	<b>13,094,990</b>	<b>12,487,040</b>
<b>\$ (1,449,153)</b>	<b>\$ (1,020,961)</b>	<b>\$ (622,479)</b>	<b>\$ (822,083)</b>	<b>\$ 2,325,524</b>	<b>\$ 3,279,316</b>	<b>\$ (57,588)</b>	<b>\$ 212,503</b>	<b>\$ 3,252,894</b>	<b>\$ 3,668,014</b>

**TOWN OF LADYSMITH**  
**CONSOLIDATED STATEMENT OF TANGIBLE CAPITAL ASSETS**  
**FOR THE YEAR ENDED DECEMBER 31, 2015**

**SCHEDULE X**

	<u>Land</u>		<u>Land Improvements</u>		<u>Buildings</u>		<u>Vehicle Furniture &amp; Equipment</u>		<u>Transportation</u>
	<u>2015</u>	<u>2014</u>	<u>2015</u>	<u>2014</u>	<u>2015</u>	<u>2014</u>	<u>2015</u>	<u>2014</u>	<u>2015</u>
<b>COST</b>									
Opening Balance	\$ 8,566,085	\$ 8,566,085	\$ 7,960,932	\$ 7,776,566	\$ 19,684,792	\$ 17,719,021	\$ 5,705,958	\$ 5,542,685	\$ 25,876,555
Add: Additions	716,098	-	172,298	184,366	457,394	1,988,628	599,622	230,549	315,628
Less: Disposals	-	-	14,582	-	-	22,857	210,986	67,276	20,613
Less: Write-downs	-	-	-	-	-	-	-	-	-
Closing Balance	<u>9,282,183</u>	<u>8,566,085</u>	<u>8,118,648</u>	<u>7,960,932</u>	<u>20,142,186</u>	<u>19,684,792</u>	<u>6,094,594</u>	<u>5,705,958</u>	<u>26,171,570</u>
<b>ACCUMULATED AMORTIZATION</b>									
Opening Balance	-	-	2,528,342	2,298,880	4,458,227	3,970,876	3,343,537	3,129,672	13,543,624
Add: Amortization	-	-	229,546	229,462	535,958	492,230	277,599	271,507	633,515
Less: Write-downs	-	-	-	-	-	-	-	-	-
Less: Disposals	-	-	14,582	-	-	4,879	177,309	57,642	20,461
Closing Balance	<u>-</u>	<u>-</u>	<u>2,743,306</u>	<u>2,528,342</u>	<u>4,994,185</u>	<u>4,458,227</u>	<u>3,443,827</u>	<u>3,343,537</u>	<u>14,156,678</u>
<b>Net Book Value</b>	<u>\$ 9,282,183</u>	<u>\$ 8,566,085</u>	<u>\$ 5,375,342</u>	<u>\$ 5,432,590</u>	<u>\$ 15,148,001</u>	<u>\$ 15,226,565</u>	<u>\$ 2,650,767</u>	<u>\$ 2,362,421</u>	<u>\$ 12,014,892</u>

Included in the tangible capital assets are leased and financed assets with a total cost of \$931,236 - (2014 - \$931,236) and accumulated amortization of \$185,490 - (2014 - \$144,607)

**TOWN OF LADYSMITH**  
**CONSOLIDATED STATEMENT OF TANGIBLE CAPITAL ASSETS**  
**FOR THE YEAR ENDED DECEMBER 31, 2015**

**SCHEDULE X - CONTINUED**

Linear Infrastructure

Transportation	Sanitary Sewer		Storm		Water		Assets Under Construction		Total	
	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015
\$ 25,543,068	\$ 19,996,796	\$ 19,996,796	\$ 8,123,714	\$ 7,938,726	\$ 16,374,424	\$ 15,908,724	\$ 3,755,487	\$ 2,395,942	\$ 116,044,743	\$ 111,387,613
333,487	56,962	-	70,422	201,939	80,015	465,700	9,123,785	2,734,450	11,592,224	6,139,119
-	-	-	1,020	16,951	3,989	-	33,024	1,374,905	284,214	1,481,989
-	-	-	-	-	-	-	-	-	-	-
25,876,555	20,053,758	19,996,796	8,193,116	8,123,714	16,450,450	16,374,424	12,846,248	3,755,487	127,352,752	116,044,743
12,935,018	5,719,947	5,286,007	1,974,264	1,869,229	4,313,218	4,020,252	-	-	35,881,159	33,509,934
608,606	427,006	433,940	109,782	107,634	298,751	292,966	-	-	2,512,157	2,436,345
-	-	-	-	-	-	-	-	-	-	-
-	-	-	689	2,599	2,964	-	-	-	216,005	65,120
13,543,624	6,146,953	5,719,947	2,083,357	1,974,264	4,609,005	4,313,218	-	-	38,177,311	35,881,159
\$ 12,332,931	\$ 13,906,805	\$ 14,276,849	\$ 6,109,759	\$ 6,149,450	\$ 11,841,445	\$ 12,061,206	\$ 12,846,248	\$ 3,755,487	\$ 89,175,441	\$ 80,163,584

**TOWN OF LADYSMITH**  
**STATEMENT OF FINANCIAL INFORMATION**  
**YEAR ENDED DECEMBER 31, 2015**  
**SCHEDULE OF DEBTS**

Information on all long-term debts for this organization is included in Schedules I, II & III to the financial statements.

Prepared under the *Financial Information Regulation*, Schedule 1, subsection 6(7)

**TOWN OF LADYSMITH**  
**STATEMENT OF FINANCIAL INFORMATION**  
**YEAR ENDED DECEMBER 31, 2015**  
**SCHEDULE OF GUARANTEE AND INDEMNITY AGREEMENTS**

The Town of Ladysmith has not given any guarantees or indemnities under the Guarantees and Indemnities Regulation.

Prepared under the *Financial Information Regulation*, Schedule 1, subsection 6(7)

**TOWN OF LADYSMITH**  
**STATEMENT OF FINANCIAL INFORMATION**  
**YEAR ENDED DECEMBER 31, 2015**  
**SCHEDULE OF REMUNERATION AND EXPENSES**

**Elected Officials, as per Sec. 168 of the *Community Charter***

**As per Sec. 2 - *Financial Information Act* and *Financial Information Regulation 371/93*:**

NAME	POSITION	REMUNERATION		EXPENSES
		Financial Compensation	Expense Allowance	Additional
Stone, Aaron	Mayor	\$ 16,115	\$ 8,057	\$ 3,185
Arnett, Steven	Councillor	8,313	4,157	2,808
Fradin, Calvin	Councillor	8,313	4,157	2,381
Friesenhan, Joe	Councillor	8,313	4,157	619
Henderson, Carol	Councillor	8,313	4,157	1,997
Hutchins, Robert	Councillor	8,313	4,157	1,700
Paterson, Donald	Councillor	8,313	4,157	340
<b>Total Elected Officials</b>		<b>\$ 65,993</b>	<b>\$ 32,999</b>	<b>\$ 13,030</b>

**As per Section 2 - *Financial Information Act* and *Financial Information Regulation 371/93*:**

NAME	POSITION	REMUNERATION	EXPENSES
Adams, Felicity	Director of Development Services	\$127,040	\$ 7,968
Anderson, Erin	Director of Financial Services	125,548	5,094
Baker, Curtis	Utilities III/Chief Operator	94,948	1,965
Bowden, Sandy	Director of Corporate Services	126,287	1,724
Cousins, Karen	Manager of Human Resources	101,216	1,688
Fukakusa, Gerald	Manager of Accounting Services	97,617	974
Ganderton, Mike	Operations Supervisor	78,718	1,265
Goldfuss, Kevin	Manager of Operations	108,211	2,076
Larose, Nick	Certified Utilities Operator III	86,453	322
Malli, Ruth	City Manager	190,502	2,851
Manson, John	Director of Infrastructure Services	132,074	2,833
Postings, Clayton	Director of Parks, Recreation & Culture	125,331	4,426
Slater, Phil	Senior Engineer Technologist	77,555	236
Winter, Joanna	Manager of Administrative Services	102,582	1,990
<b>Consolidated total of other employees with remuneration and expenses of \$75,000 or less</b>		<b>\$3,247,359</b>	<b>\$ 76,357</b>
<b>Total: Other Employees</b>		<b>\$ 4,821,442</b>	<b>\$ 111,768</b>

**TOWN OF LADYSMITH**  
**STATEMENT OF FINANCIAL INFORMATION**  
**YEAR ENDED DECEMBER 31, 2015**  
**SCHEDULE OF SEVERANCE AGREEMENTS**

There were **no** severance agreements made between the Town of Ladysmith and its non-unionized employees during fiscal year 2015.



**TOWN OF LADYSMITH**  
**STATEMENT OF FINANCIAL INFORMATION**  
**YEAR ENDED DECEMBER 31, 2015**  
**SCHEDULE OF PAYMENTS FOR GOODS AND SERVICES**

Payee	Total Payments
Andrew Sheret Ltd	\$ 54,999
BC Assessment Authority	81,979
BC Concrete Curb & Gutter Inc	49,770
BC Hydro & Power Authority	332,501
BI Pure Water (Canada) Inc	36,015
Black Press Group Ltd	34,989
Cleartech Industries Inc	48,886
Coastal Animal Control Services of BC Ltd.	36,750
Communication Connection BC Inc (The)	92,002
Corix Water Products LP	79,752
Cowichan Valley Regional Hospital District	694,194
Cowichan Valley Regional District	1,587,812
David Stalker Excavating Ltd	89,495
Duall Division Met-Pro Prpct Inc	280,498
Enex Fuels	88,716
Esc Automation Inc.	42,923
Finning (Canada)	436,028
FortisBC - Natural Gas	28,258
Golder Associates Ltd	26,207
Henderson Recreation Equipment Limited	152,271
Houle Electric Ltd.	30,110
Hub City Paving Ltd	110,900
ICBC	35,879
Ivory Tower Investments Ltd	26,806
Koers & Associates Engineering Ltd	127,776
Ladysmith & District Credit Union	920,000
Ladysmith Chamber of Commerce	35,648
Maxxam Analytics	36,838
Medical Services Plan	70,712
Metro Motors Ltd	140,631
Minister of Finance	34,976
Ministry of Small Business And Revenue	500,830
MNP LLP	26,681
Municipal Finance Authority	158,241
Municipal Insurance Association Of BC	132,471
Municipal Pension Fund	430,067
Novus Consulting Inc	105,870
Opus Daytonknight Consultants Ltd	572,330
Pacific Blue Cross	173,765
Progressive Waste Solutions Canada Inc	469,636
Receiver General	269,679
Receiver General For Canada	1,097,548

**TOWN OF LADYSMITH**  
**STATEMENT OF FINANCIAL INFORMATION**  
**YEAR ENDED DECEMBER 31, 2015**  
**SCHEDULE OF PAYMENTS FOR GOODS AND SERVICES**

Steve Marshall Ford	\$	101,176
Stewart McDannold Stuart		117,941
Sybertech Waste Reduction Ltd.		45,063
Tetra Tech EBA Inc		59,886
Tritech Group Ltd		6,308,876
TRT Contracting Inc O/A Coastal Trucking		27,317
UPS Canada		92,206
US Bank		206,272
Vadim Computer Management Group Ltd		32,784
Van-Isle Aggregates Ltd		33,532
Vancouver Island Regional Library		341,052
Vancouver Island Tree Service Ltd		51,647
Vanderbeken Enterprises Ltd		239,986
Waste'n Watertech Ltd		50,689
Westerra Equipment LP		31,814
Worksafe BC		116,902
World Water Works Inc		1,319,853
<hr/>		
Grants Over \$25,000:		
Ladysmith & District Historical Society		25,000
Ladysmith Resources Centre Association		35,000
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Total Payments Over \$25,000		19,018,429
Payments Under \$25,000		1,781,380
Grants Under \$25,000		49,000
<hr/>		
Total Payments Made	\$	<u>20,848,809</u>

Prepared under the *Financial Information Regulation*, Schedule 1, subsection 6(7)

**TOWN OF LADYSMITH**  
**STATEMENT OF FINANCIAL INFORMATION**  
**YEAR ENDED DECEMBER 31, 2015**  
**STATEMENT OF FINANCIAL INFORMATION APPROVAL**

The undersigned, as authorized by the Financial Information Regulation, Section 1, subsection 9(2), approves all the statements and schedules included in this Statement of Financial Information, produced under the *Financial Information Act*.

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Erin Anderson  
Director of Financial Services  
June 6, 2016

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Aaron Stone  
Mayor  
June 6, 2016

## Town of Ladysmith

### STAFF REPORT



To: Ruth Malli, City Manager  
From: Clayton Postings, Director of Parks, Recreation and Culture  
Date: May 31, 2016  
File No:

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Re: PARKS, RECREATION AND CULTURE MASTER PLAN

#### RECOMMENDATION(S):

That Council:

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

#### PURPOSE:

The purpose of this staff report is to present Council with the final version of the Parks, Recreation and Culture Master Plan for approval.

#### INTRODUCTION/BACKGROUND:

Please refer to the Executive Summary section included in the Parks, Recreation and Culture Master Plan for background and information on the development of the Master Plan.

The Master Plan is a critical document which provides direction to help guide the Parks, Recreation and Culture Department in its future planning and service delivery.

Once the Plan is approved by Council, staff will have clear direction on the allocation of the department's resources, and the community will become more aware of the major initiatives being undertaken by the Parks, Recreation and Culture Department. It will also enable the Town to apply for grant funding for various parks, recreation and culture related projects.

It should be noted the Plan is considered a dynamic document and can be amended and updated at any time in the future as new initiatives are identified, Council can always consider these at that time and reprioritize the recommendations outlined in the Master Plan.

Please note that the recommendations are not currently funded and Council will need to consider how the recommendations are to be funded at the appropriate time. Staff will prepare an implementation schedule to provide some guidance in this regard.

#### SCOPE OF WORK:

Following approval of the Parks, Recreation and Culture Master Plan, staff will prepare an implementation schedule and begin determining the most effective, efficient way to carry out the recommendations.

ALTERNATIVES:

Council may receive the Parks, Recreation and Culture Master Plan and determine next steps at a future date.

FINANCIAL IMPLICATIONS:

Currently many of the recommendations are not identified in the 2016-2020 financial plan. The Master Plan recommendations will be presented in future financial plans for consideration by Council.

LEGAL IMPLICATIONS:

Not applicable.

CITIZEN/PUBLIC RELATIONS IMPLICATIONS:

Extensive public consultation, including interviews, focus groups, surveys, and an open house, has occurred over the past six months; this community input has been considered in the development of the Master Plan.

INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS:

Once the Master Plan is approved, there will be some interdepartmental involvement as the recommendations are developed and implemented.

RESOURCE IMPLICATIONS:

The Parks, Recreation and Culture Master Plan will assist in defining appropriate resource allocation and define the direction for the department's areas of focus.

ALIGNMENT WITH SUSTAINABILITY VISIONING REPORT:

The Parks, Recreation and Culture Master Plan aligns with all 8 Pillars identified in the Town's Sustainability Visioning Report.

ALIGNMENT WITH STRATEGIC PRIORITIES:

The Parks, Recreation and Culture Master Plan aligns with the following Strategic Priorities:

- Natural and Built Infrastructure
- Communications and Engagement
- Partnerships

SUMMARY:

It is recommended that Council approve the 2016 Parks, Recreation and Culture Maser Plan as presented and direct staff to prepare an implementation schedule and proceed with implementing the recommendations contained in the Master Plan.

I concur with the recommendation.

  
Ruth Mall, City Manager

ATTACHMENTS:

Parks, Recreation and Culture Master plan – final version





## 5.0 PARKS AND OUTDOOR RECREATION

### 5.1 Parkland Supply

The Town of Ladysmith currently provides 110 square metres of parkland per person (96.5 hectares for 8,723 people) and is in line with national standards for parkland provision.

Analysis of the existing parks system confirms that all residents have equitable access to public parkland within a five minute walking distance of their front door.

Due to the adequate provision of parkland within the existing developed area, future acquisition and development of parkland would be attributed to the following future expansion areas of the municipality:

- Holland Creek Area Plan
- South Ladysmith Area Plan
- The TimberWest Forest Corporation lands (Couverdon Real Estate)
- Waterfront Area Plan lands

### 5.2 Classification System

The Town of Ladysmith system of parks can be categorized into the following classifications:

1. Linear Parks
2. Waterfront
3. Neighbourhood
4. Community
5. Athletic
6. Open Space
7. School District #68 lands (sport fields)





## 1. Linear Parks

Linear Parks are corridors of protected open space managed for conservation and recreation purposes. Linear parks often follow natural land or water features, and link nature reserves, parks, cultural features and historic sites with each other and with populated areas. Linear parks provide open space connections to and from parks, schools, and neighbourhoods, and may include wildlife corridors, pathways, and trails. Development of these areas should be kept to a level that preserves the integrity of the initial resource.

### Design Guidelines

The following explains design attributes associated with linear parks. The development, operation and maintenance of this classification are subject to guidelines, recognized standards and best practices observed and practiced by the Town of Ladysmith.

#### Access

- Openings and access points

#### Amenities

- Benches, bicycle racks, formalized viewpoints, animal-proof garbage receptacles, adult fitness equipment, interpretive signage, pathways and trails, planting beds, trees and shrubs

#### Drainage

- May be used for drainage provided water does not collect within site or around recreational amenities
- Low impact development principles should be incorporated to ensure functional storm water management

#### Functional Design

- Include marker posts, fencing, or other methods to delineate these lands from private lands
- Develop through public utility right-of-ways, reserve dedication, road right-of-ways, utility right-of-ways and/or easements to permit ecological or trail connectivity
- May accommodate linear utility right-of-ways; however, these should be located along the linear park's periphery and surface installations must not directly interfere with recreational and functional design of the linear park
- May accommodate regional pathway or trails or perform linear recreation function
- May serve as adequate protection and habitat to permit animal movement through a developed area
- May also include riparian areas recognized and protected through easement or reserve dedication
- May include publicly held corridors such as power line right-of-ways

#### Location

- Located along waterways, natural areas, historic features, roadways

#### Functional Size

- Variable - based on function

Parks in the Ladysmith Parks System classified as Linear Parks include the following:

- Holland Creek Trails
- Trans Canada Trail
- Heart Lake Stocking Lake & Stocking Creek (Regional Parklands)



## 2. Waterfront Parks

The Town of Ladysmith is a seaside community. The area has an identity that is intertwined with history and culture of life on Oyster Bay and it is important to recognize the significance of this waterfront and how it captures the spirit of the community. Each park site plays an important role in the waterfront park system and serves a different need for the overall community.

The waterfront is, in essence, a natural area and the residents of Ladysmith its custodian. As such, it is important to recognize the responsibilities of environmental stewardship.

### Design Guidelines

The following explains design attributes associated with waterfront parks. The development, operation and maintenance of this classification are subject to guidelines, recognized standards and best practices observed and practiced by the Town of Ladysmith.

#### Access

- Ensure access by walking and cycling
- Provide links to sidewalks, pathways, trails, adjacent parks
- Incorporate adequate street frontage to provide sightlines for safety and access
- Provide accessible opportunities to participants of all abilities and mobility
- Provide adequate facilities for waterfront access to park (docks for human-propelled watercraft)
- Provide an on-site parking lot

#### Amenities

- Benches, bicycle racks, event and gathering spaces, washroom facilities, concessions, picnic shelters, fenced off-leash dog exercise area, formalized viewpoints, animal-proof garbage receptacles, children's play equipment (dry and water play), interpretive signage, pathways and trails, planting beds, trees and shrubs, parking, waterfront access to launch human-propelled watercraft.

#### Drainage

- Ensure drainage of deleterious materials is directed away from waterfront, incorporating infiltration methods such as detention ponds where space permits.

#### Functional Design

- Ensure a relatively flat, level site to accommodate informal field play space
- Include marker posts or other methods to delineate site from private space
- Incorporate open, unobstructed area to accommodate unstructured play
- Ensure mix of shade and non-shade areas to accommodate year round usage
- Consider crime prevention through environmental design principles when determining locations, programming and design
- Include multi-use design with flexibility to change over time
- Provide sufficient street frontage to recognize and access park

#### Location & Functional Size

- Located along lakes and oceanfront
- Variable size - based on function

Waterfront Parks within the Town of Ladysmith, for the most part, are seasonal in use but integral to the overall open space system. These sites include:

- Transfer Beach Park
- Arboretum Park
- Gourlay Janes Park





### 3. Neighbourhood Parks

This is the local gateway park that provides nearby recreation and leisure opportunities within a 20 minute walking distance of any residential front door. This park is developed to be a social and recreational focal point in the neighbourhood, and serves as a high-use amenity within existing and developing neighbourhoods.

The design-model for this facility is based on basic neighbourhood park needs. Thus, park components may include informal court space, elevated and exciting play equipment, cognitive play spaces, informal field play space, shade, seating, natural space and access to connector networks. The site is usually a minimum of one hectare with surrounding activity that may include higher density residential and neighbourhood commercial uses (to support the notion of neighbourhood focal point and 'eyes on the park' for safety reasons).

#### Design Guidelines

The following explains design attributes associated with Neighbourhood Parks.

##### Access

- Consider on-street parking, which is preferred over delineated parking lots
- Incorporate sufficient street frontage to provide sightlines for safety and access
- Ensure access by walking and cycling
- Provide links to neighbourhood sidewalks, pathways, trails, adjacent park

##### Amenities

- Benches, Bicycle racks, Community gardens, Animal-proof garbage receptacles, Lighting, Pathways and trails, Picnic tables, Public art, Shade structures, Signage, Multi-use court, Small playgrounds, Trees and shrubs, Viewpoints

##### Functional Design

- Ensure a relatively flat, level site to accommodate informal field play space
- Include marker posts or other methods to delineate site from private space
- Incorporate open, unobstructed area to accommodate unstructured play
- Ensure mix of shade and non-shade areas to accommodate year round usage
- Consider crime prevention through environmental design principles when determining locations, programming and design
- Where possible locate utility right-of-ways along the periphery so as not to interfere with recreational and functional use of the park

##### Location and Functional Size

- Locate centrally within a given neighbourhood
- Provide sufficient street frontage (two sides preferable) to recognize access to park
- Locate in close proximity to school site where feasible
- Park Area Requirement Standards: Approximately 1 hectare placed at 20 minute walking intervals
- Recommended population benchmark: 0.8Ha/1000 people

Parks in the Ladysmith Parks System classified as Neighbourhood Parks range in size from 0.47 to 1.6 hectares and include:

- Harbourview Park
- Stonewall Park
- Root Street Park
- Queen's Park
- Mackie Park
- Stuart Park
- Resolution Place Park
- Stonewall Park





#### 4. Community Parks

These centrally and strategically located parks provide an active and passive recreation amenity to several neighbourhoods through trail, sidewalk and street access. Community Parks are diverse in nature, serving a broader purpose than the neighborhood or mini parks.

While community parks may include neighborhood park amenities, and do act as neighborhood parks, the focus of a community park is on meeting community-based recreation, athletics and open space needs. These parks may contain significant athletic fields, large open spaces, walking paths, picnic areas, natural areas, restrooms, and various other active and passive services depending upon community needs and site suitability.

The design model for this facility is simple: this is to be a downsized version of a sub-regional park relative to the need of the community the park serves. Thus, park components include the same elements as the neighbourhood park as well as natural areas, community connectors, sport and/or enhanced play facilities. Enhanced play facilities may include skateboard parks, splash pads and other play elements that are intended for multiple neighbourhood use. Community park sites are located by arterial and/or collector streets and usually include off street parking.

##### Design Guidelines

The following explains design attributes associated with Community Parks.

##### Access

- Incorporate adequate street frontage to provide sightlines for safety and access
- Locate centrally in the community to maximize neighbourhood catchment areas
- Provide accessible opportunities to participants of all abilities and mobility
- Ensure access by walking or cycling
- Provide links to neighbourhood sidewalks, pathways, trails, adjacent parks, school yards
- Provide nearby safe street crossings
- Provide street parking or parking lot

##### Amenities

- Benches, bicycle racks, community gardens, cultural installations, animal-proof garbage receptacles, gateway to trails, gazebos, lighting, off-leash dog exercise area, on-site parking, outdoor rinks, pathways and trails, picnic tables, public art, restrooms, shade structures, signage, sports fields, spray parks, trees and shrubs, viewpoints, skateboard park, bike skills park

##### Functional Design

- Where possible locate utility right-of-ways along the periphery so as not to interfere with the recreational and functional use of the park
- Include multi-use design with flexibility to change over time
- Ensure mix of shade and non-shade areas to accommodate year-round usage
- Provide adequate access for fire, emergency, and maintenance equipment
- Ensure square or rectangular site to accommodate sports fields
- Include marker posts, fencing, or other methods to delineate site from private space
- Provide links to schools and/or other park sites where feasible



#### 4. Community Parks...Continued

##### Location and Functional Size

- Ensure placement near collector or arterial roads to facilitate vehicular access
- Provide sufficient street frontage to recognize and access park
- Locate centrally between neighbourhoods or developments within a 40 minute walking interval from residential front door
- Functional site: 3 – 12 hectares. Recommended population benchmark: 4.0Ha/1000

Community Parks can include multiple athletic fields and courts as well as other unique amenities that service the entire community. Community parks include:

- Ladysmith Public Golf Course
- Transfer Beach Park
- Aggie Fields
- High Street Little League Park and Community Gardens
- Spirit Square Park
- Forrest Field/Lot 108







## 5. Athletic Parks

The primary function of athletic parks is to provide outdoor recreation facilities that serve the community's needs for active recreation and organized outdoor sport. The size of athletic parks varies, depending on function, but these spaces tend to be large. Athletic parks require large tracts of flat land. In the Town of Ladysmith, flat land is not readily available. It will be important to identify potential athletic park locations as the community develops to ensure sufficient land can be reserved for this function.

### Design Guidelines

The following explains design attributes associated with Athletic Parks.

#### Access

- Incorporate adequate street frontage to provide sightlines for safety and access
- Locate centrally in the community
- Provide accessible opportunities to participants of all abilities and mobility
- Ensure access by walking or cycling
- Provide links to neighbourhood sidewalks, pathways, trails, adjacent parks, school yards
- Provide nearby safe street crossings
- Provide street parking or parking lot

#### Amenities

- A minimum of (3) multi-use programmable turf fields, field lighting, field house, concession building, washrooms, bleachers and benches, fencing, animal-proof garbage receptacles. Smaller scale athletic facilities including tennis courts (or pickleball), beach volleyball courts, basketball courts and adult outdoor fitness equipment.

#### Drainage

- The sports fields should be designed with positive drainage to maximize play and minimize turf wear. Artificial turf fields should be considered to expand on bookable play time
- Drainage should be directed to storm water detention areas and retained on-site

#### Location and Functional Site

- Ensure placement near collector or arterial roads to facilitate vehicular access
- Provide sufficient street frontage to recognize and access park
- Locate centrally between neighbourhoods or developments within a 40 minute walking interval from residential front door
- Functional site: 4– 20 hectares. Recommended population benchmark: 8.0Ha/1000

Park sites in the Town of Ladysmith classified as Athletic Parks include:

- Forrest Field
- High Street Ball Park
- Holland Creek Park
- Aggie Fields



## 6. Open Space Parks

Open space parks are sites established for the protection and stewardship of wildlife, habitat and other natural system support functions. Most open space parks are accessible for low impact use with minimal infrastructure on site in order to not adversely affect the local habitat or natural systems. Larger natural areas, in some cases, may have a small portion of the site developed for community park use. Interpretive signage is critical in order to delineate recreation use areas, habitat, restoration status, wildlife area designation, etc. in order to describe resource needs and use priorities.

### Design Guidelines

The following explains design attributes associated with Open Space Parks.

#### Access

- Linked to neighbourhood sidewalks, pathways, trails, adjacent parks
- Should contribute to connectivity of open space system

#### Amenities

- Benches, fencing, informal viewpoints, interpretive signage, pathways

#### Drainage

- Natural drainage courses commonly found within this classification may be used for drainage provided water does not collect within site or around recreational amenities
- Where applicable, low impact development principles should be incorporated to ensure functional storm water management and protection of local habitat

#### Functional Design

- Primary objective is to protect and manage natural or cultural environment
- Ensure improvements are in accordance with riparian and wetland policy where applicable
- Develop low impact recreational trails where feasible
- Include marker posts, fencing, or other methods to delineate natural areas from private space
- Develop through public utility right-of-ways, reserve dedication, road right-of-ways, utility right-of-ways and/or easements to permit ecological or trail connectivity

#### Location

- Areas identified as environmentally significant areas should remain undisturbed during subdivision design and construction process and be designated as Open Space
- Areas considered un-developable in accordance with the Town of Ladysmith by-laws should be dedicated as Open Space Park

Park sites in the Town of Ladysmith classified as Open Space Parks include:

- Davis Road Park
- Holland Creek Park
- Parkland at end of Russell Road and Stirling Drive (unnamed park)



### 7. School District #68 Lands

There are a number of existing sport fields within the Town of Ladysmith that fall within the jurisdiction of both the municipality and School District #68.

These facilities can be considered when reviewing the comprehensive provision of public lands and as an addition to the athletic park classification:

#### Town of Ladysmith

- (1) Soccer / (1) Football (Forrest Field)
- (2) Baseball (Aggie Park)
- (1) Baseball (High Street Ball Park)
- (2) Baseball (Holland Creek)

#### School District #68

- (2) Football (Ladysmith Secondary / Primary)
- (2) Soccer (Ladysmith Secondary / Primary)
- (1) Baseball (Ladysmith Secondary / Primary)
- (1) Soccer / (2) Baseball (Ladysmith Intermediate)
- (1) Baseball (Davis Road Elementary Site)

#### Sport Fields - Comparison of Municipalities with Comparable Population

The Town of Ladysmith is generally in line with the provision of sport fields in relation to other communities of a comparable size (note: the analysis includes both Town and SD #68 fields). The Town has an above average supply of baseball/softball fields and football fields and a slightly below average provision for soccer. However due to the conditions of the School District fields not allowing year round use there can be challenges with having enough available space.

Field Type	Municipality (population)	Ladysmith (8,723)	Revelstoke (7,230)	Parksville (12,598)	Dawson Creek (11,944)	Sidney (11,065)	Terrace (11,164)	Comox (13,986)	Williams Lake (11,215)	Quesnel (9,160)	Coldstream (10,821)	Summerland (11,280)	Whistler (13,361)	Average
Soccer		4	4	5	8	0	8	6	2	12	4	1	3	4.75
Softball/baseball		8	7	3	9	8	0	12	13	12	4	10	6	7.7
Football		3	0	0	0	0	0	0	0	0	1	1	1	0.5

Data: Civic Info BC & Census Canada (2015 projections)





## Recommendations for Parks

### 5.3 Parkland Acquisition

1. Consider acquisition and development of active recreation parkland in the Holland Creek Area Plan and the preservation of open space lands via the designation of slopes in excess of 30% and lands with a High Environmentally Sensitive Area (ESA) rating around the Heart Creek and Arbutus Hump lands.
2. Preserve the exterior lands around the former Davis Road Elementary School building for public parkland.

### 5.4 Park Planning and Development

1. Target the enhancement and enlargement of waterfront parkland by including parks, trails and other amenities to establish the waterfront as a natural extension of a hillside seaside by undertaking a comprehensive park masterplan exercise for the waterfront public lands, inclusive of the following items:
  - A seawall along the oceanside frontage of Transfer Beach park, continuing in a northwesterly direction along public lands
  - Development of a waterfront cultural core and heritage park in the vicinity of the Machine Shop
  - Enhancement and continuing development of the Transfer Beach amenities
  - Incorporation of waterfront accommodations (camping facilities for major events) to attract visitors and complement existing events
  - Creation of a pedestrian highway overpass at High Street and Highway 1 to connect downtown with the waterfront as part of a cultural corridor
  - Development of improved access/boat launching for kayaks and other small watercraft at Transfer Beach. Provide a drop off area and designated parking for longer term users
2. Explore the creation of an off-road Trans Canada Trail alignment within the Town boundaries and improve connections to the trail.
3. Consider the development of active transportation corridors throughout the community to promote alternative transportation methods and safe routes to schools. Incorporate infrastructure (i.e. bike storage lockers) to promote cycling.





**Park Planning and Development...Continued**

4. To achieve adequate provision throughout the Town of Ladysmith, community feedback has confirmed a need for off-leash dog exercise areas south of Holland Creek, one north of Holland Creek and one at Transfer Beach Park.

Based on this the following approach will apply:

**Winter programming:** the off-season usage of fenced athletic fields for off-leash dog exercise at the following sports fields:

- High Street Little League Park
- Holland Creek Park – small ball diamond field

**Recommended Sites:**

- Install a fenced, off-leash area at the Transfer Beach upper park area (currently used as off-leash area) leaving the remaining upper area as on-leash, or possibly off-leash during winter months. Add maps and signage for area describing the boundaries of off-leash
- Partner with School District 68 in the creation of a temporary, fenced off-leash dog exercise area at the former Davis Road Elementary School
- The installation of a temporary, fenced off-leash area at Forrest Field/Lot 108 pending the development of additional sports fields

**Pilot Sites:** On a trial basis, explore the development of permanent, fenced off-leash dog exercise areas at the following parks:

- Kinsmen Park and Playground (Brown Road) – utilizing the western portion of the park, observing an appropriate riparian setback from Rocky Creek
- Holland Creek Park – small ball diamond field (this would become a permanent site upon the development of additional sports fields at Forrest Field/Lot 108

5. Explore the diversification of the Ladysmith Golf Course lands through multi-use programming such as disc golf and develop a master plan for the future of the Holland Creek Ball fields.
6. Expand on the existing skate park with the incorporation of additional skate park elements, including lighting, and the design and development of a bike skills park.
7. Develop in partnership with regional Sport Tourism a strategy for the Town that promotes the use of hiking and biking trails and waterfront parkland along with sports facilities.
8. Develop an outdoor fitness park for adults.
9. Ensure the adequate provision of site furniture in all parks, in particular, the provision of picnic tables.
10. Review priorities for additional sports fields and amenities for Lot 108 and update the site plan. Develop as per site plan, once funding is available.
11. Development of the cluster of public land encompassing the Spirit Square, Ladysmith Resources Centre and Ball Field into a downtown 'public hub'.
12. Incorporate First Nation teachings and cultural landscape into the parks system in partnership with the Stz'uminus First Nation.





13. Consider the development of a landscape design guideline document that would provide direction on the following:
  - Utilization of native and/or drought tolerant plant species – an 'Island-inspired' plant palette
  - Where an irrigation system is required, that new park construction projects undertake the development of a hydro zone plan, landscape water conservation irrigation report (landscape water budget) and irrigation design plan
  - The audit of existing park irrigation systems and the determination of water consumption and methods to reduce water use
  - The development of an invasive species control plan, in conjunction with volunteer organizations
14. Consider the development of a Parks Brand and Visual Identity Guidelines document that would provide direction on the following:
  - Park address signage
  - Regulatory signage
  - Wayfinding and trail signage
  - Interpretive signage

### 5.5 Park Partnerships

1. Create a development framework in partnership with CVRD for regional and municipal park collaboration projects.
2. Improve playability and bookability of School District #68 sport fields via the formalization of an operating agreement and maintenance and programming by Town of Ladysmith staff (Joint Use Agreement).
3. Explore linear park opportunities and secure public access easement along the BC Hydro right-of-way corridor at the southern boundary between the Town of Ladysmith and CVRD.
4. The creation of a Ladysmith destination-oriented attraction and community loop trail that encompasses the waterfront, ATC's and the Holland Creek Trail and Regional Parkland.
5. Investigate the feasibility of a trail to Stz'uminus First Nation in co-operation with SFN and other landowners.
6. Explore a P3 partnership for the management of boat launch and parking facilities.



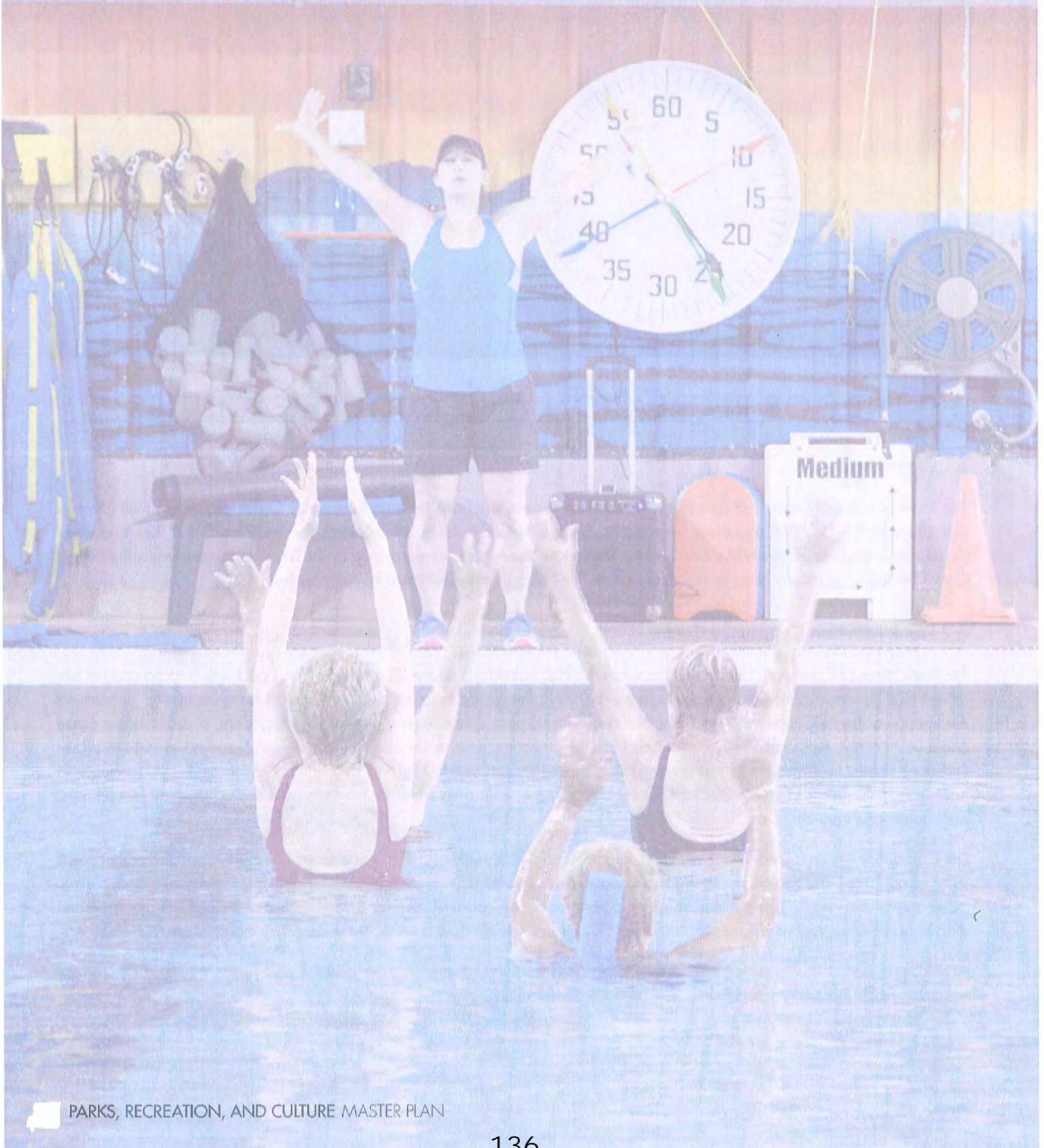


TOWN OF LADYSMITH



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## 6.0 INDOOR RECREATION AND CULTURE FACILITIES

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### 6.1 Overview

The Town of Ladysmith owns and operates two recreation centres, the Frank Jameson Community Centre and Aggie Hall (short for Agricultural Hall). The Town also owns the Machine Shop, a historic building which houses the Arts Council and their Waterfront Gallery, as well as the Ladysmith Maritime Society. The Ladysmith Seniors Centre is owned by the Town but is operated by the Seniors Centre Society. The society offers recreational activities for Seniors for a reasonable membership fee.

### 6.2 Frank Jameson Community Centre

The Frank Jameson Community Centre (FJCC) opened in 1982, featuring a 4 lane 25 metre swimming pool with a sauna and hot tub, as well as a gymnasium, program room and offices. In 1994 a leisure/therapy/teaching pool was added to the facility. Subsequent renovations to the FJCC included improved office and administration space, a new program/meeting room, a public fitness centre and a youth centre, replacing a private fitness centre in the basement. The facility continues to undergo upgrades. In 2014 the Town undertook energy improvements including new boilers, motion sensors and LED lighting; and a major investment in additional cardio equipment in the fitness centre. In 2015 the facility improvements were a new filter for the main pool and a new heat pump for the pool admin and lifeguard offices.

The Community Centre is used extensively for programs serving all age groups. The fitness centre is extremely popular and appears to be at capacity. The two pools are used for aquatic fitness as well as swimming lessons, leadership programs length swimming, public swims and rentals. The gymnasium and program rooms are also well used for a wide variety of instructional programs and drop in activities, as well as childminding services. FJCC is open seven days a week, but is closed on most statutory holidays.

According to the community survey 83% of respondents had used the community centre over the past year. Of these, 81% used the swimming pools, hot tub or sauna, while 50% used the fitness centre.

When asked to rank facility priorities in the survey, 51% ranked improved aquatic facilities as number 1, whereas 45% ranked enhanced fitness facilities as number 1.





The facility users and the focus groups participants provided a large number of comments regarding FJCC and potential facility or maintenance improvements. Some of the suggestions and concerns that were raised include the following:

- Pool is "old and tired"
- Change rooms are cold and drafty; water temperature issues (cold)
- Gymnasium floor could use refurbishing or be replaced with a sport court
- Fitness Centre needs to be expanded, and made fully accessible
- Youth Centre needs renovation
- Pool and fitness centre hours should be expanded to reduce crowding and accommodate working adults

#### Frank Jameson Community Centre Recommendations

1. Proceed with the Facility Condition Assessment as part of the Asset Management Plan.
2. Consider the need for a larger fitness space and additional/updated equipment in the capital planning process. Undertake a small feasibility exercise on the cost of expanding.
3. Determine remaining lifespan of pool facility, and create plan to replace. In the interim review options to improve the youth centre space including accommodation of additional uses, and undertake minor improvements the pool area and change rooms.
4. Redevelop youth centre space.

### 6.3 Aggie Hall

Aggie Hall is a beautifully restored hall that is also home to the Ladysmith Cadets and the Ladysmith Family and Friends. A professional kitchen perfect for large events and receptions was installed in 2007. In 2014 the Town replaced the roof and in 2015 re-stained and painted the exterior walls.

The Hall is the home of the Ladysmith Air Cadets and is used by the Ladysmith Friends and Family Association Society (LaFF). LaFF operates several programs at Aggie Hall, and does not pay any facility fees to the Town of Ladysmith. LaFF had an agreement with the Town that their rental fees be waived for five years commencing in 2007, in recognition of their contribution to the kitchen upgrade. This arrangement was revisited in 2012, at which time it was decided to continue with the no charge policy. The Air Cadets also do not pay any ongoing facility rental fees to the Town, as they contributed to capital and renovation costs in the past.

The Town operates a few programs at Aggie including gymnastics, square dancing and special events.

#### Aggie Hall Recommendations

5. That the waiving of fees for usage of the facility be reviewed to find an equitable solution that provides some revenue to the Town for operating expenses, while still providing an affordable space for community organizations.
6. Review opportunities to offer additional programs at Aggie Hall.
7. Increase parking around Aggie Hall for both Hall and Field users.



## 6.4 Machine Shop

The historic machine shop was built in 1934 by Comox Logging and Railway Co. as a space for the maintenance of locomotives, railcars and ancillary equipment. The building was refurbished in the late 1980's with a grant from the Expo 1986 Legacy fund. The Ladysmith Railway Historical Society was the first tenant, establishing a museum of railway artifacts. Several businesses have used the building over the past 30 years. It currently houses the offices of the Ladysmith Maritime Society, the Arts Council of Ladysmith and District, and the Ladysmith Waterfront Art Gallery, since 2006. They do not pay rent for the use of these facilities, although the Arts Council does pay a percentage of their revenue to the town for the administrative and registration support for their arts classes.

The Town of Ladysmith commissioned a Property Condition Assessment in 2014. The study found that the building requires extensive improvement. Items which were deemed "critical" that are requiring immediate attention were estimated to cost \$818,000. Building code requirements to comply with current code, as the building is renovated, would cost about \$287,000. In total the renovations to the facility could be in the range of \$1.25 million to \$1.5 Million.

Due to cost of improvements required to upgrade, preserve and maintain this facility, it is critical that the desired future be determined prior to any significant work proceeding. A Machine Shop Advisory Group has been struck to review how to best deal with this community asset.

### Recommendations

8. That the Machine Shop Advisory Group undertake a comprehensive Visioning Process for this facility.
  - "Define the space" in consultation with stakeholders - current and prospective tenants, potential partners and users
  - Vision to address operating structures, partnerships, capital and operating costs
  - Review opportunity for one or more tenants to operate the facility
  - Research potential public and private funding, grants, trusts etc.











## 7.0 RECREATION AND CULTURE PROGRAMS AND SERVICES

### 7.1 Overview

The Town of Ladysmith offers a considerable number of programs and services and events through direct provision and in co-operation with not-for profit and government organizations.

In the 2014 Town of Ladysmith Annual Report, there were three “indicators” that related to Parks, Recreation and Culture programs and services. The first related to the percentage of residents participating in public celebrations. Attendance is not specifically tracked at these events, however there has been a steady increase, in particular at events at the Waterfront Gallery. The second indicator was the value of arts grants distributed. The CVRD has just recently created an annual grants program to support arts councils. The Ladysmith Arts Council will receive annual funding from this program. The third indicator was percentage of residents that took part in Town recreational facilities. The new software, to be implemented next year, will track attendance.

The level of satisfaction on the part of the focus groups and interview participants with the programs and services was generally positive, with some recommendations relating to youth, collaboration and partnerships, and greater access for persons with financial needs. Survey respondents cited a need for more variety in programming, more programming for specific age groups, and issues with the timing of some programs, cancellations as well as the facility hours.

The programs and services are discussed by age group, with the overall analysis and recommendations following.



## 7.2 Pre-school

Recreation programs play an important role in early childhood development. They promote the acquisition of motor skills, social skills and creativity, and the development of cognitive functions.

This age group appears to be fairly well served in Ladysmith, between the Town's offerings and the activities offered by other community services providers. The community's comments indicated that there is a satisfactory selection of activities for pre-school children. Parents indicated a desire for more pre-school swim lessons on weekends.

## 7.3 Children

The benefits of participation in recreational activities by school-aged children are well-documented. These include better academic performance at school, healthier weights, improved social skills and higher self-esteem.

The comments in the survey and at the focus group indicated that there is a desire for more programs for school aged children, in particular with start times after 5:00 pm and on weekends. There is a sense that there are lots of pre-school programs, which taper off once children enter school age. Parents also indicated that they would like a larger variety of programs, such as art classes and outdoor programs.

The Town's programs are offered, for the most part, right after school. The Arts Council's children's programs are also offered after school.

Program cancellations are an issue for parents, some of whom feel that they need to be given more time to "catch-on".



## 7.4 Youth

The Town offers a few programs specifically targeted to Youth, as young as 10. Many of the programs however are only one day sessions. The Town operates a Youth Centre (Rec Room) which has very limited hours. It currently is only open on Friday evenings from 6:00 to 9:45 pm. Teens are permitted to use the Fitness Centre if they are 16 or older and if they have attended the Teen Fitness Orientation for 13-16 year olds. They are welcome to attend fitness classes, however, under the age of 16, must be accompanied by an adult or parent.



The youth focus group participants indicated an interest in Friday night Teen Swims. They also expressed a concern with the cost of using the fitness centre. The fee is \$3.90 for single use and \$33.55 for a ten times pass.

Transportation is an issue for some teens, particularly those that live in Cedar and on Stz'uminus lands.

## 7.5 Adults

The adult programs at the community centre primarily focus on health and wellness and are associated with the fitness centre. There are other adult programs including dance, martial arts, cooking and Spanish at FJCC and many forms of art classes at the Waterfront Art Gallery.

Survey and focus group comments indicate a desire for more programs targeted at the "young adult" 20 to 30 age group, more organized outdoor activities, more family programs for all ages (not just for pre-schoolers), and extended child-minding hours during adult program times.

The aquatic programs include adult learn to swim, Aquafit, adult swim times, early bird lengths and various pool therapy programs. There is strong interest in a five day a week morning length swim rather than the current three days.

Adults are looking for more programs in the later evenings to accommodate working adults, and longer hours for the fitness centre. Some adults are interested in programs for "unfit" people.

## 7.6 Older Adults / Seniors

The FJCC offers a number of fitness based programs for seniors. Classes are categorized by level of intensity, and some are targeted to specific conditions, such as osteoarthritis. There are many "Adaptive Fitness" classes in the pool, along with Restorative Aquatic Therapy, and Therapy swim. Length swimming is also popular with many seniors. There is a need for additional Aquafit classes as the current classes are extremely busy, causing some crowding issues. The seniors have also requested length swims 5 mornings a week, rather than just three.

The many programs at the Art Gallery also appeal to seniors interested in learning printmaking, or painting techniques, or even writing workshops.

The Ladysmith Seniors Centre hosts a variety of activities and events. Some examples of their programs area: carpet bowling, tai chi, line dancing and table tennis.







The Town of Ladysmith, similar to many other communities on Vancouver Island, has an aging population. The demographic section indicated that over the next 20 years the number of seniors over the age of 80 will increase dramatically. In all likelihood, many of the “older seniors” will continue to be active and engaged in their community. There are several organizations and agencies that play a role in making the lives of the senior healthier and happier. It is time to develop a “Seniors Strategy” so that services can be coordinated in a manner that makes best use of limited resources to serve a growing population with specific needs.

#### Recommendations for Programs and Services

1. Aquatic Programs should be reviewed annually to ensure the community needs are being met, including lesson schedule, ages served, public swim times and fees.
2. Review Fitness Centre operations annually including hours of operation, fee structure and programs services provided.
3. Undertake a regular participant survey, and seek customer feedback relating to programs and services.
4. Review and update entire fee schedule to ensure appropriate fees are being charged - a balance between the need to increase revenue and fair fees for use of the facility. Use facility operating costs as well as direct program expenses to determine fee levels and levels of subsidies.
5. Develop new programs to attract more participants and better serve the community. These could include:
  - Outdoor based programs for all age groups and for family participation. Start with early years. Examples are disc golf, geocaching, fitness.
  - “Kid’s sampler programs” in cooperation with the sports and arts organizations.
  - When introducing new programs allow for lower number of participants (before cancelling), until program gets known in the community. It can take a couple of sessions for this to happen.
  - Continue to support Physical Literacy for all ages. Develop partnerships to further this initiative with VIHA and other community agencies.
  - Offer more programs and activities for the 10 to 18 year age groups -focus on physical activity.
  - Continue to work with the Arts Council in the development and delivery of new programs in the arts.
6. Pursue grant opportunities for the provision of more programs in partnership with Stz’uminus First Nation, specifically to cover transportation and instructor fees.
7. Review the Leisure Access card criteria. Ensure Area G and H residents be allowed to participate as the CVRD contributes to the operation of the FJCC.
8. Hold registration for Summer Day Camp much earlier in the year. Around March Break is a good time to promote camp programs. Do not cancel programs too early, and consider running with fewer participants, so the program can become known in the community through word of mouth as well as through promotional materials.
9. Develop a Youth Services Strategy in partnership with other community organizations that are supporting youth in Ladysmith (see Partnership recommendations). Review the use of the Youth Centre (Rec Room) in the context of the Youth strategy.
10. Work with all agencies and organizations in the development of a Seniors Strategy to enable the best use of resources to meet the needs of the growing “older seniors” population in Ladysmith
11. The Department of Parks, Recreation and Culture should continue to take a lead role in the staging of major events and festivals, ones that would be a tourist draw. This could be done in partnership with the Chamber of Commerce. The Ladysmith Celebrations Society and other community organizations.









## 8.0 PARTNERSHIPS AND AGREEMENTS

The Town of Ladysmith has a number of partnerships and formal agreements with a variety of agencies and organizations. These organizations include School District 68, the Vancouver Island Health Authority, Stz'uminus First Nation, the Ladysmith Resources Centre, The Ladysmith Seniors Centre Society, Ladysmith Family and Friends, the Boys and Girls Club of Central Vancouver Island, the Ladysmith Arts Council, the Ladysmith Maritime Society. This list does not include the many sports organizations, the service clubs, and other program and service providers in the community.

The Town supports many of these organizations through municipal grants and or free use of space in town-owned facilities. Due to the large number of resource and service organizations in Ladysmith, a focussed "consortium" for the co-ordinated provision of services would likely improve effectiveness and efficiency.

Although there appears to be a relationship with the School District, there is a need to review and update the Joint Use Agreement, the lease for Frank Jameson Community Centre, and the Memorandum of Understanding. The discussion around levels of maintenance and access to the schools sport fields by the community after hours needs to take place. The local schools participate in programs at FJCC, specifically aquatics and use of the gymnasium. This arrangement could also be reviewed to see if there are opportunities for more activities.

There are several Service Clubs in Ladysmith that provide capital improvements and amenities (such as playgrounds and shelters) on Town lands. In some locations these amenities may not be the best fit for a particular location, or do not meet the changing needs of the community. It would be beneficial to engage in community consultation prior to the approval of amenities on Town land. A Community Partnership Policy would help to streamline projects between community interest groups, volunteers, and the Town of Ladysmith.

The policy would provide clear guidelines for community projects and would allow Town Council and staff to comprehensively review projects for consideration. It would also facilitate the collaboration of several service clubs and/or other volunteer groups on larger projects.

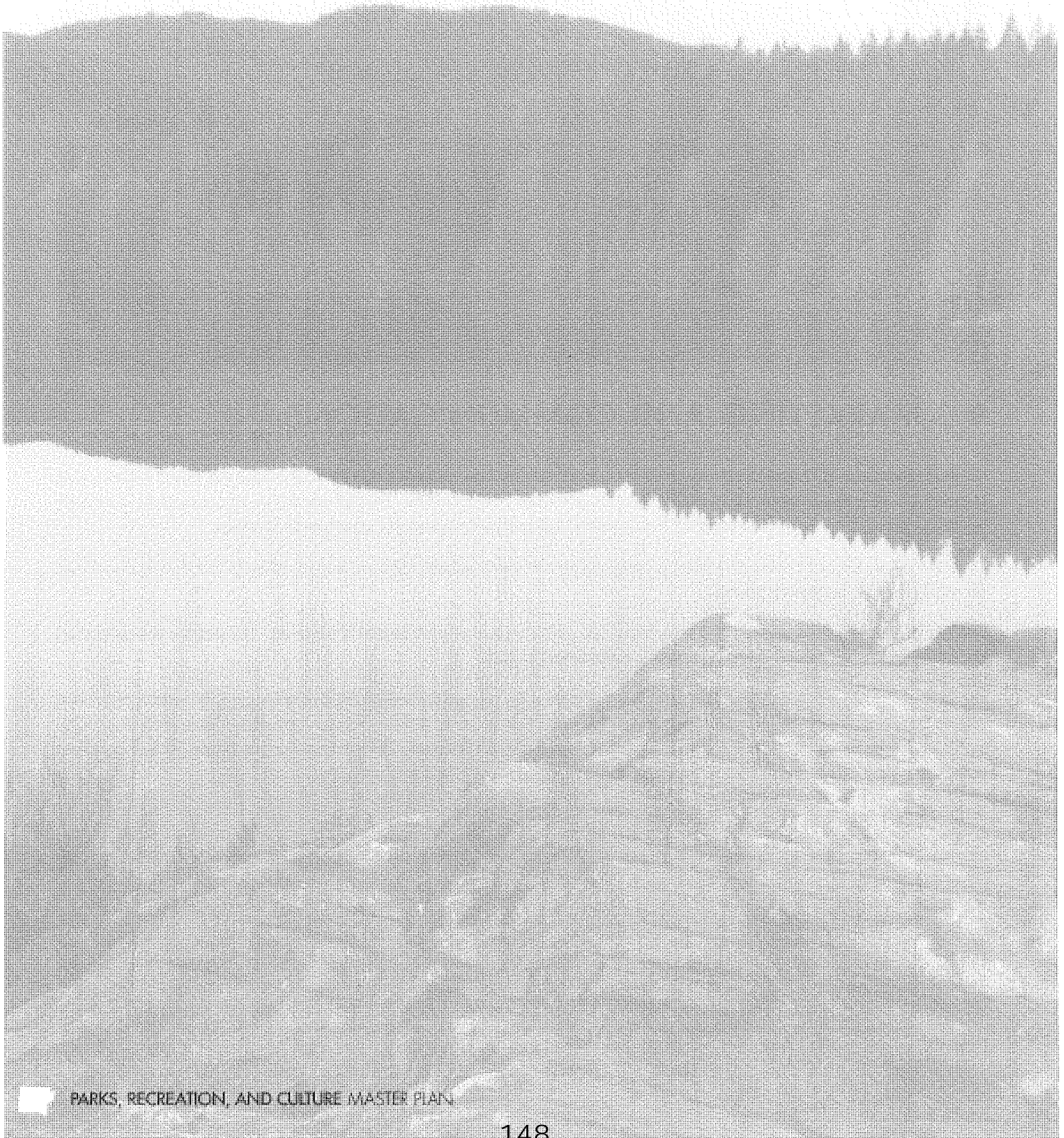
A partnership around Public Art would be appropriate in the Town of Ladysmith. There are a number of community organizations that are very interested in the development and implementation of a Public Art Program. Prior to acquiring and placing art around the community, it is important to have a "Public Art Strategy". Such a Strategy would include guiding principles (e.g. Sustainability, Recognition of First Nation heritage, support local artists, enhance public spaces, engage the public etc.), and an Implementation Plan (timing, funding, logistics, participants roles etc.). Additional recommendations specific to Parks are included in the Parks section of this report.



### Recommendations for Partnerships

1. Develop and implement a "Community Partnership" Policy that would provide a framework for effective and efficient coordination of volunteer groups and municipal resources.
2. Revive a "Youth Partnership" consisting of all the agencies serving youth in Ladysmith including the Resource Centre, the Boys and Girls Club, VIHA, Stz'uminus, the High School and others. The first task of this group would be to develop a Youth Services Strategy.
3. Continue support and participation at the Early Years Partnership table. Ensure that children are provided with indoor and outdoor opportunities to develop physical literacy skills appropriate to their age.
4. Continue and expand the current collaboration with the many service providers in Ladysmith to allow for comprehensive and coordinated programs and services for all residents. Explore the concept of a more formalized "consortium" of organizations working towards the same goals, with the ability to apply for financial support from a larger variety of funding organizations.
5. The Parks, Recreation & Culture Department should lead the development of a Public Art Strategy and Program in collaboration with the Arts Council, Stz'uminus First Nation, the Chamber of Commerce, the Downtown Business Association, local artists and other appropriate organizations.
6. Review and update the current agreement with School District 68. In addition, enter into discussions with regard to facility access, sports field use and booking, and field maintenance.
7. Formalize the financial and other levels of support provided by the Town for the provision of facility space, grants or operating funds to community service organizations. Create Joint Use Agreements or Memoranda of Understanding where appropriate.
8. Look for opportunities for P3's - Public/Private Partnerships that could provide a beneficial amenity or service for the residents of Ladysmith. The partnerships should apply to both capital and operating opportunities.









## 9.0 MARKETING AND COMMUNICATIONS

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The Parks Recreation & Culture Department currently markets their facilities, programs and services through the Town's website, print materials including the seasonal activity guides and through the use of social media. The staff also liaises with many of the community agencies and organizations by participating in committees, task groups and project or issue specific meetings.

The Parks Recreation and Culture information is contained on the Town's website, but is not easy to navigate and does not work well on mobile devices, particularly phones.

The lack of on-line registration could negatively impact the ability to promote participation in programs. This situation will be rectified once the new registration and permitting system is implemented in 2017.

The survey indicated that 74% of respondents felt that they were either very well or well informed as to the parks, recreation and culture opportunities in Ladysmith. Participants indicated they preferred to learn about activities through the Activity Guide (more than 50%). However 33% prefer social media (Facebook, Twitter) as their source of information. This is not surprising as almost 50% of the survey participants were over the age of 55.

### Recommendations

1. Develop a Communications Plan, with specific goals and consistent messaging that can be followed by all staff to develop and promote amenities, programs and initiatives.
2. Evaluate on an ongoing basis whether the messages are reaching the target audiences.
3. Promote the benefits of recreation in the Activity Guide, reports to Council, on social media, press releases and any print media.
4. Work to enhance the Town's Park, Recreation, and Culture website. Create linkages with the regional organizations' websites.







## 10.0 PARKS, RECREATION & CULTURE ADMINISTRATION

### Organizational Structure

The Department of Parks, Recreation and Culture (PRC) is responsible for all municipal recreation services, including facilities, programs, community relationships and administration. This includes sports field bookings and other park use permits. The parks are managed in co-operation with Public Works, with the Parks, Recreation and Culture Director managing the capital, planning and policy relating to parks. Public Works manages the parks operations and assists with capital projects.

The PRC department recently underwent a re-structuring process as a result of retirements. The new structure is focussed on service delivery and increasing capacity in all areas including maintenance, program delivery and administration.

The new structure should be able to handle future growth, with the exception of the need for a full time Child and Youth Co-ordinator, currently only a part time position. The identified need for a Youth Strategy and generally more support for services for youth and children would support this change. There may be a also be a need to increase hours in the areas of aquatics, fitness and reception if there is an increase in operating hours for the fitness centre or pool.

The staff structure and responsibilities as they relate to the co-management of parks should be reviewed and updated to reflect the current hybrid structure or a revised structure under PRC that may create greater efficiencies. If the current hybrid structure remains in place, the roles and responsibilities need to be clearly defined.





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

The Commission has been meeting infrequently over the years. They have acted as an advisory board to Council, however have limited responsibilities and no clearly defined role.

Rather than continuing with the Commission, a broader based Advisory Committee with representatives from Council, Areas G and H, First Nation and key community stakeholders may provide an opportunity for a re-vitalization of the "advisory function". A key responsibility of this group could be oversight of the implementation of this Master Plan. On an on-going basis This group would bring to Council, on an ongoing basis, updates, issues, and recommendations (as appropriate) on key community initiatives including activities and partnerships with CVRD.

This Advisory Committee should include one member of Council, the CVRD Area G & H representative, a representative from Stz'uminus First Nation and 4 or 5 community representatives such as sports groups, park users, indoor recreation participants, an arts/culture representative and possibly a community service organization. Terms of reference would need to be developed for the Advisory Committee.

Special purpose advisory groups or task forces should be used as method of obtaining community input on major projects such as the development of Lot 108. These ad hoc groups would be set as needed for major projects, and would exist for a limited time only.

### **Policies and Procedures**

The Parks, Recreation and Culture Department is responsible for the booking of the Town's sports fields, parks, and facilities. Although the Department has procedures for this function, a Facility Allocation Policy would assist the Department in ensuring that indoor and outdoor facilities are allocated in a fair and consistent manner. This would apply to all community use of indoor and outdoor facilities. The Policy would provide user groups complete information on the criteria for use, booking procedures and fees.

### **Recommendations for Parks, Recreation and Culture Administration**

1. Review and analyze the division of roles and responsibilities between Parks, Recreation and Culture and Public Works to confirm the benefits of the current hybrid structure versus the benefits of transferring responsibility for parks operations to PRC.
2. Take the appropriate action to disband/eliminate the Parks, Recreation and Culture Commission, and set up an Advisory Committee (with Terms of Reference) to provide information and support for Council on Parks, Recreation and Culture matters. A key role for this new committee would be oversight of the implementation of the Parks, Recreation and Culture Master Plan.
3. Consider time-limited special purpose Advisory Groups or Task Forces for major projects relating to Parks, Recreation and Culture.
4. Develop and implement a Facility Allocation Policy for all indoor and outdoor facilities.









## 11.0 IMPLEMENTATION PLAN

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The Implementation Plan has been designed as a planning tool to guide the Town of Ladysmith over the next ten or more years in the ongoing enhancement of their parks, recreation and culture facilities, amenities and programs. It will assist the Department of Parks, Recreation and Culture in prioritizing their resources in the implementation of the recommendations. It should serve as a living document, keeping track of progress as the recommendations are implemented.

The Plan includes all the recommendations contained in this report, an indication of whether the item is capital or operations, the priority, the proposed timing, and the order of magnitude cost associated with the recommendation.

Implementation Plan - Park Recommendations

No.	Recommendation	Item Type Capital (C) or Operations (O)	Priority High Medium Low Ongoing	Timing Short: 1-3 years Medium: 4-6 years Long: 7-10 years	Relative Cost \$ - Under 50,000 \$\$ - 50,000- 250,000 \$\$\$ - 250,000-1M \$\$\$\$ - Over 1M N/A - part of Everyday Work
<b>5.3 Parkland Acquisition</b>					
1	Consider acquisition and development of active recreation parkland in the Holland Creek Area Plan and the preservation of open space lands via the designation of slopes in excess of 30% and lands with a High Environmentally Sensitive Area (ESA) rating around the Heart Creek and Arbutus Hump lands	O	Low	Long	N/A
2	Preserve the exterior lands around the former Davis Road Elementary School building for public parkland	O	Medium	Short	\$\$
3	Consider the sale and disposal of small parks that are not an asset to the parks system	O/C	Ongoing	Medium	\$
<b>5.4 Park Planning and Development</b>					
1	<p>Target the enhancement and enlargement of waterfront parkland and amenities to establish the waterfront as a natural extension of a hillside seaside by undertaking a comprehensive park masterplan exercise for the waterfront public lands, inclusive of the of the following items:</p> <ul style="list-style-type: none"> <li>• A seawall along the oceanside frontage of Transfer Beach park, continuing in a northwesterly direction along public lands</li> <li>• Development of a waterfront cultural core and heritage park in the vicinity of the Machine Shop</li> <li>• Enhancement and continuing development of the Transfer Beach amenities</li> <li>• Incorporation of waterfront accommodations (camping facilities for major events) to attract visitors and complement existing events</li> <li>• Creation of a pedestrian highway overpass at High Street and Highway 1 to connect downtown with the waterfront as part of a cultural corridor</li> <li>• Develop improved access/boat launching for kayaks and other small watercraft at Transfer Beach. Provide a drop off area and designated parking for longer term users.</li> </ul>	O/C	High	Short	\$\$\$\$
2	Explore the creation of an off-road Trans Canada Trail alignment within the Town boundaries and improve connections to the trail	O/C	Medium	Long	\$\$\$
3	Consider the development of active transportation corridors throughout the community to promote alternative transportation methods and safe routes to schools. Incorporate infrastructure (i.e. bike storage lockers) to promote cycling	O/C	Medium	Long	\$\$\$



No.	Recommendation	Item Type Capital (C) or Operations (O)	Priority High Medium Low Ongoing	Timing Short: 1-3 years Medium: 4-6 years Long: 7-10 years	Relative Cost \$ - Under 50,000 \$\$ - 50,000- 250,000 \$\$\$ - 250,000-1M \$\$\$\$ - Over 1M N/A - part of Everyday Work
<b>5.4 Park Planning and Development...Continued</b>					
4	<p>To achieve adequate provision through the Town of Ladysmith, community feedback has confirmed the need for off-leash dog exercise areas south of Holland Creek, one north of Holland Creek and one at Transfer Beach Park. Base on this, the following approach will apply:</p> <p><b>Winter programming</b> The off-season usage of fenced athletic fields for off-leash dog exercise at the following sports fields:</p> <ul style="list-style-type: none"> <li>• High Street Little League Park</li> <li>• Holland Creek Park – small ball diamond field</li> </ul> <p><b>Recommended Sites</b></p> <ul style="list-style-type: none"> <li>• Install a fenced, off-leash area at the Transfer Beach upper park area (currently used as off leash area) leaving the remaining upper area as on leash, or possibly off leash during winter months. Add maps and signage for area describing the boundaries of off leash</li> <li>• Partner with School District 68 in the creation of a temporary, fenced off-leash dog exercise area at the former Davis Road Elementary School.</li> <li>• The installation of a temporary, fenced off-leash area at Forrest Field/Lot 108 pending the development of additional sports fields</li> </ul> <p><b>Pilot Sites</b> On a trial basis, explore the development of permanent, fenced off-leash dog exercise areas at the following parks:</p> <ul style="list-style-type: none"> <li>• Kinsmen Park and Playground (Brown Road) – utilizing the western portion of the park, observing an appropriate riparian setback from Rocky Creek</li> <li>• Holland Creek Park – small ball diamond field (this would become a permanent site upon the development of additional sports fields at Forrest Field/Lot 108</li> <li>• The BC Hydro property located at 6th Avenue and Methuen Street</li> <li>• A portion of the uphill lands at Transfer Beach Park currently used as an unfenced, off-leash exercise area</li> </ul>	O/C	High	Short/ Medium	\$\$
5	Explore the diversification of the Ladysmith Golf Course lands through multi-use programming such as disc golf, and develop a master plan for the future of the Holland Creek Ball fields	O/C	Medium	Medium	\$\$
6	Expand on the existing skate park with the incorporation of additional skate park elements and the design and development of a bike skills park	O/C	Medium	Long	\$\$\$
7	Develop in partnership with regional Sport Tourism a strategy for the Town that promotes the use of hiking and biking trails and waterfront parkland along with sports facilities.	O	Medium	Medium	\$\$

No.	Recommendation	Item Type Capital (C) or Operations (O)	Priority High Medium Low Ongoing	Timing Short: 1-3 years Medium: 4-6 years Long: 7-10 years	Relative Cost \$ - Under 50,000 \$\$ - 50,000- 250,000 \$\$\$ - 250,000-1M \$\$\$\$ - Over 1M N/A - part of Everyday Work
<b>5.4 Park Planning and Development...Continued</b>					
8	Develop an outdoor fitness park for adults	C	Medium	Medium	\$\$
9	Ensure the adequate provision of site furniture in all parks, in particular, the provision of picnic tables	C	Ongoing	Long	\$\$
10	Review priorities for sports fields and amenities and update the siteplan for Lot 108. Develop as per the site plan once funding is available.	O/C	High	Medium	\$\$\$\$
11	Development of the cluster of public land encompassing the Spirit Square, Ladysmith Resources Centre and Ball Field into a downtown 'public hub'	C	Low	Long	\$\$\$
12	Incorporate First Nation teachings and cultural landscape into the parks system in partnership with the Stz'uminus First Nation	O/C	Ongoing	Long	\$\$\$
13	Consider the development of a landscape design guideline document that would provide direction on the following: <ul style="list-style-type: none"> <li>• Utilization of native and/or drought tolerant plant species – an 'island-inspired' plant palette</li> <li>• Where an irrigation system is required, that new park construction projects undertake the development of a hydro zone plan, landscape water conservation irrigation report (landscape water budget) and irrigation design plan</li> <li>• The audit of existing park irrigation systems and the determination of water consumption and methods to reduce water use</li> <li>• The development of an invasive species control plan, in conjunction with volunteer organizations</li> </ul>	O	Ongoing	Short	N/A
14	Consider the development of a Parks Brand and Visual Identity Guidelines document that would provide direction on the following: <ul style="list-style-type: none"> <li>• Park address signage</li> <li>• Wayfinding and trail signage</li> <li>• Regulatory signage</li> <li>• Interpretive signage</li> </ul>	O	Ongoing	Short	N/A



No.	Recommendation	Item Type Capital (C) or Operations (O)	Priority High Medium Low Ongoing	Timing Short: 1-3 years Medium: 4-6 years Long: 7-10 years	Relative Cost \$ - Under 50,000 \$\$ - 50,000- 250,000 \$\$\$ - 250,000-1M \$\$\$\$ - Over 1M N/A - part of Everyday Work
<b>5.5 Park Partnerships</b>					
1	Create a development framework in partnership with CVRD for regional and municipal park collaboration projects	O	Ongoing	Medium	N/A
2	Improve playability and bookability of School District #68 sport fields via the formalization of an operating agreement and maintenance and programming by Town of Ladysmith staff (Joint Use Agreement)	O	High	Medium	\$\$\$\$
3	Explore linear park opportunities and secure public access easement along the BC Hydro right-of-way corridor at the southern boundary between the Town of Ladysmith and CVRD	O	Low	Long	\$\$\$
4	The creation of a Ladysmith destination-oriented attraction and community loop trail that encompasses the waterfront, ATC's and the Holland Creek Trail and Regional Parkland	O/C	Medium	Long	\$\$\$
5	Investigate a trail to St'uminus First Nation	O	Ongoing	Medium	\$\$
6	Explore a P3 partnership for the management of boat launch and parking facilities.	O	Ongoing	Medium	\$\$

Implementation Plan - Facility Recommendations

No.	Recommendation	Item Type Capital (C) or Operations (O)	Priority High Medium Low Ongoing	Timing Short: 1-3 years Medium: 4-6 years Long: 7-10 years	Relative Cost \$ - Under 50,000 \$\$ - 50,000- 250,000 \$\$\$ - 250,000-1M \$\$\$\$ - Over 1M N/A - part of Everyday Work
<b>6.2 Frank Jameson Community Centre</b>					
1	Proceed with the Facility Condition Assessment as part of the Asset Management Plan.	C	High	Short	\$
2	Consider the need for a larger fitness space and additional/updated equipment in the capital planning process.	C	Medium	Medium	\$\$
	Undertake a small feasibility exercise on the cost of developing a flexible space.	C	High	Short	\$
3	Determine remaining lifespan of pool facility, and create plan to replace. In the interim review options to improve the youth centre space including accommodation of additional uses, and undertake minor improvements in the pool area and change rooms.	C	High	Short	\$
4	Redevelop youth centre space	C	Medium	Medium	\$\$\$
<b>6.3 Aggie Hall</b>					
5	That the waiving of fees for usage of the facility be reviewed to find an equitable solution that provides some revenue to the Town for operating expenses, while still providing an affordable space for community organizations.	O	Medium	Short	N/A
6	Review opportunities to offer additional programs at Aggie Hall.	O	Medium	Ongoing	N/A
7	Increase parking around Aggie Hall for both Hall and Field users.	C	High	Short	\$
<b>6.4 Machine Shop</b>					
8	That the Machine Shop Advisory Group undertake a comprehensive Visioning Process for this facility. <ul style="list-style-type: none"> <li>• "Define the space" in consultation with stakeholders, current and prospective tenants, potential partners and users</li> <li>• Vision to address the operating structures, partnerships, capital and operating costs</li> <li>• Review opportunity for one or more tenants to operate the facility</li> <li>• Research potential public and private funding, grants, trusts, etc.</li> </ul>	C	High	Short	N/A



## Implementation Plan - Programs and Services Recommendations

No.	Recommendation	Item Type Capital (C) or Operations (O)	Priority High Medium Low Ongoing	Timing Short: 1-3 years Medium: 4-6 years Long: 7-10 years	Relative Cost \$ - Under 50,000 \$\$ - 50,000- 250,000 \$\$\$ - 250,000-1M \$\$\$\$ - Over 1M N/A - part of Everyday Work
<b>7.0 Programs and Services</b>					
1	Aquatic Programs should be reviewed annually to ensure the community needs are being met, including lesson schedule, ages served, public swim times and fees.	O	High	Short	N/A
2	Review Fitness Centre operations annually including hours of operation, fee structure and programs services provided.	O	High	Short	N/A
3	Undertake a regular participant survey, and seek customer feedback relating to programs and services	O	Medium	Short	N/A
4	Review and update entire fee schedule to ensure appropriate fees are being charged Use facility operating costs as well as direct program expenses to determine fee levels and levels of subsidies	O	High	Short	N/A
5	Develop new programs to attract more participants and better serve the community, including outdoor programs, samplers, youth activities etc. <ul style="list-style-type: none"> <li>Outdoor based programs for all age groups and for family participation. Start with early years. Examples are disc golf, geocaching, fitness</li> <li>"Kid's sampler programs" in cooperation with the sports and arts organizations</li> <li>When introducing new programs allow for lower number of participants (before cancelling), until program gets known in the community. It can take a couple of sessions for this to happen</li> <li>Continue to support Physical Literacy for all ages. Develop partnerships to further this initiative with VIHA and other community agencies.</li> <li>Offer more programs and activities for the 10 to 18 year age groups -focus on physical activity.</li> <li>Continue to work with the Arts Council in the development and delivery of new programs in the arts.</li> </ul>	O	High	Short	N/A
6	Pursue grant opportunities for the provision of more programs in partnership with Stz'uminus First Nation.	O	High	Short	N/A
7	Review the Leisure Access card criteria. Ensure Area G and H residents be allowed to participate as the CVRD contributes to the operation of the FJCC.	O	High	Short	N/A
8	Hold registration for Summer Day Camp much earlier in the year. Around March Break is a good time to promote camp programs. Do not cancel programs too early, and consider running with fewer participants, so the program can become known in the community through word of mouth as well as through promotional materials.	O	High	Short	N/A



No.	Recommendation	Item Type Capital (C) or Operations (O)	Priority High Medium Low Ongoing	Timing Short: 1-3 years Medium: 4-6 years Long: 7-10 years	Relative Cost \$ - Under 50,000 \$\$ - 50,000- 250,000 \$\$\$ - 250,000-1M \$\$\$\$ - Over 1M N/A - part of Everyday Work
<b>7.0 Programs and Services...Continued</b>					
9	Develop a Youth Services Strategy in partnership with other community organizations that are supporting youth in Ladysmith. Review the use of the Youth Centre (Rec Room) in the context of the Youth strategy.	O	High	Short	N/A
10	Work with all agencies and organizations in the development of a Seniors Strategy to enable the best use of resources to meet the needs of the growing "older seniors" population in Ladysmith.	O/C	Medium	Medium	N/A
11	The Department of Parks, Recreation and Culture should continue to take a lead role in the staging of major events and festivals, ones that would be a tourist draw. This could be done in partnership with the Chamber of Commerce. The Ladysmith Celebrations Society and other community organizations.	O	High	Short	N/A

## Implementation Plan - Partnerships and Agreements Recommendations

No.	Recommendation	Item Type Capital (C) or Operations (O)	Priority High Medium Low Ongoing	Timing Short: 1-3 years Medium: 4-6 years Long: 7-10 years	Relative Cost \$ - Under 50,000 \$\$ - 50,000- 250,000 \$\$\$ - 250,000-1M \$\$\$\$ - Over 1M N/A - part of Everyday Work
<b>8.0 Partnerships and Agreements</b>					
1	Develop and implement a "Community Partnership" Policy that would provide a framework for effective and efficient coordination of volunteer groups and municipal resources.	O	Medium	Short	N/A
2	Revive a "Youth Partnership" consisting of all the agencies serving youth in Ladysmith including the Resource Centre, the Boys and Girls Club, VIHA, Stz'uminus, the High School and others. The first task of this group would be to develop a Youth Services Strategy.	O	High	Short	N/A
3	Continue support and participation at the Early Years Partnership table. Ensure that children are provided with indoor and outdoor opportunities to develop physical literacy skills appropriate to their age.	O	Medium	Short	N/A
4	Continue and expand the current collaboration with the many service providers in Ladysmith to allow for comprehensive and coordinated programs and services for all residents. Explore the concept of a more formalized "consortium" of organizations working towards the same goals, with the ability to apply for financial support from a larger variety of funding organizations.	O	Medium	Short	N/A
5	The Parks, Recreation & Culture Department should lead the development of a Public Art Strategy and Program in collaboration with the Arts Council, Stz'uminus First Nation, the Chamber of Commerce, the Downtown Business Association, local artists and other appropriate organizations.	O	High	Short	N/A
6	Review and update the current agreements with School District 68. In addition, enter into discussions with regard to facility access, sports field use and booking, and field maintenance.	O	Medium	Short	N/A
7	Formalize the financial and other levels of support provided by the Town for the provision of facility space, grants or operating funds to community service organizations.  Create Joint Use Agreements or Memoranda of Understanding where appropriate.	O	Medium	Short	N/A
8	Look for opportunities for P3's - Public/Private Partnerships that could provide a beneficial amenity or service for the residents of Ladysmith. The partnerships should apply to both capital and operating opportunities.	O	Medium	Short	N/A



Implementation Plan - Marketing and Communication Recommendations

No.	Recommendation	Item Type Capital (C) or Operations (O)	Priority High Medium Low Ongoing	Timing	Relative Cost
				Short: 1-3 years Medium: 4-6 years Long: 7-10 years	\$ - Under 50,000 \$\$ - 50,000- 250,000 \$\$\$ - 250,000-1M \$\$\$\$ - Over 1M N/A - part of Everyday Work
<b>9.0 Marketing and Communications</b>					
1	Develop a Communications Plan, with specific goals and consistent messaging.	O	High	Short	N/A
2	Evaluate on an ongoing basis whether the messages are reaching the target audiences.	O	Medium	Short	N/A
3	Promote the benefits of recreation in the Activity Guide, reports to Council, on social media, press releases and any print media.	O	Medium	Short	N/A
4	Work to enhance the Town's Parks, Recreation, and Culture website. Create linkages with the regional organizations' websites.	O	High	Short	N/A
<b>10.0 PRC Administration</b>					
1	Review and analyze the division of roles and responsibilities between Parks, Recreation and Culture and Public Works to confirm the benefits of the current hybrid structure versus the benefits of transferring responsibility for parks operations to PRC.	O	Medium	Medium	N/A
2	Take the appropriate action to disband/eliminate the Parks, Recreation and Culture Commission, and set up an Advisory Committee (with Terms of Reference) to provide information and support for Council on Parks, Recreation and Culture matters.	O	High	Short	N/A
3	Consider time-limited special purpose Advisory Groups or Task Forces for major projects relating to Parks, Recreation and Culture.	O	Medium	Medium	N/A
4	Develop and Implement a Facility Allocation Policy	O	Medium	Short	N/A



## Town of Ladysmith

### **STAFF REPORT**

To: Ruth Malli, City Manager  
From: Clayton Postings, Director of Parks, Recreation & Culture  
Date: May 30, 2016  
File No:

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Re: **CHLORINE SYSTEM CONVERSION PROJECT – FRANK JAMESON COMMUNITY CENTRE**

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

That Council receive the report for information.

#### **PURPOSE:**

To provide Council with an update regarding the chlorine system conversion project at Frank Jameson Community Centre.

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

The Town is currently switching over the disinfection system at the swimming pool, with the objective of removing the gas chlorine system and replacing it with a Calcium Hypochlorite (Chlorine) and Sodium Bisulphate (Acid) systems. This project is identified in the 2016 financial plan. The project engineering consultant has developed the requirements for the new system; as well the Local Health Authority has approved the design and authorized the conversion.

The Town is now retaining qualified contractors to complete the project. The project is scheduled to be completed during the annual pool maintenance shutdown in August 2016.

Due to the requirement to change a number of values which will be used for the new system and a requirement to upgrade the drains in the main pool which no longer meet industry standards, the pool must be emptied. Repairs to the roof located over the swimming pool will also be completed during the shutdown. As the walls are required to be opened up the work will need to be completed from inside the pool area and from the roof.

In light of water conservation measures which may be implemented in August staff considered it to be prudent to advise Council of the scheduled drainage of the swimming pool at this time. Staff recognize the sensitivity of this issue and will work closely with the Public Works Department and Corporate Services communications staff to ensure the process is managed effectively.

Staff will continue to investigate methods of maintaining the pool while limiting the requirement to drain it completely. Staff will only recommend emptying the pool when absolutely necessary.

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

The Town's facility maintenance staff is managing this project and will be working with various consultants and contractors and other Town staff to complete the project.

ALTERNATIVES:

Given the list of projects scheduled for completion during the 2016 annual shutdown, there are limited options to consider at this time as changes would significantly impact operations and community use and add costs to the various projects.

FINANCIAL IMPLICATIONS:

The project of replacing the gas chlorine disinfection system is included in the 2016-2020 financial plan.

Any changes to the established shut down and project schedule would impact the budget negatively. The shut down is scheduled at the end of the summer as pool usage is lowest at this time. Scheduling closures at any other time would have more of an impact on revenues. As well if these projects were completed at separate times the costs associated would likely increase.

LEGAL IMPLICATIONS:

N/A

CITIZEN/PUBLIC RELATIONS IMPLICATIONS:

The safety of the public and Town of Ladysmith employees is the rationale behind this change in disinfection systems. The quality of the swimming pool water will not be impacted.

There may be some concern over emptying the swimming pool when the community will likely be subjected to watering restrictions. Staff will investigate options to recycle the water which is drained from the swimming pools.

INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS:

Public Works will be consulted through the process.

RESOURCE IMPLICATIONS:

No additional resources for this initiative are required at this time.

ALIGNMENT WITH SUSTAINABILITY VISIONING REPORT:

- 5. Innovative Infrastructure
- 7. Healthy Community

ALIGNMENT WITH STRATEGIC PRIORITIES:

Natural and Built Infrastructure

SUMMARY:

Currently the swimming pool at the Frank Jameson Community Centre is disinfected by using gas chlorine. Due to the risks associated with gas chlorine a new disinfection system – Calcium Hypochlorite (Chlorine) and Sodium Bisulphate (Acid) – is being installed in 2016. The transition to the new system will greatly reduce the public safety risk associated with having gas chlorine onsite and is in accordance with provincial and national standards.

I concur with the recommendation.

Ruth Malli, City Manager





Ladysmith



Box 98, Ladysmith, BC, V9G 1A1

Phone: (250)245-5888

Fax: (250)245-0311

www.ladysmithfol.com

RECEIVED  
JUN 02 2016

Mayor Aaron Stone and Town Council

Town of Ladysmith

Dear Mayor

On behalf of the Board of Directors and Members of the Festival of Lights Society, we would like to present a proposal for the Traffic Circle and Fountain located at the North end of town at Symonds and First Avenue.

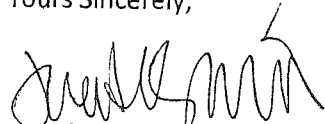
This proposal is to have an LED Lighted, Animated Fountain Three Dimensional Structure; ( similar to the illustration attached ). Size to be determined at a later date for use during the Festival of Lights event.

Unlike the large Gift Box that we install during the Festival of Lights, this structure is transparent in nature and would not obstruct the Anchor and Fountain that is presently there.

The cost of this installation would be fully covered by a generous donation from a sponsor that we have in mind for this project.

We would appreciate the opportunity to discuss our proposal more fully with a small delegation of representatives at your next Council Meeting on Monday, June 6, 2016.

Yours Sincerely,



Jonathan Zeiler

President,

Ladysmith Festival of Lights

Last Thursday in November • It's a Turn On!

Support from the Province of BC through the BC Gaming Commission



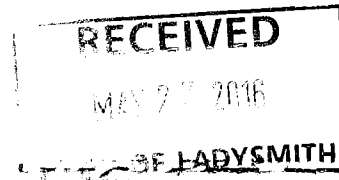
Ice Fountain



## STZ'UMINUS FIRST NATION

May 20, 2016

Town of Ladysmith  
PO Box 220  
410 Esplanade  
Ladysmith, BC  
V9G 1A2



Attention: Mayor Aaron Stone

RE: Stz'uminus Grad Fundraiser

We are writing your organization on behalf of our Stz'uminus First Nation Grads. We are proud to announce 19 Graduates this year.

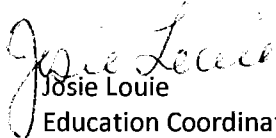
Stz'uminus Grads are fundraising to offset costs for Annual Grad Events they have planned. Enclosed is copy of Budget of Revenue and Expenses. Grads are working very hard: they have organized a bingo fundraiser, hot dog sales they have raised \$ 1741.00, and are still in need of an additional \$ 2,128.40.

We are writing Town of Ladysmith to ask for funds to assist Stz'uminus Grads Fundraiser. Any contribution towards their fundraising would be sincerely appreciated.

If you should require further information or clarification you can reach me by telephoning: 250-245-0275, or email me at: [josie.louie@stzuminus.com](mailto:josie.louie@stzuminus.com). Any contributions can be mailed to

Stz'uminus First Nation  
12611 Trans-Canada Highway  
Ladysmith BC  
V9G 1M5.

Sincerely,

  
Josie Louie

Education Coordinator  
Stz'uminus First Nation

12611A Trans Canada Highway  
Ladysmith, BC V9G 1M5  
Ph. 250.245.7155  
Fax. 250.245.3012  
<http://www.stzuminus.com>

*Itst uw'hw-nuts'ul-wum* <sup>168</sup> *We are working as one*

**Grad 2016 BUDGET Stz'uminus Education**  
**Stz'uminus Secondary School**  
**Fundraising Revenue**

\$ 18,000.00  
 \$ 2,500.00  
 \$ 3,869.40  
**\$ 24,369.40**

**Total Revenue**

		Grad Mandatory Expenses:										Tickets		Tickets	
	First Name	Last Name	School	Grad Gift	Bursary	Prom & Banquet	Aboriginal Grad	Grad Contribution	Total						
1	Georgette	Aleck	LSS	100	100	175	50	250	675						
2	Pascual	Aleck	LSS	100	100	175	50	250	675						
3	Michaela	Daniels	LSS	100	100	175	50	250	675						
4	Brittany	Elliott	LSS	100	100	175	50	250	675						
5	Cedric	Gibson	LSS	100	100	175	50	250	675						
6	Garrett	Harris	LSS	100	100	175	50	250	675						
7	Sha-Lena	Horne	LSS	100	100	175	50	250	675						
8	Kyle	Joe	LSS	100	100	175	50	250	675						
9	Blake	Seymour	LSS	100	100	175	50	250	675						
10	Brian	Seymour	LSS	100	100	175	50	250	675						
11	Alexis	Smith	LSS	100	100	175	50	250	675						
12	Darien	Harris	LSS	100	100	175	50	250	675						
13	Morgan	Thomas	LSS	100	100	175	50	250	675						
14	Deanna	Seymour	SSS	100	100	0	0	250	450						
15	Gloria	Wilson	SSS	100	100	0	0	250	450						
16	Dylan	Seymour	SSS	100	100	0	0	250	450						
17	Robert	Lambert	SSS	100	100	0	0	250	450						
18	Aurea	Joe	SSS	100	100	0	0	250	450						
19	Anne Marie	Louie	CSS	100	100	175	20	250	645						
		<b>Total</b>		<b>1900</b>	<b>1900</b>	<b>2450</b>	<b>670</b>	<b>4750</b>	<b>11670</b>						

**Grad Budget Under (Over)**

**\$ 6,330.00**

Fundraising costs		
Elders Facility rental: 2 bingos x 250 each = 500		
Bingo Card 40. x 2 bingos = 80.00		
2-Bingo Concession supplies and hot dog sale supplies@ 150 x 3 = 450		
Main Przes - Cash value 1st prize \$ 100, 2nd special prize at 50 x 2 bingos = 300		
Purchase order Gas for 2 vehicles for bottle drive @ \$60.00 each =		
		<b>\$ 1,500.00</b>

**A. Stzuminius Grad Celebration Dinner**

<i>Expense</i>	<i>Description</i>	<i>Total</i>
Community Centre Rental	see attached list of rental	500.00
Food Costs	Turkey and Ham Dinner, plus veggies, potatoes, salad Prawns and Crabs	2,000.00
Cooks & Helpers	2 cooks @ 250 each, and 2 helpers @ 150. each	800.00
Cake Ladysmith Bakery	2-x 100 each	200.00
Decorations and Table Centerpieces	\$20/centrepiece x 21 tables = 420.00 plus 380 for decorations	400.00
Photobooth	see attached quote	725.00
Hyponist	see attached quote	1,950.00
Set table: table cloths, napkins cutlery, plates, flowers, decorate the hall and clean off tables: plates, cutlery, etc and ta		500.00
<b>Total Cost for SFN Grad Celebration Dinner</b>		<b>7,075.00</b>

**B. PNE Trip (no Stzuminius Grad Celebrator**

<i>Expense</i>	<i>Description</i>	<i>Total</i>
PNE Tickets	12 grads + 12 chaperons + 1 Coordinator + bus driver = 26 tickets x 50.00	1,300.00
Room 1 night stay -3 people per room	199+15% + taxes = 228.85 x 12 rooms	2,746.20
Ferry tickets	12 Students x 8.60 = 103.20 x 2 = 206.40 + 14 adults x 17.20 = 240.80 x 2 = 481.60	688.00
Bus Costs for ferry	4.65 x 20 foot bus x 2 way	186.00
Meals 32 people	26 people 16.55 = 430.30 x 2 days = 860.60 26 people x 16.80 = 436.80 x 2-days = 873.60 26 dinners x 44.00 = 1144.00. x 2 days = 2288.00	
8 grads		
8 adults		
1-Coordinator		
1-Bus Driver		
Bus Driver Wages and Fuel for Bus	23.00 per hour x 7 per day x 2 days = 322.00 plus 200 fuel costs	4,022.20
<b>Total Cost for SFN Grad Celebration Dinner</b>		<b>522.00</b>
<b>Grad Budget Under (over)</b>		<b>9,464.40</b>
		<b>0.00</b>



April 26, 2016



To the Mayor, council, and staff of the Town of Ladysmith;

I am writing to ask you to consider tweaking the bylaws so that the long-term storage of non-commercial large trailers, campers, and motorhomes on city property is more adequately controlled than it is at present. The motorhome in the picture arrived at Third and Baden Powell when the house behind it changed hands in late November. There is adequate room in the backyard of the house and access from the lane so that this does not have to be here. As you can see it is somewhat dilapidated with solar degraded paintwork, rust appearing on the roof line, and sagging of the body as evidenced by the curve in the beltline above the wheels. It has not moved since it appeared and although currently licensed until June 2016 it is effectively derelict.

The owners of the four corner lots at Third and Baden Powell all take considerable time and trouble at their own expense to keep their properties smart and to maintain the city property as required on the boulevards which in each case is at least double the amount of non-corner lots. For a property owner to be allowed to take advantage of city property in the way that both this owner and a number of others in the old town are doing is simply unfair and I believe unnecessary.

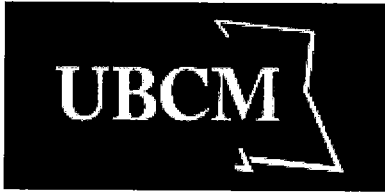
I would suggest that a bylaw could be written that would allow vehicles of this sort four or five days per calendar month to park on the boulevard for purposes of cleaning, maintenance, prepping for a trip or whatever other sensible reason applied. For people who wish to ignore the bylaw an escalating fine followed by removal at their own expense could be written into the bylaw. I believe there are number of places nearby that store motorhomes and large campers.

As a taxpayer who takes pride in helping to maintain some of the old character in the original Town of Ladysmith it is kind of depressing to get up every day and look out and to have this eyesore constantly there. I am well aware that there will always be cars of one sort or another parked on the boulevards and the odd small trailer usually for utility purposes such as taking garden waste to the recycling centre. I believe there is a bylaw that already prevents large vehicles of this size with commercial plates from parking on the boulevards so a small addition to cover this sort of non-commercial vehicle would deal with a problem in which the town is really being taken advantage of.

Thank you for your attention to this matter,

Yours sincerely,

A handwritten signature in black ink that reads "Robert Lawson". The signature is written in a cursive, flowing style.



## Preliminary Program

The preliminary program below is tentative. Details will be confirmed closer to convention.

### Monday, September 26

7:00 am - 6:00 pm	Registration
8:00 am - 5:30 pm	<b>Study Tours</b>
9:00 am - 4:30pm	<b>Study Sessions</b>
1:30 pm - 4:30 pm	BC Mayors' Caucus
5:30 pm - 6:30 pm	Young Elected Officials Meet & Greet
7:00 pm - 8:00 pm	Electoral Area Directors Meet & Greet

### Tuesday, September 27

7:00 am - 6:00 pm	Registration
7:00 am - 8:30 am	Continental Breakfast (Clinic attendees only)
7:30 am - 8:30 am	<b>Clinics</b>
9:00 am - 12:00 pm	<b>Forums</b>
12:00 pm - 1:30 pm	Forum Lunches
1:45 pm - 2:45 pm	<b>Plenary Session</b>
3:00 pm - 4:30 pm	<b>Provincial Policy Sessions</b>
4:00 pm - 5:30 pm	Municipal Insurance Association of BC AGM
4:00 pm - 5:00 pm	Municipal Finance Authority of BC Semi-Annual Meeting
5:30 pm - 6:30 pm	Municipal Insurance Association of BC Reception
6:30 pm - 8:30 pm	Welcome Reception

### Wednesday, September 28

7:00 am - 4:30 pm	Registration
7:00 am - 8:30 am	Continental Breakfast
7:30 am - 8:15 am	<b>Clinics</b>
8:30 am	<b>Convention Opening Session</b>
9:00 am	<b>Annual Meeting</b>
9:20 am	First Report of the Nominating Committee for the Positions of Table Officers
	<b>Keynote Address</b>
9:25 am - 10:25 am	<b>Principal Policy Session:</b> Resolutions
10:25 am - 11:45 am	Address by the Leader of the Green Party
11:45 am - 11:55 am	Nominations from the floor for Table Officer positions
11:55 am - 12:00 pm	Area Association Lunches (optional)
12:00 pm - 1:30 pm	Candidate speeches (as necessary)
1:45 pm - 2:00 pm	Address by FCM President
2:00 pm - 2:15 pm	Address by the Minister of Community, Sport and Cultural Development
2:15 pm - 2:45 pm	Election of Table Officers (as necessary)
	<b>Provincial Cabinet Panels</b>
2:30 pm - 5:00 pm	Presentation of 2016 Climate & Energy Action Awards
3:00 pm - 4:15 pm	BC Government Reception
4:15 pm - 4:30 pm	Consulate-General of the People's Republic of China in Vancouver

5:30 pm - 7:00 pm Reception  
 6:30 pm - 8:00 pm CUPE BC Reception

8:00 pm - 12:00 am

### Thursday, September 29

7:00 am - 8:30 am Continental Breakfast  
 Community Excellence Awards Breakfast Reception (invite only)  
**Clinics**  
 Election of Table Officers continues (as necessary)  
 7:30 am - 8:15 am  
 8:00 am - 9:00 am Second Report of the Nominating Committee for Executive positions  
 8:30 am - 8:35 am Address by Leader of the Official Opposition  
**Resolutions Session Continues**  
 8:35 am - 8:55 am Nominations from the Floor for Executive Positions  
 8:55 am - 11:35 am Candidate Speeches (as necessary)  
 11:35 am - 11:40 am Delegates Lunch  
 11:40 am - 12:00 pm **Workshops**  
 12:00 pm - 1:30 pm Election of Executive Positions (as necessary)  
 2:30 pm - 4:30 pm UBCM Reception  
 2:30 pm - 5:00 pm UBCM Banquet  
 6:30 pm Presentation of Long Service, Special Long Service and Life Member Awards  
 7:30 pm

### Friday, September 30

7:00 am - 8:30 am Continental Breakfast  
 7:30 am - 8:30 am Election for Executive Positions continues (as necessary)  
 8:00 am - 8:30 am Federal Address  
 8:35 am - 10:45 am **Resolutions Session Continues**  
 Consideration of:  
 Report on Resolutions Received after the Deadline  
 Remaining Section "B" Resolutions  
 10:45 am - 11:00am Installation of President Elect  
 11:00 am Address by the Premier  
 12:00 pm Adjourn

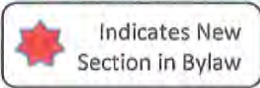
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- Twitter: @ubcm

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TOWN OF LADYSMITH  
BYLAW NO. 1905



A bylaw to provide for the appointment of Officers for the Town of Ladysmith and to prescribe the powers, duties and responsibilities of such officers including the delegation of authority.

WHEREAS Council must, by bylaw, establish officers' positions having responsibility under the *Community Charter*, SBC 2006 c. 26;

AND WHEREAS Council may, by bylaw, delegate certain powers, duties and functions to its officers and employees;

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

**Citation**

1. This bylaw may be cited for all purposes as the "Ladysmith Officers and Delegation of Authority Bylaw 2016, No. 1905".



**Definitions**

2. In this bylaw:

"Approving Officer"	Has the same meaning as "Approving Officer" in the Town of Ladysmith Subdivision and Development Servicing Bylaw 2013, No. 1834;
"Bylaw"	Means this Ladysmith Officers and Delegation of Authority Bylaw 2016, No. 1905;
"Department Director"	As defined in Schedule 'A', attached to and forming part of this bylaw;
"Department Manager"	As defined in Schedule 'A', attached to and forming part of this bylaw;
"Emergency"	Means a situation which may endanger the health and/or safety of any Town employee, member of the public or Town asset, as declared by Council;
"Employee"	Means a person employed by the Town of Ladysmith other than a Statutory Officer;
"Financial Plan"	Has the same meaning as "financial plan" as defined in the <i>Community Charter</i> ;
"Panhandle Parcel"	Has the same meaning as "Panhandle Parcel" in the Town of Ladysmith Subdivision and Development Bylaw 2013, No. 1834;
"Special Event"	Means any organized event or gathering taking place on Town-owned property for a limited or fixed duration;
"Special Occasion License"	Means a special occasion license issued pursuant to the <i>Liquor Control and Licensing Act</i> , RSBC 1996, c. 267;
"Statutory Officer"	Means a person appointed under Section 146 of the <i>Community Charter</i> ;
"Town"	Means the Town of Ladysmith;
"Zoning Bylaw"	Means the "Town of Ladysmith Zoning Bylaw 2014, No. 1860".



**Establishment of Statutory Officer Positions**

3. The person holding the position of Chief Administrative Officer is established as a Statutory Officer of the Town.
4. The person holding the position of Director of Corporate Services is established as a Statutory Officer of the Town.
5. The person holding the position of Director of Financial Services is established as a Statutory Officer of the Town.
6. Nothing in this Bylaw shall prevent the appointment of the same person to two or more offices or positions.
7. The selection and appointment of the Chief Administrative Officer shall be made by Council.
8. The selection and appointment of all Department Directors is delegated to the Chief Administrative Officer.
9. The selection and appointment of the acting Chief Administrative Officer for a consecutive period of less than one month is delegated to the Chief Administrative Officer.
10. The selection and appointment of the acting Chief Administrative Officer for a consecutive period of greater than one month shall be made by Council.







**Power and Duties of the Chief Administrative Officer**

11. The Chief Administrative Officer has the following duties, powers and functions:
  - a. fulfilling the powers, duties and functions applicable to the Chief Administrative Officer described in Section 147 of the *Community Charter*;
  - b. selecting and appointing the Statutory Officers and other Department Directors of the Town;
  - c. determining the compensation of non-union employees in accordance with the corporate policies and budgets established by Council;
  - d. appointing, promoting, disciplining, and suspending any employee of the Town, and terminating any employee of the Town other than Statutory Officers, subject to any contract of employment or collective agreement in force;
  - e. subject to Council approval, negotiating all collective agreements;
  - f. implementing all Council approved policies and directives;
  - g. preparing and submitting such reports and recommendations as may be required by Council;
  - h. retaining legal counsel on behalf of the Town;
  - i. assigning additional responsibilities to a Statutory Officer, including acting on behalf of another Statutory Officer in his or her absence; and
  - j. designating an acting Chief Administrative Officer to act in his or her absence, pursuant to section 9 hereof.


**Powers and Duties of the Director of Corporate Services**

12. The Director of Corporate Services has the powers, duties and functions described in Section 148 of the *Community Charter* and other provisions applicable to the Corporate Officer in the *Community Charter* or any other enactments.
13. Council hereby delegates to the Director of Corporate Services the following powers, duties and functions:
  - a. approving applications for temporary private uses of municipal streets, including, but not limited to, parades, walk-a-thons, fundraisers and races;
  - b. entering into leases of two years or less and the ability to set rental rates and conditions associated with these leases;
  - c. approving the location and use of fireworks in accordance with Cowichan Valley Regional District Bylaw No. 39 – Fireworks Sale and Discharge Regulation Bylaw, 1970 and in consultation with the Fire Chief;



-  d. the power to accept a restrictive covenant or amendment to a restrictive covenant under section 56 of the *Community Charter* or section 219 of the *Land Title Act*;
-  e. the power to execute on behalf of the Town a discharge of a restrictive covenant referred to in subsection (d) which is no longer required or is to be replaced;
-  f. the power to acquire a statutory right of way or easement or amendment to a statutory right of way or easement on behalf of the Town in connection with the operation of a sewer, water or drainage works, or for other purposes, such as trails or pedestrian or vehicular access;
-  g. the power to execute a discharge of a statutory right of way or easement referred to in subsection (f) which is no longer required by the Town or is to be replaced;
-  h. the power to enter into a lease or license of real property or a renewal or amendment of a lease or license of real property necessary or convenient for the operation and maintenance of the works or activities of the Town;
-  i. despite subsection (h), the delegation of authority under subsection (h) does not include a lease or license of real property having a term, including all extensions or rights of renewal, greater than 2 years.

#### **Powers and Duties of the Director of Financial Services**

-  14. The Director of Financial Services has powers, duties and function applicable to the Financial Officer in accordance with Section 149 of the *Community Charter* and other provisions applicable to the Financial Officer in the *Community Charter* or any other enactments.
- 15. The Director of Financial Services is authorized to administer any system of discount, interest, penalty, payment and refund of fees established by bylaw.

#### **Powers and Duties of the Director of Parks, Recreation and Culture**

- 16. Council hereby delegates to the Director of Parks, Recreation and Culture the following powers, duties and functions:
  - a. approving Special Events on land reserved, dedicated, or held for park purposes, where such use is consistent with the Zoning Bylaw and any restrictions on title;
  - b. approving Special Occasion Licences pertaining to the aforementioned Special Events obtained in accordance with the *Liquor Control and Licensing Act*, RSBC 1996, c. 26.
- 17. The Director of Parks, Recreation and Culture is hereby authorized to administer any system of discount, interest, penalty, payment, and refund of fees associated with any parks or recreation facility or program, pursuant to the Town of Ladysmith Community Centre and Facilities Fees and Charges Bylaw 2015, No. 1884 in accordance with applicable policies established from time to time by Council.

#### **Powers and Duties of the Director of Infrastructure Services**

- 18. Council hereby delegates to the Director of Infrastructure Services the powers, duties and functions with respect to approving the location, designation and control of on-street parking and loading areas, in accordance with the conditions specified in Streets and Traffic Bylaw No. 1309.


#### **Powers and Duties of the Director of Development Services**

- 19. Council hereby delegates to the Director of Development Services the powers, duties and functions to issue development permits for signage and façade improvements, and issue amendments to development permits.

#### **Powers and Duties of Approving Officer**

- 20. Council hereby delegates to the Approving Officer the powers, duties, and functions under section 512(2) of the *Local Government Act* to approve the subdivision of land into parcels, including Panhandle Parcels, that do not have a minimum highway frontage greater than:
  - a. 10% of the perimeter of the parcel that fronts the highway; and
  - b. the minimum highway frontage required by the Town of Ladysmith Subdivision and Development Servicing Bylaw 13, No. 1834,

**Delegation of Purchasing Authority**

-  21. Council hereby delegates all of the powers, duties and functions of Council to authorize the execution of contracts and purchases of goods and services on behalf of the Town to the Department Director for the department for which the goods and services are to be provided, as approved in the Financial Plan, and subject to the monetary limits set out in Schedule 'B', and the Town's Purchasing Policy as adopted by Council and amended from time to time, and any applicable enactments or the New West Partnership Trade Agreement.

**Current Delegation Bylaw No. 1614 states:****Purchasing Power**

2. Where goods and services are budgeted, Council hereby delegates all of its powers, duties and functions to make purchasing decisions and agreements for those goods and services to its officers, pursuant to the provisions of the Purchasing Policy of the Town of Ladysmith.

**Delegation to Persons Holding Position**

22. Where this Bylaw delegates a power, duty or function to a Statutory Officer or other Department Director, the delegation of the power, duty or function is to the person who holds the position and to any person who is the deputy of that person, or other person appointed to act in the place of that person.

**No Delegation by a Delegate**

23. For clarity, a person to whom a power, duty or function has been delegated under this bylaw has no authority to further delegate to another person any power, duty or function that has been delegated by this bylaw.

**Reconsideration by Council**

24. A decision of a delegate may be reconsidered by Council on submission of a written request for reconsideration to the Director of Corporate Services, within thirty days after the decision is delivered to or made available to the applicant.
25. The request for reconsideration must include the following:
- a. the applicant's address for receiving correspondence related to the request for reconsideration;
  - b. a copy of the written decision;
  - c. reasons why the applicant wishes the decision to be reconsidered by Council;
  - d. the decision which the applicant requests be made by Council;
  - e. reasons in support of the decision requested from Council; and
  - f. a copy of any documents which support the applicant's request for reconsideration by Council.
26. At the reconsideration of a decision, the applicant is entitled to be heard by Council in person or by a representative.
27. The Council may, following completion of its reconsideration, do one or more of the following:
- a. confirm all or part of the delegate's decision;
  - b. set aside all or part of the delegate's decision;
  - c. amend the delegate's decision or make a new decision.
28. The Council may adjourn a reconsideration under this section.

**Notice of Reconsideration**

29. The Director of Corporate Services must, upon receiving an application for reconsideration:
- a. place the request for reconsideration on the agenda for a regular meeting of Council to be held at least two weeks after the date on which the request for reconsideration is delivered to the Director of Corporate Services;

- b. notify the applicant of the date for reconsideration by regular mail sent to the applicant's address provided under Section 25.

**Repeal**

30. Delegation Bylaw 2007, No. 1614 and any and all amendments are hereby repealed.

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

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

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

**ADOPTED** on the day of , 2016

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Mayor (A. Stone)

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Corporate Officer (S. Bowden)





**TOWN OF LADYSMITH**

**OFFICERS AND DELEGATION OF AUTHORITY BYLAW 2016, No. 1905**

**Schedule 'A'**

In this Bylaw:

“Department Director”

Includes the following positions:

- Director of Corporate Services
- Director of Financial Services
- Director of Development Services
- Director of Infrastructure Services
- Director of Parks, Recreation and Culture

“Department Manager”

Includes the following positions:

- Manager of Administration
- Manager of Public Works
- Manager of Accounting Services
- Manager of Human Resources



**TOWN OF LADYSMITH**

**OFFICERS AND DELEGATION OF AUTHORITY BYLAW 2016, No. 1905**

**Schedule 'B'**

This schedule refers to the approvals required for various procurement levels. Other than in emergencies, budget approval is required before procurement begins.

Value of Purchase or Contract	Commitment Authority
Less than \$2,999.99	Employees designated by Department Directors.
\$3,000.00 to \$9,999.99	Department Managers.
\$10,000.00 to \$24,999.99	Department Directors.
\$25,000.00 to \$249,999.99	Approval of the Chief Administrative Officer together with the Approval of the Director of Financial Services.
Greater than \$250,000.00	Recommendation to award to be approved by Town Council.

**THE ABOVE TABLE IS AN EXCERPT FROM THE TOWN'S PURCHASING POLICY  
AS ADOPTED BY COUNCIL IN 2013.**



TOWN OF LADYSMITH

BYLAW NO. 1905

A bylaw to provide for the appointment of Officers for the Town of Ladysmith and to prescribe the powers, duties and responsibilities of such officers including the delegation of authority.

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WHEREAS Council must, by bylaw, establish officers' positions having responsibility under the *Community Charter*, SBC 2006 c. 26;

AND WHEREAS Council may, by bylaw, delegate certain powers, duties and functions to its officers and employees;

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

**Citation**

1. This bylaw may be cited for all purposes as the "Ladysmith Officers and Delegation of Authority Bylaw 2016, No. 1905".

**Definitions**

2. In this bylaw:

"Approving Officer"	Has the same meaning as "Approving Officer" in the Town of Ladysmith Subdivision and Development Servicing Bylaw 2013, No. 1834;
"Bylaw"	Means this Ladysmith Officers and Delegation of Authority Bylaw 2016, No. xxxx;
"Department Director"	As defined in Schedule 'A', attached to and forming part of this bylaw;
"Department Manager"	As defined in Schedule 'A', attached to and forming part of this bylaw;
"Emergency"	Means a situation which may endanger the health and/or safety of any Town employee, member of the public or Town asset, as declared by Council;
"Employee"	Means a person employed by the Town of Ladysmith other than a Statutory Officer;
"Financial Plan"	Has the same meaning as "financial plan" as defined in the <i>Community Charter</i> ;
"Panhandle Parcel"	Has the same meaning as "Panhandle Parcel" in the Town of Ladysmith Subdivision and Development Bylaw 2013, No. 1834;
"Special Event"	Means any organized event or gathering taking place on Town-owned property for a limited or fixed duration;
"Special Occasion License"	Means a special occasion license issued pursuant to the <i>Liquor Control and Licensing Act</i> , RSBC 1996, c. 267;
"Statutory Officer"	Means a person appointed under Section 146 of the <i>Community Charter</i> ;
"Town"	Means the Town of Ladysmith;
"Zoning Bylaw"	Means the "Town of Ladysmith Zoning Bylaw 2014, No. 1860".

**Establishment of Statutory Officer Positions**

3. The person holding the position of Chief Administrative Officer is established as a Statutory Officer of the Town.
4. The person holding the position of Director of Corporate Services is established as a Statutory Officer of the Town.
5. The person holding the position of Director of Financial Services is established as a Statutory Officer of the Town.
6. Nothing in this Bylaw shall prevent the appointment of the same person to two or more offices or positions.
7. The selection and appointment of the Chief Administrative Officer shall be made by Council.
8. The selection and appointment of all Department Directors is delegated to the Chief Administrative Officer.
9. The selection and appointment of the acting Chief Administrative Officer for a consecutive period of less than one month is delegated to the Chief Administrative Officer.
10. The selection and appointment of the acting Chief Administrative Officer for a consecutive period of greater than one month shall be made by Council.

**Power and Duties of the Chief Administrative Officer**

11. The Chief Administrative Officer has the following duties, powers and functions:
  - a. fulfilling the powers, duties and functions applicable to the Chief Administrative Officer described in Section 147 of the *Community Charter*;
  - b. selecting and appointing the Statutory Officers and other Department Directors of the Town;
  - c. determining the compensation of non-union employees in accordance with the corporate policies and budgets established by Council;
  - d. appointing, promoting, disciplining, and suspending any employee of the Town, and terminating any employee of the Town other than Statutory Officers, subject to any contract of employment or collective agreement in force;
  - e. subject to Council approval, negotiating all collective agreements;
  - f. implementing all Council approved policies and directives;
  - g. preparing and submitting such reports and recommendations as may be required by Council;
  - h. retaining legal counsel on behalf of the Town;
  - i. assigning additional responsibilities to a Statutory Officer, including acting on behalf of another Statutory Officer in his or her absence; and
  - j. designating an acting Chief Administrative Officer to act in his or her absence, pursuant to section 9 hereof.

**Powers and Duties of the Director of Corporate Services**

12. The Director of Corporate Services has the powers, duties and functions described in Section 148 of the *Community Charter* and other provisions applicable to the Corporate Officer in the *Community Charter* or any other enactments.
13. Council hereby delegates to the Director of Corporate Services the following powers, duties and functions:
  - a. approving applications for temporary private uses of municipal streets, including, but not limited to, parades, walk-a-thons, fundraisers and races;
  - b. entering into leases of two years or less and the ability to set rental rates and conditions associated with these leases;
  - c. approving the location and use of fireworks in accordance with Cowichan Valley Regional District Bylaw No. 39 – Fireworks Sale and Discharge Regulation Bylaw, 1970 and in consultation with the Fire Chief;

- d. the power to accept a restrictive covenant or amendment to a restrictive covenant under section 56 of the *Community Charter* or section 219 of the *Land Title Act*;
- e. the power to execute on behalf of the Town a discharge of a restrictive covenant referred to in subsection (d) which is no longer required or is to be replaced;
- f. the power to acquire a statutory right of way or easement or amendment to a statutory right of way or easement on behalf of the Town in connection with the operation of a sewer, water or drainage works, or for other purposes, such as trails or pedestrian or vehicular access;
- g. the power to execute a discharge of a statutory right of way or easement referred to in subsection (f) which is no longer required by the Town or is to be replaced;
- h. the power to enter into a lease or license of real property or a renewal or amendment of a lease or license of real property necessary or convenient for the operation and maintenance of the works or activities of the Town;
- i. despite subsection (h), the delegation of authority under subsection (h) does not include a lease or license of real property having a term, including all extensions or rights of renewal, greater than 2 years.

#### **Powers and Duties of the Director of Financial Services**

- 14. The Director of Financial Services has powers, duties and function applicable to the Financial Officer in accordance with Section 149 of the *Community Charter* and other provisions applicable to the Financial Officer in the *Community Charter* or any other enactments.
- 15. The Director of Financial Services is authorized to administer any system of discount, interest, penalty, payment and refund of fees established by bylaw.

#### **Powers and Duties of the Director of Parks, Recreation and Culture**

- 16. Council hereby delegates to the Director of Parks, Recreation and Culture the following powers, duties and functions:
  - a. approving Special Events on land reserved, dedicated, or held for park purposes, where such use is consistent with the Zoning Bylaw and any restrictions on title;
  - b. approving Special Occasion Licences pertaining to the aforementioned Special Events obtained in accordance with the *Liquor Control and Licensing Act*, RSBC 1996, c. 26.
- 17. The Director of Parks, Recreation and Culture is hereby authorized to administer any system of discount, interest, penalty, payment, and refund of fees associated with any parks or recreation facility or program, pursuant to the Town of Ladysmith Community Centre and Facilities Fees and Charges Bylaw 2015, No. 1884 in accordance with applicable policies established from time to time by Council.

#### **Powers and Duties of the Director of Infrastructure Services**

- 18. Council hereby delegates to the Director of Infrastructure Services the powers, duties and functions with respect to approving the location, designation and control of on-street parking and loading areas, in accordance with the conditions specified in Streets and Traffic Bylaw No. 1309.

#### **Powers and Duties of the Director of Development Services**

- 19. Council hereby delegates to the Director of Development Services the powers, duties and functions to issue development permits for signage and façade improvements, and issue amendments to development permits.

#### **Powers and Duties of Approving Officer**

- 20. Council hereby delegates to the Approving Officer the powers, duties, and functions under section 512(2) of the *Local Government Act* to approve the subdivision of land into parcels, including Panhandle Parcels, that do not have a minimum highway frontage greater than:
  - a. 10% of the perimeter of the parcel that fronts the highway; and
  - b. the minimum highway frontage required by the Town of Ladysmith Subdivision and Development Servicing Bylaw 13, No. 1834.

**Delegation of Purchasing Authority**

21. Council hereby delegates all of the powers, duties and functions of Council to authorize the execution of contracts and purchases of goods and services on behalf of the Town to the Department Director for the department for which the goods and services are to be provided, as approved in the Financial Plan, and subject to the monetary limits set out in Schedule 'B', and the Town's Purchasing Policy as adopted by Council and amended from time to time, and any applicable enactments or the New West Partnership Trade Agreement.

**Delegation to Persons Holding Position**

22. Where this Bylaw delegates a power, duty or function to a Statutory Officer or other Department Director, the delegation of the power, duty or function is to the person who holds the position and to any person who is the deputy of that person, or other person appointed to act in the place of that person.

**No Delegation by a Delegate**

23. For clarity, a person to whom a power, duty or function has been delegated under this bylaw has no authority to further delegate to another person any power, duty or function that has been delegated by this bylaw.

**Reconsideration by Council**

24. A decision of a delegate may be reconsidered by Council on submission of a written request for reconsideration to the Director of Corporate Services, within thirty days after the decision is delivered to or made available to the applicant.
25. The request for reconsideration must include the following:
  - a. the applicant's address for receiving correspondence related to the request for reconsideration;
  - b. a copy of the written decision;
  - c. reasons why the applicant wishes the decision to be reconsidered by Council;
  - d. the decision which the applicant requests be made by Council;
  - e. reasons in support of the decision requested from Council; and
  - f. a copy of any documents which support the applicant's request for reconsideration by Council.
26. At the reconsideration of a decision, the applicant is entitled to be heard by Council in person or by a representative.
27. The Council may, following completion of its reconsideration, do one or more of the following:
  - a. confirm all or part of the delegate's decision;
  - b. set aside all or part of the delegate's decision;
  - c. amend the delegate's decision or make a new decision.
28. The Council may adjourn a reconsideration under this section.

**Notice of Reconsideration**

29. The Director of Corporate Services must, upon receiving an application for reconsideration:
  - a. place the request for reconsideration on the agenda for a regular meeting of Council to be held at least two weeks after the date on which the request for reconsideration is delivered to the Director of Corporate Services;
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Mayor (A. Stone)

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Corporate Officer (S. Bowden)



**TOWN OF LADYSMITH**  
**OFFICERS AND DELEGATION OF AUTHORITY BYLAW 2016, No. 1905**

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