

A REGULAR MEETING OF THE COUNCIL OF THE TOWN OF LADYSMITH TO BE HELD IN COUNCIL CHAMBERS AT LADYSMITH CITY HALL ON MONDAY, DECEMBER 3, 2018

Call to Order and Closed Meeting

6:30 p.m.

Regular Open Meeting

7:00 p.m.

CALL TO ORDER (6:30 P.M.)

1. CLOSED SESSION

In accordance with section 90 of the Community Charter, this section of the meeting will be held In Camera to consider matters related to the following:

- Property Acquisition - section 90 (1) (e): the acquisition, disposition or expropriation of land or improvements, if the council considers that disclosure could reasonably be expected to harm the interests of the municipality

REGULAR MEETING (7:00 P.M.)

2. AGENDA APPROVAL

3. RISE AND REPORT – Items from Closed Session

4. MINUTES

4.1. Minutes of the Regular Meeting of Council held November 19, 2018..... 1 - 10

5. DELEGATIONS

5.1. Helen Koning, Koning Consulting – Local Government Consultant Commission and Committee Review Report and Recommendations..... 11 - 107 (Note: the full package of appendices is available for Council review in Council Chambers)



6. PROCLAMATIONS – None

7. DEVELOPMENT APPLICATIONS

- 7.1. Coach House Intensive Residential Development Permit Application 3060-18-16 (Paulina Chung, 1106859 BC Ltd)
Subject Property: Lot 14, Block 12, District Lot 56, Oyster District, Plan 703 (12 White Street.) 108 - 115**

Staff Recommendation:

That Council:

1. Issue DP 3060-18-16 to permit the issuance of a building permit for the construction of a two storey coach house on Lot 14, Block 12, District Lot 56, Oyster District, Plan 703 (12 White Street).
2. Authorize the Mayor and Corporate Officer to sign DP 3060-18-16.
3. Direct staff to remove Development Permit (DP) 3060-17-19 from the Certificate of Title on Lot 14, Block 12, District Lot 56, Oyster District, Plan 703 (12 White Street) as this permit is replaced with DP 3060-18-16.

8. BYLAWS – OFFICIAL COMMUNITY PLAN AND ZONING

- 8.1. Town of Ladysmith Zoning Bylaw 2014, No. 1860, Amendment Bylaw (No.20) 2018, No. 1978 (Licenced Cannabis Cultivation, Processing and Research)..... 116 - 118**

Staff Recommendation:

That Council adopt “Town of Ladysmith Zoning Bylaw 2014, No. 1860, Amendment Bylaw (No.20) 2018, No. 1978”.

- 8.2. Town of Ladysmith Zoning Bylaw 2014, No. 1860, Amendment Bylaw (No.22) 2018, No. 1985 119 - 127**

Staff Recommendation:

That Council:

1. Proceed with first and second reading of Bylaw 1985 cited as “Town of Ladysmith Zoning Bylaw 2014, No. 1860, Amendment Bylaw (No.22) 2018, No. 1985”;
2. Waive the holding of the public hearing for Bylaw 1985 pursuant to s.464(2) of the *Local Government Act*, and
3. Direct staff to proceed with notification of the waiver of public hearing as required by the *Local Government Act*.

9. COMMITTEE REPORTS

- 9.1. **Draft Minutes of the October 24, 2018 and November 22, 2018 Parks, Recreation and Culture Advisory Committee Meetings and background information are provided for information purposes 128 - 139**

Recommendations from the Parks, Recreation and Culture Advisory Committee

- 9.1.1. The Committee recommends that Council authorize the Town to enter into a Memorandum of Understanding with the Boys and Girls Clubs of Central Vancouver Island.
- 9.1.2. The Committee recommends that Council consider defining the terms and formalize a process to select the successful candidate for the Ladysmith First Poet Laureate.

9.1.3. Lot 108 Sports Complex

The Committee recommends that Council consider developing a plan for the enhancement and completion of the Lot 108 sports complex that may be used in acquiring future grant funding.

Staff Recommendation:

That Council refer the recommendation from the Parks, Recreation and Culture Advisory Committee to develop a plan for the enhancement and completion of the Lot 108 sports complex to the 2019 budget deliberations.

- 9.2. **Minutes of the October 18, 2018 Heritage Revitalization Advisory Commission Meeting and Draft Minutes of the November 15, 2018 Heritage Revitalization Advisory Commission Meeting are provided for information..... 140 - 143**

Recommendations from the Heritage Revitalization Advisory Commission

- 9.2.1. The Commission recommends that Council send a letter recognizing the success of the Ladysmith and District Historical Society in regards to the publication of an article on the Great War in the BC History magazine, and the publication of an article on a series of heritage videos (Lives and Legends) in the BC Museums Association's Roundup magazine.

- 9.2.2. The Commission recommends that Council authorize the Ladysmith and District Historical Society to take on the project of updating the metal collage on the Commission’s behalf with a budget of up to \$3000.

10. REPORTS

10.1. Commissions & Committee Review and Recommendations - Next Steps..... 144 - 148

Staff Recommendation:

That Council, having received the consultant’s report and recommendations on the Town of Ladysmith Committee and Commission Review:

1. Direct staff to implement the following recommendations specific to existing Committees and Commissions:

Advisory Planning Commission	Develop Terms of Reference for a Community Planning Committee that includes: <ul style="list-style-type: none"> • A mandate to consider heritage matters when reviewing land use applications, and adjust membership accordingly • A mandate to include an advisory design function • Appropriate membership to address these matters
Parks, Recreation and Culture Advisory Committee	Revise the Terms of Reference to include oversight of the Invasive Species Strategy and to include youth in the membership
Invasive Species Advisory Committee	Disband this committee
Protective Services Committee	Create Terms of Reference for this Committee after consulting with committee members and other local governments
Liquid Waste Management Committee	Draft Terms of reference for a Liquid Waste Management Plan Monitoring Committee to replace the Liquid Waste Management Committee
Economic Development Commission	Repeal the establishing bylaw for the Economic Development Commission bylaw to disband the commission
Heritage Revitalization	Repeal the establishing bylaw for the

Advisory Commission	Heritage Revitalization Advisory Commission to disband the commission
Environment Commission	Repeal the establishing bylaw for the Environment Commission to disband the commission

2. Refer identification of opportunities for new Task Forces or Ad Hoc Committees to an upcoming Municipal Services Committee.
3. Refer discussion of appointments to external organizations to an upcoming meeting of the Municipal Services Committee.
4. Direct staff to recruit members for appointment to revised Town of Ladysmith Commissions and Committees by February 1, 2019.
5. Direct staff to review the Service Agreement with the Ladysmith and District Historical Society and recommend appropriate amendments to permit the Society to undertake initiatives referred by Council.
6. Direct staff to review the Agreement with the Ladysmith and District Chamber of Commerce and recommend appropriate amendments to permit the Chamber of Commerce to undertake heritage tourism promotion initiatives in addition to overall tourism marketing on behalf of the Town.
7. Direct staff to develop a communications plan to support implementation of the recommendations of the Commission and Committee review.
8. Schedule a volunteer appreciation session for current and new appointees to Town of Ladysmith Commissions and Committees by the end of March 2019.

11. BYLAWS

11.1. Council Remuneration Bylaw 2018, No. 1986

11.1.1. Correspondence from Steve Arnett 149 - 152

Staff Recommendation:

That Council receive for information the correspondence from Steve Arnett, dated November 19, 2018, regarding Council remuneration.

11.1.2. Council Remuneration Bylaw 2018, No. 1986..... 153

The purpose of Bylaw 1986 is to establish rates of remuneration for Council members.

Staff Recommendation:

That Council adopt “Council Remuneration Bylaw 2018, No. 1986”.

11.2. 2019 Revenue Anticipation Borrowing Bylaw 2018, No. 1987 154 - 156

Staff Recommendation:

That Council give first, second and third readings to “2019 Revenue Anticipation Borrowing Bylaw 2018, No. 1987”.

11.3. Town of Ladysmith Building and Plumbing Bylaw 1994, No. 1119, Amendment Bylaw (No. 21) 2018, No. 1988..... 157 - 162

Staff Recommendation:

That Council give first, second and third readings to “Town of Ladysmith Building and Plumbing Bylaw 1994, No. 1119, Amendment Bylaw (No. 21) 2018, No. 1988”.

12. CORRESPONDENCE

12.1. Stan Skelton

Dangerous Traffic Situation at the Corner of 3rd Avenue and High Street..... 163

Staff Recommendation:

That Council refer to staff for review the concerns expressed by Stan Skelton in his correspondence dated November 19, 2018, regarding potential traffic safety issues at the corner of 3rd Avenue and High Street.

12.2. Guido Weisz, Chair of the Building Committee for Ladysmith Resources Centre Association

Request to Amend “Town of Ladysmith Not-for-Profit Rental Housing Development Cost Charges Reduction Bylaw, 2012, No. 1804” 164 - 169

Staff Recommendation:

That Council refer to staff for review the request by Guido Weisz, Chair of the Building Committee for the Ladysmith Resources Centre Association, dated November 21, 2018, to amend the “Town of Ladysmith Not-for-Profit Rental Housing Development Cost Charges Reduction Bylaw, 2012, No. 1804”.

13. NEW BUSINESS

**13.1. Installation of Bollards along 1st Avenue in the Downtown Core
(Previous report included as background information)..... 170 - 182**

Councillor Johnson requested Council's consideration of the following motion:

That Council:

1. Direct staff to review present plans for the installation of some 160 bollards along 1st Avenue in the downtown core
2. Direct staff to report back by the end of February 2019 with three options for consideration, including complete costing, timeframe for installation and a safety factor that will protect downtown shoppers and buildings; and
3. Authorize the expenditure of up to \$3,000 for this review.

14. UNFINISHED BUSINESS

14.1. DL 2016 Holdings Corporation Annual General Meeting (verbal report)

QUESTION PERIOD

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

ADJOURNMENT

**MINUTES OF A REGULAR MEETING OF COUNCIL
MONDAY, NOVEMBER 19, 2018
CALL TO ORDER 5:00 P.M.
COUNCIL CHAMBERS, CITY HALL**

COUNCIL MEMBERS PRESENT:

Mayor Aaron Stone	Councillor Amanda Jacobson
Councillor Robert Johnson	Councillor Tricia McKay
Councillor Duck Paterson	Councillor Marsh Stevens
Councillor Jeff Virtanen	

STAFF PRESENT:

Guillermo Ferrero	Felicity Adams	Erin Anderson
Kim Fowler	Geoff Goodall	Clayton Postings
Joanna Winter	Sue Bouma	Robin MacNair

CALL TO ORDER

Mayor Stone called this Regular Meeting of Council to order at 5:00 p.m.

CLOSED SESSION

CS 2018-439

Moved and seconded:

That, in accordance with section 90(1) of the Community Charter, Council retire into closed session at 5:01 p.m. in order to consider items related to the following:

- the acquisition, disposition or expropriation of land or improvements, if the council considers that disclosure could reasonably be expected to harm the interests of the municipality - section 90 (1) (e);
- the receipt of advice that is subject to solicitor-client privilege, including communications necessary for that purpose - section 90 (1) (i)
- Stz'uminus First Nation Memorandum of Understanding - sections 90 (1) (i), (j), (k): 90 (2) (b)

Motion carried.

REGULAR OPEN MEETING

Mayor Stone called this Meeting of Council to order at 7:00 p.m., recognizing the traditional territory of the Stz'uminus First Nation.



AGENDA APPROVAL

CS 2018-440

Moved and seconded:

That Council approve the agenda for this Regular Meeting of Council for November 19, 2018.

Motion carried.

RISE AND REPORT

Council rose from closed session at 6:01 p.m. with report on the following resolution:

- CE 2018-133

That Council receive for information the report by the Project Manager of the Waterfront Area Plan Implementation, dated November 19, 2018, regarding the status of acquiring Lot 5 in the Waterfront Area Plan.

MINUTES

CS 2018-441

Moved and seconded:

That Council approve the minutes of the Regular Meeting of Council held October 15, 2018.

Motion carried.

CS 2018-442

Moved and seconded:

That Council approve the minutes of the Inaugural Meeting of Council held November 5, 2018.

Motion carried.

HEARING

Property Maintenance Matter 441 Parkhill Terrace

R. Mac Nair, Bylaw Compliance Officer for the Town of Ladysmith, circulated photos taken earlier in the day that demonstrated the current condition of the property 441 Parkhill Terrace. She responded to questions from Council and noted that a significant improvement had taken place in the last week.

The Owner of 441 Parkhill Terrace designated a speaker to address Council and to respond to Council's questions. He provided background information, outlined the steps taken so far and requested additional time to complete the clean-up.

Moved and seconded:

That Council:

CS 2018-443

1. Direct staff to issue a Notice to the Owner of the property, situated at 441 Parkhill Terrace, Ladysmith, BC (legally described as Lot 27, District Lot 52, Oyster District, Plan 11855) to clean up the unsightly accumulation on the property and remove the unlicensed vehicles, refuse, discarded material,

rotting wood and piles of dead vegetation by December 31, 2018, pursuant to the provisions of the "Ladysmith Property Maintenance Bylaw 2018, No. 1970."

2. Authorize the work to be carried out by the Town or its contractors, if the Owner is in default of such removal being undertaken by December 31, 2018, and the expense charged to the Owner of the property. If unpaid on December 31st in the year in which the work is done, the expenses shall be added to and form part of the taxes payable on that real property as taxes in arrears.

Motion carried.

R. MacNair left the meeting.

DELEGATION

Staff Sergeant Ken Brissard, Detachment Commander, Ladysmith RCMP

Request for Increase of One Municipally-funded Regular Member
Staff Sergeant Ken Brissard summarized the reasoning behind the request for an increase of one municipally-funded regular member for the detachment. He responded to questions regarding work load, twenty-four hour policing, the new cannabis laws, and the effect of court-time on scheduling for the detachment.

Council thanked Staff Sergeant Brissard for his presentation.

Moved and seconded:

CS 2018-444

That Council increase the Town of Ladysmith's Royal Canadian Mounted Police Detachment from 7 to 8 members, and begin implementing this increase in 2019, to be fully funded in 2020.

Motion carried.

PROCLAMATION

Louis Riel Day

Mayor Stone proclaimed November 16, 2018 as Louis Riel Day in the Town of Ladysmith, recognizing the enormous contribution Louis Riel made to the development of this country and commemorating the 133rd anniversary of his death.

DEVELOPMENT APPLICATIONS

Zoning Bylaw Amendment Application (C. Ronald) - 10910 Westdowne Road

Subject Property: Lot B, District Lot 72, Oyster District, Plan EPP20506

Moved and seconded:

CS 2018-445

That Council, having considered the application (3360-18-11) to amend the Zoning Bylaw for the property legally described as Lot B,

District Lot 72, Oyster District, Plan EPP20506 (10910 Westdowne Road) to

- a) add 'storage yard' as a site specific principal permitted use;
 - b) add a definition of 'contractor tool crib'; and
 - c) amend the definition of 'storage yard' to include RVs, boats, and contractor tool cribs:
1. Direct staff to commence the preparation of the Zoning Bylaw amending bylaw for application 3360-18-11 (10910 Westdowne Road).
 2. Direct that prior to presenting the Zoning Bylaw amending bylaw to Council for consideration, the owners of 10910 Westdowne Road shall complete the following:
 - Obtain a building permit for the retaining wall;
 - Obtain a demolition permit for the dwelling; and
 - Connect the property to the Town of Ladysmith water system as required by DVP 11-01 and Covenant CA2774644; and
 - Submit the riparian landscape bond of \$1200 (DP 18-06).

Motion carried.

Moved and seconded:

CS 2018-446

That Council direct staff to investigate the number of shipping containers permitted on industrial zoned properties in other municipalities for the purpose of storage, and report back to Council.

Motion carried.

Development Permit Renewal (Front Forty Ventures) - 1201 & 1251 Christie Road

Subject Properties: Lots 7 & 8, District Lot 147, Oyster District, Plan 85271

Moved and seconded:

CS 2018-447

That Council:

1. Issue Development Permit (DP) 3060-18-15 to renew DP 3060-16-03 for Lots 7 & 8, District Lot 147, Oyster District, Plan 85271 (1201 & 1251 Christie Rd) to permit a 66 townhouse development, subject to the applicant submitting a bond in the amount of 100% of the onsite landscaping.
2. Authorize the Mayor and Corporate Officer to sign the Development Permit.

Motion carried.

OPPOSED: Councillors Jacobson and Johnson

Councillor Stevens declared a conflict of interest with the following two agenda items due to his role on the board of the Ladysmith Resources Centre Association and excused himself from the meeting.

Temporary Use Permit (C. Wood) – 631 1st Avenue (Ladysmith Resources Centre Association)

Subject Property: Parcel B (being a consolidation of Lots 9 and 10, see CA5603565), District Lot 56, Oyster District, Plan 703

Moved and seconded:

That Council:

CS 2018-448

1. Direct staff to proceed with statutory notice for Temporary Use Permit (TUP) application 3340-18-02 from the Ladysmith Resource Centre Association for 631 1st Avenue (to replace TUP 3340-16-01); and
2. Require the applicant to host a neighbourhood information meeting regarding TUP application 3340-18-02 and provide a report regarding the public input received at the meeting.

Amendment

Moved and seconded:

CS 2018-449

That resolution CS 2018-448 be amended to read as follows:

That Council:

1. Direct staff to proceed with statutory notice for Temporary Use Permit (TUP) application 3340-18-02 from the Ladysmith Resources Centre Association for 631 1st Avenue (to replace TUP 3340-16-01) and include the Ladysmith Chamber of Commerce and the Ladysmith Downtown Business Association in the statutory notice.
2. Require the applicant to host a neighbourhood information meeting regarding TUP application 3340-18-02 and provide a report regarding the public input received at the meeting.

Amending motion carried.

Main motion as amended carried.

**BYLAWS – OFFICIAL
COMMUNITY PLAN
AND ZONING**

OCP & Zoning Bylaw Amendment Application (D. Poiron) – 314 Buller Street

Subject Property: Lot A (DD B92367) of Block 76, District Lot 56, Oyster District, Plan 703A

Moved and seconded:

That Council:

CS 2018-450

1. Receive the report from the Ladysmith Resources Centre Association (LRCA) Neighbourhood Information Meeting for the

- 314 Buller Street development proposal.
2. Proceed with first and second reading of Bylaw 1982, cited as "Official Community Plan Bylaw 2003, No. 1488, Amendment Bylaw (No. 55) 2018, No. 1982".
 3. Proceed with first and second reading of Bylaw 1983, cited as "Town of Ladysmith Zoning Bylaw 2014, No. 1860, Amendment Bylaw (No. 21) 2018, No. 1983".
 4. Proceed with first, second and third reading of "Housing Agreement Bylaw 2018, No. 1984" and support in principle the terms and conditions of the Housing Agreement.
 5. Refer Bylaws 1982 and 1983 to public hearing.

Motion carried.

Councillor Stevens returned to the meeting.

REPORTS

CS 2018-451

Long Term Borrowing – Water Filtration Plant

Moved and seconded:

That Council approve borrowing from the Municipal Finance Authority of British Columbia, as part of the 2019 Spring Borrowing Session, six million dollars (\$6,000,000) as authorized through Town of Ladysmith Water Filtration Plan Loan Authorization Bylaw 2016, No. 1920 and that the Cowichan Valley Regional District be requested to consent to our borrowing over a twenty-five (25) year term and include the borrowing in a Security Issuing Bylaw.

Motion carried.

Machine Shop and Site

Norm Hotson of Hotson Architecture joined the meeting via telephone to answer Council's questions.

Moved and seconded:

CS 2018-452

That Council:

1. Receive the Machine Shop Pre-Design Report drafted by Hotson Architecture;
2. Receive the Machine Shop Structural Report drafted by Herold Engineering;
3. Direct staff to commence the next phases of the Machine Shop Restoration Project relating to design and construction, focusing on identified structural and code improvements;
4. Direct staff to contract with Hotson Architecture to continue as project lead for the Machine Shop Restoration Project, specific to implementation phases (design, securing contractor and construction) at a cost up to \$250,000 and waive the Purchasing Policy accordingly; and

5. Continue to include the Machine Shop Users Advisory Group and tenants in project updates.

Motion carried.

Investing in Canada Program Fund Options

Moved and seconded:

CS 2018-453

That, having considered the applicability of both the Lot 108/Forrest Field Expansion and the Waterfront Arts and Heritage Hub initiatives, Council direct staff to proceed with an infrastructure funding application to implement the Arts and Heritage Hub Concept Plan under the Investing in Canada Program.

Motion carried.

2019 Council Meeting Schedule

Moved and seconded:

CS 2018-454

That Council:

Confirm the following schedule of regular Council meetings and Municipal Services Committee meetings for 2019 and direct staff to advertise the schedule in accordance with Section 127 of the Community Charter.

Council Meetings

January 7	April 1	July 15	November 4
January 21	April 15	August 19	November 18
February 4	May 6	September 16	December 2
March 4	June 3	October 8**	December 16
March 18	June 17	October 21	

**Tuesday, to accommodate Tour de Rock in Ladysmith

Municipal Services Committee Meetings

January 14	April 8	July 8	December 9
February 11	May 13	August 12	
March 11	June 10	September 9	

Motion carried.

Parking Lot Request from Ladysmith Maritime Society

Moved and seconded:

CS 2018-455

That Council consider whether it wishes to:

1. Refer the request from the Ladysmith Maritime Society regarding provision of a marina parking lot to staff for investigation and to report back to Council.

Motion carried.

Quarterly Financial Plan Update

Moved and seconded:

CS 2018-456

That Council:

1. Direct staff to install a hygiene facility at the Bio-solids composting site in the amount of \$50,000 with funds to come from cost savings in the sewer department, and amend the financial plan accordingly.
2. Receive the financial report for the period ending September 2018 for information purposes.

Motion carried.

Councillor Johnson commended staff for the thorough and accessible staff report.

Council Remuneration Policy

Moved and seconded:

CS 2018-457

That Council:

1. Adopt the draft Council Remuneration Policy.
2. Under the Bylaws section of this agenda, give first, second and third readings to Council Remuneration Bylaw 2018, No. 1986.

Motion carried.

BYLAWS

Council Remuneration Bylaw 2018, No. 1986

Moved and seconded:

CS 2018-458

That Council give first, second and third readings to "Council Remuneration Bylaw 2018, No. 1986".

Motion carried.

CORRESPONDENCE

Minister Fraser – Waterfront Area Remediation

Moved and seconded:

CS 2018-459

That Council receive the correspondence from the Minister of Indigenous Relations and Reconciliation regarding the Waterfront Area Plan, and request Mayor Stone to pursue the matter with the minister in concert with Chief John Elliott.

Motion carried.

Island Health – Notice of Proposed Changes to Terms and Conditions of Operating Permit

Moved and seconded:

CS 2018-460

That Council receive for information the correspondence from Island Health, dated October 30, 2018, regarding the extension of the completion date of the construction schedule for the Water Filtration plant.

Motion carried.

Ladysmith and District Arts Council – Recommendation for Town of Ladysmith First Poet Laureate

CS 2018-461

Moved and seconded:

That Council refer to the Parks, Recreation and Culture Advisory Committee the recommendation by the Ladysmith and District Arts Council in their correspondence dated October 18, 2018, to appoint John Edwards as the first poet laureate for the Town of Ladysmith.

Motion carried.

Councillor Johnson declared a conflict of interest with the following agenda item due to his position on the board of the Ladysmith Historical Society and excused himself from the meeting.

Ladysmith and District Historical Society - Request for Letter of Support for Funding Application (Canada Cultural Spaces)

CS 2018-462

Moved and seconded:

That Council provide a letter of support for the Ladysmith and District Historical Society application for funding through the Canada Cultural Spaces Program.

Motion carried.

Councillor Johnson returned to the meeting.

Cynthia Damphousse – Request to Reconsider the Decision about the Road between Churchill and McKinley

CS 2018-463

Moved and seconded:

That Council receive the correspondence from Cindy Damphousse regarding the McKinley/Churchill secondary access road, and advise that the road will be opened as an alternative access route when required by conditions on 4th Avenue in the vicinity of the Rocky Creek crossing.

Motion carried.

**Amy Melmock, Manager, Economic Development Division, Cowichan Valley Regional District
Request for Support for the Ladysmith Investment Attraction Strategy**

CS 2018-464

Moved and seconded:

That Council contribute \$10,000 to the Investment Attraction Initiative as requested by the Cowichan Valley Regional District in their correspondence dated November 15, 2018, in order to profile the advantages of living, working and investing in Ladysmith.

Motion carried.

NEW BUSINESS

Notice of Motion

As requested by Councillor Johnson, the following motion will be placed on the agenda for the December 3, 2018 Council meeting:

That Council:

1. Direct staff to review present plans for the installation of some 160 bollards along 1st Avenue in the downtown core
2. Direct staff to report back by the end of February 2019 with three options for consideration, including complete costing, timeframe for installation and a safety factor that will protect downtown shoppers and buildings; and
3. Authorize the expenditure of up to \$3,000 for this review.

QUESTION PERIOD

There were no questions from the public.

ADJOURNMENT

CS 2018-465

Moved and seconded:

That this Regular Meeting of Council adjourn at 9:38 p.m.

Motion carried.

CERTIFIED CORRECT:

Mayor (A. Stone)

Corporate Officer (J. Winter)



Commission and Committee Review

Prepared by: Helen M. Koning, *MPA*

Koning Consulting -Local Government Consultant

October 2018

Table of Contents

Executive Summary	3
Introduction	7
Methodology	8
Review of Provincial Legislation and current literature	9
What are others doing	12
A closer look at the Town of Ladysmith’s Current Commissions/Committees	17
Survey Results	41
Recommendations.....	44
Acknowledgements.....	57
Appendices.....	58

EXECUTIVE SUMMARY:

When the Town of Ladysmith Council published its *2016 - 2019 Strategic Priorities*, one of the actions under the “Communications and Engagement” strategic priority was:

- Enhance communications and engagement with a comprehensive review of commissions/committees.

The Town engaged Koning Consulting to conduct this review during the late summer and fall of 2018. Council outlined the following Terms of Reference for the review:

- Analysis of best practices from other local governments
- Discussions with Council and community members about the value of committee involvement
- A review of current committees and commissions, their mandates and membership, the ongoing relevance and/or contribution of existing commissions/committees
- Means of recruiting community members
- A review of gaps or opportunities for community involvement (both through formal commissions/committees, Council liaison appointments, and/or other means)

The review examined the following Town commissions and committees:

- Heritage Revitalization Advisory Commission
- Advisory Design Panel
- Advisory Planning Commission
- Parks, Recreation and Culture Advisory Committee
- Invasive Species Advisory Committee
- Protective Services Committee
- Board of Variance
- Liquid Waste Management Committee
- Economic Development Commission
- Environment Commission

In Canada the most basic and historically common governing structure model to support local governments has been the standing committee system. Boards, commissions and committees were initially created to help address the lack of internal staff capacity and also allowed specifically skilled community members who did not have time to serve on council to assist at the board or commission level.

In BC, the *Community Charter* sets out the legislative authority by which standing and select committees of council can be constituted. **Standing and Select Committees** are not to be confused with **Statutory Committees** required through provincial legislation. **Commissions**, on the other hand, are established to operate services, manage property or operate the enforcement of local government regulations.

Scholars have argued over the many advantages and disadvantages to a standing committee system. However, for any system to work, it must be reviewed from time to time.

Volunteer commissions and committees can help local government officials by making recommendations on certain type of discussions. While it is not the only method by which the public can be engaged in the local government decision making process, the commission and committee arrangement has been used by many local governments to varying degrees.

As part of the analysis and review of Ladysmith's commissions and committees' structure, five other local governments of various sizes were canvassed and queried about what challenges and issues they have faced with their current commissions and committees and what best practices could be gleaned. Many cited the following issues:

- 'recruitment' in recent years as a struggle to fill vacancies
- finding meaningful work for committees to undertake
- not enough referrals from Council to keep these committees engaged

After a comprehensive review, many have reduced their number of committees and commissions. It appears that one option that is being used more often in local governments is **Taskforces**, and while rules vary, and the reporting body has no power to implement final recommendations, the public participation can be wide ranging and discussion can be focused on more strategic issues in a concentrated timeframe providing more opportunities for more citizens to participate when issues emerge.

Ladysmith has used a similar structure in support of several recent initiatives including the *Waterfront Area Plan*, the *Youth Strategy* and the *Zoning Bylaw Update*.

Each of the Town of Ladysmith's commissions and committees was reviewed by examining the following elements:

- mandate/terms of reference
- how it aligns with Council Strategic Priorities
- number of meetings over the course of this past council term
- number of referrals from council to the committee/commission
- number of referrals to council from the committee/commission
- review of specific reports and studies recently undertaken
- review of some of the committee minutes

In addition, an on-line survey was available to all council members, all current committee members, and senior staff with a liaison role on one or more commissions/committees. The survey generated a 55% return rate. The survey results suggested needed improvements with the mandate, orientation, reporting processes, as well as concern over the composition of commission/committee membership.

The most striking response was to the question of whether or not the committees should continue in their current form, with almost 48% (or 14 respondents) answering Yes, almost 14% (or 4 respondents) answering No, and 38% (or 11 respondents) answering Don't Know. This does not suggest a resounding endorsement of the current committee/commission structure.

Based on the observations, feedback and findings for each of the committees/commissions, given that recruitment to obtain the appropriate number of volunteers is a challenge, as well as finding the

suitable composition of volunteers, and knowing that committees and commissions can add time to a process, a series of recommendations specific to each committee/commission is provided in the relevant sections in this report.

It is recommended that before continuing on with any of the current commissions, committees or prior to establishing new committees, the following best practices are consistently applied and reflected in the bylaw or policy for all town commissions and committees, including Taskforces:

- **Clear Mandate or Terms of Reference**
- **Clear Roles and Responsibilities**
- **Include Operating principles** to consider when deliberating and reviewing matters
 - Budgetary restrictions/implications;
 - Alignment with Council's strategic priorities
 - Public spaces significance where applicable;
 - Public assembly/usage;
 - Staffing/resource implications;
- Ensure the **membership composition** reflects the community (e.g. youth representation)
- **Mandatory orientation** for all new and returning committee members, including a review of
 - Mandates
 - Roles and Responsibilities
 - Meeting procedures
 - Reporting processes -to and from Council
 - Annual report to council on what has been accomplished and the committee's work plan for the next year

It is important that Council consider an **annual committee member recognition** to show council's appreciation for the volunteer efforts of the community members.

During this review, ten (10) **external community organizations** were also identified, to which Council has traditionally appointed a council liaison. As Council considers a review of its own commissions and committees, and the potential use of taskforces for emerging issues, this may be an opportune time to also review the purpose and effectiveness of liaison appointments to external community organizations.

A full examination and analysis of each of these current external committees was **not** performed as part of this report, however Council may wish to conduct its own review and evaluate whether or not an appointment is warranted by using the following set of guiding principles:

- Review each organization's mandate
- Consider whether another mechanism may help council stay abreast of the work of these committees and any emerging issues that are of mutual interest and concern
- Define the role of Council Liaison
- Establish an effective reporting process both to and from Council

And lastly, Council should conduct an annual review of all its committees and commissions and appointments.

INTRODUCTION:

Terms of Reference:

When Council published its 2016 - 2019 strategic priorities, one of the actions under the “Communications and Engagement” strategic priority was:

- Enhance communications and engagement with a comprehensive review of commissions/committees.

The Town currently has the following Commissions and Committees:

- Heritage Revitalization Advisory Commission
- Advisory Design Panel
- Advisory Planning Commission
- Parks, Recreation and Culture Advisory Committee
- Invasive Species Advisory Committee
- Protective Services Committee
- Board of Variance
- Liquid Waste Management Committee
- Economic Development Commission
- Environment Commission

Members of Commissions and Committees are generally appointed for two-year terms. The Town advertises for new applicants each year through local media, the town website and other social media channels, as well as through partner organizations. The staff have indicated that the number of applicants has been declining over the past five years, and in each of the past three years Council has extended the application deadline, in an effort to recruit more applicants from the community.

Council members are appointed by the Mayor to serve as Council liaison to these various commissions and committees, in addition to a variety of other community and regional committees. In most cases Staff liaisons are also appointed to the commissions and committees.

This review will examine each of these commissions and committees to assess what is working, what is not working, what improvements could be made to enhance community engagement through community volunteers appointed to one the Town of Ladysmith’s present commissions and committees, and other opportunities for citizen engagement through volunteer activities that support the work of Council.

METHODOLOGY

This review included the following elements:

- Interviews with Mayor, CAO, and several senior managers with the Town of Ladysmith
- A review of provincial legislation and current literature
- A review of trends and best practices in other municipalities
- A review of current commissions and committees and their establishment bylaws or terms of reference:
 - Mandate
 - Structure
 - Roles and responsibilities
 - Referrals from Council
 - Recommendations to Council
 - Reporting process
 - Staff support
 - Review of related documents for each of the commissions and committees
- On-line Survey for current committee members (including council and staff liaisons)
- Report prepared with observations and recommendations for discussion with senior staff and the Mayor and Council.

REVIEW OF PROVINCIAL LEGISLATION AND CURRENT LITERATURE:

As outlined in the book *Local Government in Canada*, by academic scholars C. Richard Tindal, Susan Nobes Tindal, Kennedy Stewart and Patrick J. Smith,

“the most basic and historically common governing structure model for local governments has been the standing committee system. Boards, commissions and committees were initially a result of the lack of internal staff capacity and it also allowed those specifically skilled who did not have time to service on council to assist at the board or commission level. Today with professionalization of staff (e.g. Engineers, Planners...) the concern is the added bureaucracy now being created by these bodies. They argue that the delay built in when matters are referred to committee gives public opinion a chance to develop and to be heard and guards against overly precipitous action”.¹

In BC the *Community Charter*² sets out the legislative authority by which standing and select committees of council can be constituted.

The mayor can establish **standing committees** for matters the mayor considers would be better dealt with by committee and must appoint persons to those committees. At least half of the members of a standing committee must be council members.

A council may establish and appoint **select committees** to consider or inquire into any matter and to report its findings and opinion to Council. At least one member of a select committee must be a council member.

In addition, a council may establish and appoint a **commission** to operate services, manage property or operate the enforcement of local government regulations.

A council may delegate some of its powers, duties and functions, to a committee or commission. However, there are certain functions that cannot be delegated such as the authority to make a bylaw, or any power or duty exercisable only by bylaw, or any power or duty to terminate the appointment of an officer.

The legislation provides the authority not only to make appointments but the authority to rescind the appointments at any time and appoint another person in place of the person whose appointment was rescinded. The *Community Charter* also outlines that the rules established by the procedure bylaw respecting the taking of minutes at council committee meetings apply to meeting of these other committees and commissions unless the procedure bylaw provides for other procedures for the taking of minutes by one or more bodies referred to in the legislation.

Standing and Select committees are not to be confused with **statutory committees** required through provincial legislation. A Board of Variance, for example is a statutory committee required by every local government that has a Zoning Bylaw.

¹ Tindal, C. T., Tindal, S.N., Stewart, K. & Smith, P. (2017). *Local Government in Canada*. Toronto: Nelson Education Ltd. p.247

² *Community Charter Part 5 - Division 4 — Committees, Commissions and Other Bodies (Section 141-143)*

The *Local Government Act*, is the legislation that establishes advisory planning commissions (s. 461) and community heritage commissions (s. 597).

Tindal et al suggest that

“the use of standing committee system is held to be advantageous because it speeds up work in council since the committee sifts through the details of an issue and presents a positive recommendation to council. It allows councillors to specialize in the areas of administration under the jurisdiction of their committees rather than trying to be knowledgeable in all fields. It also alleged that the informal atmosphere of a committee meeting encourages more “give and take” in debate, facilitates participation of municipal officials, and also provides a good opportunity for interested groups or individuals to be heard. In this latter connection, it is argued that the delay builds in when matters are referred to committee gives public opinion a chance to develop and to be heard and guards against overly precipitous action”.³

However, Tindal et al also states that

“there are also a number a number of alleged disadvantages of the standing committee system. While some delay in decision making may be beneficial, referrals from council to one or more committees and back to council can create a very slow process and the opportunity for “passing the buck”. If committee discussions are duplicated in council, much times is wasted and the value of the committee’s specialized scrutiny is lost. There are often to many committees, with the result that a councillor’s already limited time is seriously overburdened. An associated problem in many smaller municipalities is the tendency to establish standing committees when they are not necessary given the volume of work. Often such committees have no terms of reference, no regular schedule of meetings, and no systematic procedure of reporting to Council. As a result, they are not an effective addition for managing the municipality.”⁴

Another criticism reported by Tindal et al

“is that standing committees tend to reinforce the departmentalization inherent in the municipal organization and thus contribute to a fragmented outlook. This is because member of a committee may put the interests of their particular department or departments first – an attitude that is hardly conducive to a coordinated approach or to a broad view of the municipality’s needs. Often difficulties arise in this respect because the committee system has simply expanded with the increase in municipal departments. Yet the departments themselves may have grown without sufficient forethought and if this structure is poorly organized for coordination then what can one expect from a committee system similarly designed? Finally, it is argued that committee members tend to become overly preoccupied with matters of administrative detail and internal management of the departments under their jurisdiction. This is a common problem with council generally, but if is felt to be accentuated by the greater

³ Tindal, C. T., Tindal, S.N., Stewart, K. & Smith, P. (2017). *Local Government in Canada*. Toronto: Nelson Education Ltd. p. 247.

⁴ Tindal, C. T., Tindal, S.N., Stewart, K. & Smith, P. (2017). *Local Government in Canada*. Toronto: Nelson Education Ltd. p. 247.

contact and familiarity with administration that the specialized scrutiny of committees permits”.⁵

In the terms of reference for this project it was stated that one of the Council 2016- 2019 Strategic Priorities was to enhance communications and engagement. This would suggest that the Town of Ladysmith Council wishes to review its present practice and determine whether there are ways to improve the use of commissions and committees, as well as to consider other practices that might also be used to seek the public’s input in the decision-making process.

From the “**Public Participation in Local Government**” chapter of the Tindal et al book, there is a list provided of some of the mechanisms by which the public can participate and become involved in municipal policy besides participation on an advisory board. Several of these have and continue to be used by the Town. The list included the following:

- Citizen Assembly
- Focus groups
- Green/discussion papers
- Interactive website
- Participatory budgets
- Public hearings
- Public meetings
- Referendum (where the final decision-making control is delegated to citizens -binding)
- Stakeholder forum
- Surveys
- Telepolling
- Plebiscite (non-binding referenda)⁶

It is important to remember that not all mechanisms are equal in the extent to which they facilitate citizen input into decision making. The key to evaluating the value of these mechanisms is to determine the extent to which they allow citizens to control the outcome of a participation exercise.

As you will see in the next section, one option that has been used more often in local governments has been **Taskforces**. While rules vary and the reporting body has no power to implement final recommendations, the public participation through Taskforces can be wide ranging and discussion can be focused on more strategic issues in a concentrate timeframe. This provides more opportunities for more citizens to participate as issues emerge through the Council’s Strategic Planning and Priorities process.

⁵ Tindal, C. T., Tindal, S.N., Stewart, K. & Smith, P. (2017). Local Government in Canada. Toronto: Nelson Education Ltd. p. 248

⁶ Tindal, C. T., Tindal, S.N., Stewart, K. & Smith, P. (2017). Local Government in Canada. Toronto: Nelson Education Ltd. p. 326 (complete list can be found here)

WHAT ARE OTHERS DOING:

As part of the analysis, five other local governments of various sizes were canvassed and queried about:

- Challenges and Issues
- Current list of commissions/committees – standing and select committees and any other committee structures they may have used, and asked about
- Best Practices

Challenges and Issues:

Although not an exhaustive, here is a list of the themes:

- Mandates or Terms of Reference -that were not clear, too broad, or too specific, and at times misunderstood by its members
- Roles and Responsibilities of the committee members were not clear, particularly with respect to their authority and function
- Recruitment was a challenge and sometimes as a result, the composition of the committee was not as balanced and reflective of the community as it should have been
- Orientations were inconsistent and may not have been as comprehensive for all members of the committee, to better understand their mandate, role and function
- Lack of a consistent reporting process (template) between council and committee/commission and vice versa
- Inconsistency in the meeting schedules, meeting procedures and minutes for the different commissions and committees
- Concern expressed that committees and commissions may add time to a process that may not be necessary and would be better served by delegated authority to staff
- Lack of staffing resources for the committees' work, e.g. staff liaison and clerical support to prepare agendas, minute taking, report preparation, meeting notification... in some cases too many committees for the staffing resources, council members, and community volunteers available
- Concern over finite resources and balancing of priorities and the financial implications of holding meetings. Many indicated a lack of awareness that there is a cost associated with committees and commissions
- Financial implications of resolutions. When making recommendations, committees must consider funding e.g. reserves, operating budgets, taxation, grant funding, (this is not to be seen as a deterrent to bring forward a recommendation but shows a well thought out recommendation that includes a cost-benefit analysis)
- Delegations at committee meetings for the most part have not been considered, and unless delegated by council, delegations for most matters should be directed to council

- Annual Review of Committees to ensure they remain effective and efficient
- Annual Committee member recognition for the community volunteer services provided to their community

Commissions/committees structures in other communities:

City of Parksville (population 12,883)

Statutory Committees:

- Audit Committee*
- Parcel Review Tax Roll Review Panel*

Select Committee:

- Advisory Design Panel*

Council members are appointed and attend a wide variety of community lead committees and organization meetings as a council liaison. The role of a Council liaison is to facilitate ongoing communication between Council and the community organization on matters of mutual concern and interest. The Council liaison is not a voting member.

Town of View Royal (population 10,137)

Statutory Committee:

- Board of Variance*

Select Committees:

-*Community Development Advisory Committee* - For social and economic development matters as related to land use planning, transportation, community connectivity, and heritage assets as well as the engagement of View Royal residents and businesses in these matters.

-*Parks & Recreation Advisory Committee* - For parks, recreation, and environmental matters as well as the engagement of View Royal residents and businesses in these matters.

In 2014, the Town of View Royal, with the input of current advisory committee members, began the process of advisory committee restructuring and revitalization. In 2016, Council passed a resolution to disband the Transportation Advisory Committee and Planning and Development Advisory Committee and establish the Community Development Advisory Committee with the Parks, Recreation and Environment Advisory Committee remaining.

Task Forces:

From time to time Council may choose to convene a task force for a limited time to examine specific issues.

Each of the Advisory Committees Mandates were updated as was their Advisory Committee Procedures.

District of Oak Bay (population 17,368)

Statutory Committees:

-Board of Variance

-Tourism Committee was established pursuant to a Provincial requirement that specified municipal hotel taxes collected on tourist accommodation must be applied to the promotion of tourism within the municipality. Subject to the submission of a budget and business plan to the municipality, the committee operates autonomously, with a Council appointed liaison.

-Police Board - Police Act requires that municipal police forces have civilian oversight

The District of Oak Bay adopted its new Official Community Plan (OCP) in 2014, which resulted in the OCP Committee completing its work and disbanding. As a result, the District reviewed the need to establish an *Advisory Planning Commission* and at the same time ensured that the membership composition reflected environmental concerns as well as active transportation concerns. As a result of the establishment of this new committee, the District disbanded its *Environmental Committee* and the *Active Transportation Committee* as much of their planning work had been referenced in the newly adopted OCP.

Select Committees:

-Advisory Design Panel

-Advisory Planning Commission

-Heritage Commission

-Parks, Recreation & Culture Commission

Committees unique to Oak Bay

-Heritage Foundation is incorporated under the *British Columbia Society Act*. The Foundation raises funds for the conservation and restoration of heritage properties along with other community heritage initiatives. Members of the Commission and Foundation are appointed by Council. The Council representative is a non-voting member and also acts as a liaison. Members include the Council liaison, Archives liaison and

Building and Planning department staff. Experience in architecture, design or heritage conservation are assets for prospective members.

Other committees that are formed for a specific **annual event** include:

-Child and Youth Committee – a council member is responsible for overseeing the annual YES (Young Exceptional Star) Awards working with District’s staff and School officials to organize this event

-Wall of Fame Selection Committee- This Committee is mandated to oversee the Wall of Fame Community Recognition initiative. The initiative was established to honour individuals who have been instrumental in the development of Oak Bay parks, facilities and programs and who have exercised extraordinary commitment to the community of Oak Bay or performed voluntary services deemed to be important in the community. This committee meets when required.

Taskforces -In recent years the District Mayor has struck taskforces to look at specific emergent issues, with a clear mandate and timeframe.

-Taskforce on Public Engagement

-Floor Area Review (FAR) Committee

(Both committees were disbanded once their reports were submitted to Council.)

District of Tofino (population 2,190)

Statutory Committees:

-Audit Committee

-Board of Variance

Select Committees:

-Community Economic Development Committee

-Design Panel

-Emergency Program Executive Committee (re-instated 2013)

-Public Art Advisory Committee

-Tofino Recreation Commission

-Council Remuneration Advisory Group

-Volunteer Recognition Committee

The District of Tofino included in their present Strategic Priorities to Review their Council decision-making framework, including the structure and purpose of Council committees. However, with 16 priorities and limited resources, they have not yet completed this task.

City of Penticton (population 33,016)

After a comprehensive review (which considered the best practices of Kamloops, Vernon and Kelowna, all of whom reduced their number of committees and commissions), Council for the City of Penticton has begun to reduced its commissions and committees and now has 8 (eight) committees and 4 (four) taskforces with finite terms and specific tasks with recommendations to Council).

Statutory Committee:

-Board of Variance

Select Committees:

-Agriculture Advisory Committee

-Arts, Creative & Cultural Innovations Committee

-Community Revitalization Committee

-Development Services Advisory Committee

-Parks and Recreation Master Plan Steering Committee

-Penticton Creek and Ellis Creek Restoration Committee

-Transportation Advisory Committee

-Heritage & Museum Committee

Taskforces:

-Affordable Community Task Force

-Economic Development Task Force

-Official Community Plan Task Force

-Penticton Arena Task Force

A CLOSER LOOK AT THE TOWN OF LADYSMITH CURRENT COMMISSIONS AND COMMITTEES:

Town of Ladysmith (population 8,537)

Statutory Committees:

- Board of Variance
- Liquid Waste Management Committee

Standing Committees:

- Heritage Revitalization Advisory Commission
- Advisory Design Panel
- Advisory Planning Commission
- Parks, Recreation and Culture Advisory Committee
- Invasive Species Advisory Committee
- Protective Services Committee
- Economic Development Commission
- Environment Commission

Each of the Town of Ladysmith's commissions and committees were reviewed by examining the following elements:

- mandate/terms of reference (*Appendix A*)
- how it connects to the Five Strategic Priorities set by Council (*Council Strategic Priorities 2016-2019*) (*Appendix B*)
 - Employment and Tax Diversity
 - Natural and Built Infrastructure
 - Watershed Protection and Water Management
 - Communications and Engagement
 - Partnerships
- number of meetings over the course of this past council term
- number of resolutions/referrals from council to the committee/commission
- number of resolutions/referrals to council from the committee/commission
- review of specific reports and studies recently undertaken
- review of some of the committee minutes

HERITAGE REVITALIZATION ADVISORY COMMISSION

Bylaw: The *Heritage Revitalization Advisory Commission* was established by Bylaw No. 1279 (1998), with an amended Bylaw No. 1735 (2010) to reduce the number of members of the commission from nine (9) members to seven (7) members appointed by Council. A further amended Bylaw No. 1760 (2011) added one (1) non-voting member from the Ladysmith and District Historical Society to act as liaison between the two groups.

Mandate: The *Heritage Revitalization Advisory Commission* is to advise Council on all matters which may be referred to the Commission pertaining to matters relating to buildings, structures, land, signage which are designated or may be designated pursuant to the *Heritage Conservation Act* or related to the Downtown Specified Area.

The commission shall administer heritage and revitalization projects undertaken by the municipality as directed by Council.

Procedures with respect to membership, voting, election of chair, quorum and meetings, attendance minutes and budget are outlined in the bylaw.

The Town’s website describes the mandate of the *Heritage Revitalization Advisory Commission* (HRAC) is to consider matters relating to façade improvements or signage in the downtown core as referred by Council, and to administer heritage and revitalization projects undertaken by the Town.

Connection to the Council Strategic Priorities:

The Council Strategic Priorities is guided by the principles in the *Sustainability Vision* -and one of its principles is **Culture and Identity**.⁷

Number of meetings:

<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	TOTAL # of meetings and time
8	8	9	4	29 meetings Approx. 50 ½ hours

Total # of Resolutions from Council to the Committee (5) *

Total # of Resolutions from Committee to Council (4) **

(*A complete list of Resolutions referred to Commissions/Committees is found in Appendix C)

(** A complete list of Resolutions referred to Council is found in Appendix D)

Observations:

⁷ Town of Ladysmith 2016-2019 Council Strategic Priorities p. 3

This commission has been in existence for thirty years and over the past ten years has been responsible for the implementation of the *Heritage Strategic Plan*.

A *Heritage Strategic Plan* was prepared by Donald Luxton Associates Inc. in 2008, which was reviewed by the Heritage Revitalization Advisory Committee and received by Council.

As the report indicates

“In 2007, the Heritage Revitalization Advisory Commission (hereafter HRAC), applied for funding from the Provincial Government Heritage Branch to establish a Heritage Strategic Plan for the Town of Ladysmith in order to identify, maintain and protect community heritage resources. This Plan will guide Ladysmith’s heritage program for the next five years until 2012. Developed in consultation with HRAC, Town staff, and community stakeholders, this Plan outlines a prioritized strategy for the development of Ladysmith’s heritage conservation initiatives for the next five years. It answers key questions about the existing situation, defines a community vision for heritage, and recommends a strategy for implementation.”⁸

This Plan outlined a prioritized strategy for Ladysmith’s heritage program for the next five years (2008-2012) and indicated that

“the governing authority for the *Heritage Strategic Plan* is the Town of Ladysmith. Primary responsibility for the implementation of the heritage program lies with the HRAC. The HRAC performs an active role in many aspects of the Town’s heritage program, especially in the area of protection of the Heritage nature of the Downtown specific area, heritage information, education and awareness.”⁹

The report states that,

“Council commitment to heritage conservation, as well as strong support and awareness within the local community, as evidenced by the Town’s catch phrase: ‘Heritage by the Sea’. Heritage awareness and support in Ladysmith has been steadily on the rise and has been invaluable in creating a solid base of community support to take the next step to undertake the *Heritage Strategic Plan*.”¹⁰

This report provided fourteen strategies with specific action items to achieve the community’s vision for heritage conservation.

The author of the *Heritage Strategic Plan* also noted that

“ongoing monitoring and evaluation is important to ensure the most efficient work plan for implementing Ladysmith’s heritage initiatives. Tracking progress, effectiveness and costs should be done at the end of each year for each heritage initiative. A set of performance measures should be developed to evaluate outcomes. Progress would be

⁸ Heritage Strategic Plan 2008 -Donald Luxton Associates Inc. p.4

⁹ Heritage Strategic Plan 2008 -Donald Luxton Associates Inc. p.7

¹⁰ Heritage Strategic Plan 2008 -Donald Luxton Associates Inc. p.10

measured against recommendations of the Action Plan, and adjustments made to the following year's work plan."¹¹

This year (2018) a *Heritage Strategic Plan -Implementation Strategy Review* was undertaken to determine the current status of these strategies and specific action items (Appendix E) and was reviewed by the *Heritage Revitalization Advisory Commission* and received by Council. The review would suggest that heritage is more embedded in the work of the Town, but there remain some specific targeted strategies for 2019, and beyond. However, most of the remaining items are operational in nature and should become part of the work of the Development Services Department.

In addition, a review of the heritage budget to support heritage work suggests that the budget has been underutilized in recent years. The primary focus of these funds however has been on education and awareness programs such as Heritage Week and installation of building plaques for buildings on the Community Heritage Register.

Over time the importance of heritage has become further embedded into routine planning processes and procedures. As noted in the recent *Development Application Review Report*,

"If Ladysmith wants to facilitate faster review of development application, the Town could reduce the number or type of files that are referred to the committees. An example may be to limit referrals to the Heritage Revitalization Advisory Commission to proposed changes to structures designated as heritage buildings (or identified on a heritage register). This would eliminate the referral of development permits for signs in the Downtown area, and some facades, to the Heritage Commission".¹²

As such Council might want to consider granting authority to staff to undertake this work.

Although not part of this report but observed during the research gathering it was noted that the Town of Ladysmith is fortunate to have several organizations working to preserve heritage in the community and it is important to ensure clarity as to the role and responsibility of the Town, when working with these other organizations (e.g. Ladysmith and District Historical Society, Ladysmith Maritime Society, Heritage Preservation Group, Stz'uminus First Nation) and when these organizations are best utilized and included in the heritage projects of the municipality.

ADVISORY DESIGN PANEL

¹¹ Heritage Strategic Plan 2008 -Donald Luxton Associates Inc. p.36

¹² Development Application Review Report prepared by Leftside Partners Inc., May 2018 p.28

Bylaw: The Advisory Design Panel was not established by bylaw. Records show that the Council of the day approved a Terms of Reference (March 3, 2008)¹³ for the panel.

Mandate: The Advisory Design Panel (ADP) will review building design for new multiple-family residential, commercial and industrial buildings located with the Town for conformance with the Town’s design guidelines. The two main purposes for the ADP are:

- To provide feedback to applicants and advice to Council, or its delegate, on the design merits of development plans for new buildings referred to the ADP by Council or Staff, as part of development permit or rezoning applications.
- To assist Staff and Council in the development and implementation of design guidelines and criteria for multiple-family residential, commercial and industrial development.

The Advisory Design Panel came about as a result of a Taskforce (which Council resolution records suggest was formed in 2008) set up to review and make recommendations on design panel models (including membership), bylaws/resolutions and design guidelines from other communities for Council’s consideration. The taskforce acted as the Interim Design Panel and provided advice to Council regarding design, form, and character of all new buildings that required a development permit.

A letter (April 30, 2007) from the contract planner for the Town of Ladysmith advised that due to the large number of significant development proposals in the Town of Ladysmith, the *Official Community Plan* requirement to maintain the unique character of Ladysmith, and a concern regarding the quality of development that had occurred in recent years Council should form an *interim* Design Panel. The goal of the interim Design Panel was to give impartial and professional advice to Town council and staff on any proposal affecting the physical environment of the town.

The “interim” panel was given the following tasks:

1. Develop standards and procedures for the Design Panel conduct;
2. Critically review and recruit the professionals that are required to create a well-rounded informed Design Panel; and
3. Review current and proposed applications.

Connection to the Council Strategic Priorities:

The Council Strategic Plan identifies within –its **Employment and tax diversity** priority the need for continuous improvements of permit and application process, and to streamline approval processes for building and development in order to expedite turnaround times.¹⁴

Number of meetings:

<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	TOTAL # of meetings and time
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¹³ Town of Ladysmith -Advisory Design Panel Terms of Reference approved March 3, 2008

¹⁴ Town of Ladysmith 2016-2019 Council Strategic Priorities p. 8

2	1	1	0	4 meetings Approx. 4 hours
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(If there are no new applications meetings are cancelled with advance notice provided to the committee.)

Total # of Resolutions from Council to the Panel: (2) *

Total # of Resolutions from Panel to Council: (0) **

**A complete list of Resolutions referred to Commissions/Committees is found in Appendix C*

***The Panel does not make recommendations directly to Council, but all resolutions are included in the staff report to council on the development application.*

Observations:

Staff have also indicated that part of the Advisory Design Panel mandate “To assist Staff and Council in the formulation of design guidelines and criteria for multiple-family residential, commercial and industrial development”, has now been completed.

It appears that there are not enough referrals to keep this committee active. Council could be better served either by delegating authority to staff or incorporating the Advisory Design Panel’s work into the Advisory Planning Commission. This will be further examined in the next section.

ADVISORY PLANNING COMMISSION

Bylaw: The Advisory Planning Commission was established by Bylaw No. 1280 (1998).

Mandate: The bylaw outlines the mandate of the commission is to advice Council upon all matters regarding land use issues which may be referred to the Commission by the Council.

Procedures with respect to membership, voting, election of chair, quorum and meetings, attendance, minutes and budget are outlined in the bylaw.

Connection to the Council Strategic Priorities:

The Council Strategic Plan identifies within –its **Employment and tax diversity** priority, the need for continuous improvements of permit and application process, and to streamline approval processes for building and development in order to expedite turnaround times.¹⁵ It is also identified in the Sustainability Vision as one of its principles -**Local Diverse Economy**.¹⁶

<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	TOTAL # of meetings and time
-------------	-------------	-------------	-------------	---

¹⁵ Town of Ladysmith 2016-2019 Council Strategic Priorities p. 8

¹⁶ Town of Ladysmith 2016-2019 Council Strategic Priorities p. 3

2	1	1	2	6 meetings Approx. 11 ½ hours
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Number of meetings:

Total # of Resolutions from Council to the Commission (10) *

Total # of Resolutions from Commission to Council (1) **

**A complete list of Resolutions referred to Commissions/Committees is found in Appendix C)*

*** A complete list of Resolutions referred to Council is found in Appendix D. Recommendations from the APC area included in the staff report to council about the development application.*

Observations:

In May 2018 Leftside Partners provided their report to the Town of Ladysmith on development application processes.

This report identified some of the issues and different perspectives on the development application processes at the Town, and determined what changes or practices are available to address those issues. The study was a priority because the Town wants to build upon its record and ensure it is engaging with the development community to better understand the needs of the industry, and identify options to respond to those needs. The Town is committed to working together with the development industry to facilitate growth and investment while enhancing the Town’s character, livability and sustainability.

Here are some excerpts from the report:

“In addition to the internal review, the Town requires some applications to be reviewed by committees, and some applicants to host public information meetings in order to gather input from the surrounding neighbourhood. While neighbourhood and committee meetings can provide valuable community input, eliminating the meetings is one option if the Town is looking to streamline the application review process. The extra time associated with both committee review and public information meetings was referenced by applicants as a potential solution for paring down the process.

The Town of Ladysmith has an Advisory Planning Commission, Advisory Design Panel and a Heritage Revitalization Advisory Commission, each of which is referred different types of development applications. Staff currently refer development permit applications to the advisory design panel for form and character for multifamily, commercial and industrial projects, in addition to rezonings (as directed by Council) and when a change in building use is proposed. There are situations where the development permits are not referred, including amendments that are consistent with the original guidelines, additions that represent 15% or less of an increase in floor area, as well as

façade improvements in the downtown, and DP applications for signs that are issued consistent with an issued development permit. The latter two – signs and façade improvements in the downtown area – are instead referred to the Heritage Revitalization Advisory Commission. The Advisory Planning Commission is referred development variance permits that propose changes in height greater than 3.0 metres, and rezonings (as directed by Council).

In comparison to the practices in several other BC municipalities, Ladysmith makes more use of citizen committees in their review process than many other municipalities. Most communities of Ladysmith’s size (and even larger) don’t have Advisory Planning Committees, Design Review Panels and Heritage Commissions. Many have either a design panel or an advisory planning commission, although a handful of municipalities do have both. Because advisory design panels typically rely upon volunteers who are architects, smaller municipalities can often be challenged in attracting and retaining sufficient qualified volunteers. In October 2017 the Architectural Institute of BC was advertising the need for architects to volunteer for 12 different design panels in the province. Notably, the Town’s ADP does not require any members to be architects. Instead, the Ladysmith ADP membership is comprised of citizen representatives with “background in economic and social development, design and development.”

In the past advisory design panels were relied upon to provide key guidance on the form and character of development proposals. However, development permit guidelines have evolved over time, providing more concrete form and character direction. Given that the Town’s ADP is not necessarily providing architectural advice, combined with the more detailed nature of most of the development permit guidelines now included in the OCP, it may be worth considering a combined advisory design panel/planning commission. This body could still include members with building/design industry experience, but also reflect the community input of an advisory planning commission. The committee’s recommendations and comments would still be forwarded to Council, but the feedback would not necessarily result in any requirement to make changes and re-submit to the committee (as some submissions require). While combining the two committees may make some sense, it does not reduce the number of referrals or meetings for development applicants. The exception may be that a design panel sometimes requires applicants to incorporate changes and re-submit plans to a subsequent advisory design panel meeting. A second review by the combined advisory design/planning commission is not anticipated. It would also eliminate any need for a rezoning to be reviewed by both the ADP and APC.

The report further suggests that

“If Ladysmith wants to facilitate faster review of development application, the Town could reduce the number or type of files that are referred to the committees. An example may be to limit referrals to the Heritage Revitalization Advisory Commission to proposed changes to structures designated as heritage buildings (or identified on a

heritage register). This would eliminate the referral of development permits for signs in the Downtown area, and some facades, to the Heritage Commission. ¹⁷

The report also recommended that the Town of Ladysmith,

- “Consider eliminating some referrals to Heritage Revitalization Advisory Commission (signs and facades)
- Evaluate committee structure and referrals”¹⁸

At the time of writing this report it appears that several of these recommendations are being considered by Council.

PARKS, RECREATION AND CULTURE ADVISORY COMMITTEE

Bylaw: The Parks Recreation and Culture Advisory Committee (PRCAC) replaced the former commission structure and the Terms of Reference were approved by Council (November 2016).

Mandate: The purpose of the Parks Recreation and Culture Advisory Committee is to assist the Town of Ladysmith Council by:

- Providing advice and recommendations to Council on any matters referred to the Committee by Council;
- Providing input consistent with the *Parks, Recreation and Culture (PRC) Master Plan*;
- Working cooperatively toward securing funds for implementation of the plan; and,
- Recommending activities, projects, or work that the Committee thinks would assist Council to achieve the *PRC Master Plan* or other matters for which Council requests input.

Procedures with respect to membership, voting, election of chair, quorum and meetings, attendance minutes and budget are outlined in the terms of reference.

The Terms of Reference outlines Operating Principles for the PRCAC to consider when deliberating/reviewing matters related to PRC in Ladysmith:

- Budgetary restrictions/implications;
- Public spaces significance;
- Public assembly/usage;
- Staffing/resource implications;
- Public consultation

These principles are helpful to a committee when proposing recommendations to council when council is considering the recommendations from the committee.

¹⁷ Development Application Review Report prepared by Leftside Partners Inc., May 2018 p.27-29

¹⁸ Development Application Review Report prepared by Leftside Partners Inc., May 2018 p.41

(It should be noted that these principles only appear in the most recently (2016 and beyond) drafted and approved committee terms of reference for Parks, Recreation and Culture and the Invasive Species Advisory Committees. Where appropriate these principles should apply to all committees' terms of reference.)

Connection to the Council Strategic Priorities:

The Council Strategic Plan identifies within its **Communications and Engagement** priority to engage community in Parks Recreation and Culture Master Plan¹⁹, as well as, within its **Partnerships** priority to pursue regional equity in recreation services.²⁰

It is also one of the principles in the Sustainability Vision -**Healthy Community**

Number of meetings:

<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	TOTAL # of meetings and time
4	0	7	5	16 meetings Approx. 29 hours

Total # of Resolutions from Council to the Committee (28) *

Total # of Resolutions from Committee to Council (6) **

**A complete list of Resolutions referred to Commissions/Committees is found in Appendix C*

*** A complete list of Resolutions referred to Council is found in Appendix D*

Observations:

In May of 2016 a *Parks, Recreation, and Culture Master Plan* was completed by GDH Solutions and Outland Design Landscape Architecture. In the report the consultants indicate that:

“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. This group would bring to Council, on an on-going 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

¹⁹ Town of Ladysmith 2016-2019 Council Strategic Priorities p. 16

²⁰ Town of Ladysmith 2016-2019 Council Strategic Priorities p. 10

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.”²¹

Among its recommendations, (which Council has implemented) was to;

“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.

Consider time-limited special purpose Advisory Groups or Task Forces for major projects relating to Parks, Recreation and Culture.”²²

In addition to the *Parks, Recreation and Culture Master Plan*, a *Ladysmith Youth Plan* was completed by Pacific Leadership Design, August 2018. In the report a suggestion is made to:

“Create a Youth Council with voting rights on key governance bodies. Set Terms of Reference up in same format, election, policy, & management framework as other Town committees responsible for monitoring youth strategy.”²³

It is recommended that Council select youth representatives to be involved in other Town projects such as the *Parks Recreation and Culture Master Plan*, as well as the *Waterfront Area Plan*.

The report made many references to youth involvement and suggested that:

“Youth often feel that they are not welcomed in the decision-making processes, or are unaware that there are adults genuinely interested in having them involved in a meaningful way. We need to prove that adults are interested.”²⁴

The report references what is possible if the Town of Ladysmith has a strong desire to include youth in its decision-making process

“What are the Possibilities?

- “Build a strong youth council that provides input to community decision-making. We need to build into future advisories a strong foundation of purpose; that includes

²¹ Parks, Recreation, Culture Master Plan prepared by GDH Solutions and Outland Design Landscape Architecture May 2016 p.65

²² Parks, Recreation, Culture Master Plan prepared by GDH Solutions and Outland Design Landscape Architecture May 2016 p.65

²³ Ladysmith Youth Plan -prepared by Pacific Leadership Design, August 2018 p.46

²⁴ Ladysmith Youth Plan -prepared by Pacific Leadership Design, August 2018 p.70

involvement and leadership of youth, supported by a clear definition of protocols, roles and responsibilities, as well as resources, that will guide the council or decision-making coalition to a strong and sustainable focus on youth.”

- If Ladysmith remains open and willing to explore options for increased youth participation in its governance and services, we will be able to create a sustainable model for youth representation on town committees, developed with Ladysmith Parks Recreation and Culture taking the lead. This might involve giving youth voting rights on key governance bodies. Or the creation of a Youth Council where a youth is appointed to each TOL committee.
- Involvement of youth could be issue based. For example, when the Town does a project, a policy would include engagement of the youth and some way for them to gain access to that information. “In the terms of reference for Parks committees, there is (currently) no allowance for a youth rep. We have for example Seniors, FN but not youth.”²⁵

INVASIVE SPECIES ADVISORY COMMITTEE

Bylaw: The Invasive Species Advisory Committee was established with a Terms of Reference approved by Council (November 2016).

Mandate: The purpose of the Invasive Species Advisory Committee is to assist the Town of Ladysmith Council with:

- Developing a strategy and implementation plan(s) for control of invasive plant species in Ladysmith through a cooperative process, considering staff and volunteer capacity, human and financial resources, and current evident regarding invasive plant species;
- Determining how to proceed with the strategy and implementation;
- Establishing an annual schedule and priority control measures to be undertaken;
- Ensuring plans align with the *CVRD Invasive Plant Species Strategy* and the Coastal Invasive Species Committee; and,
- Working cooperatively toward securing funds for implementation of the plan.

Procedures with respect to membership, voting, election of chair, quorum and meetings, attendance minutes and budget are outlined in the terms of reference.

The Terms of Reference outlines Operating Principles the Invasive Species Advisory Committee will consider when deliberating/reviewing matters related to the control of invasive plant species and re-establishing native plant species:

- Budgetary restrictions/implications;
- Public spaces significance;
- Public assembly/usage;

²⁵ Ladysmith Youth Plan -prepared by Pacific Leadership Design, August 2018 p.71

- Staffing/resource implications;
- Public consultation

Connection to the Council Strategic Priorities:

Council’s Strategic Priorities are guided by the principles in the Sustainability Vision –and one of its principles is to protect and enhance ecosystems and biodiversity....²⁶

Number of meetings:

<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	TOTAL # of meetings and time
0	0	0	0	0 meetings Approx. 0 hours

Total # of Resolutions from Council to the Committee (1) *

Total # of Resolutions from Committee to Council (3) **

**A complete list of Resolutions referred to Commissions/Committees is found in Appendix C*

*** A complete list of Resolutions referred to Council is found in Appendix D*

Observations:

The Cowichan Valley Regional District website has a strategy for invasive plant management including a bylaw, inventory, removal of key species and a public awareness campaign.

Other resources available include the Coastal Invasive Species Committee (Coastal ISC). The Coastal ISC takes a leadership role to reduce the negative impacts of invasive alien species by:

- Outreach and education: Working with community members, local governments, First Nations, industry, land managers, and others to exchange information and raise awareness about the impacts from, and management of, invasive alien species.
- Collaboration: Promoting efficient, cooperative management of invasive alien species.
- Advice: Providing advice and building capacity to manage invasive alien species.
- Management: Providing services to manage invasive alien species.
- Support: Seeking funding and other support to achieve the vision.²⁷

Although the Corporate Services records show no meetings took place, the Council Liaison for this committee did report to council on several occasions in recent years about meetings this committee has had. It appears the committee has also experienced a loss of some of its committee membership. These factors may be part of the reason that agendas and minutes of the meeting are not part of the formal corporate record.

²⁶ Town of Ladysmith 2016-2019 Council Strategic Priorities p. 4

²⁷ <http://www.coastalisc.com>

Recently (June 18, 2018) a *draft* report was submitted to Council titled “Implementation of Town of Ladysmith Invasive Species Strategy”. The report was referred to the Municipal Services Committee for consideration.

The report indicates that Council has adopted the CVRD Invasive Species Management Plan and suggests that public education is a key component in the next step of the implementation strategy. The report also indicates that Parks, Recreation and Culture staff are taking an active role in the eradication, prevention and containment of invasive species on town lands. It further indicates that the Town’s Parks, Recreation and Culture staff support and coordinate volunteers for action within the town on public lands. The report suggests that a budget for the educational component be considered by council, however, it does not indicate an amount nor what the budget funds would be specifically used for in relation to promotion and education.

PROTECTIVE SERVICES COMMITTEE

Bylaw: There is no bylaw or terms of reference approved by Council for this committee.

Mandate: The Town’s fact sheet indicates the committee meets bi-monthly to consider emergency and public safety issues and other matters referred by Council.

Connection to the Council Strategic Priorities:

The Council Strategic Priorities are guided by the principles in the Sustainability Vision -and one of its principles is a **Healthy Community**.

Number of meetings

<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	TOTAL # of meetings and time
5	5	4	4	18 meetings Approx. 19 hours

Total # of Resolutions from Council to the Committee (2)

Total # of Resolutions from Committee to Council (1)

Observations:

In order to assess the work of this committee it is necessary for formal terms of reference or mandate to be drafted.

BOARD OF VARIANCE

Bylaw: The Board of Variance was established by Bylaw No. 1671 (2015).

Mandate: A Board of Variance is a mandated statutory requirement and shall hear and determine any appeal with respect to matters mentioned in Sections 901 and 902 of the *Local Government Act*.²⁸

Connection to the Council Strategic Priorities:

Council entered into strategic priority setting in the fall of 2015. Priorities were established after careful consideration of a broad range of factors, such as: **Legislated responsibilities and requirements**.²⁹ This board is one of those legislated responsibilities of the municipality.

Number of meetings

2015	2016	2017	2018	TOTAL # of meetings and time
0	0	0	0	0 meetings Approx. 0 hours

Total # of Resolutions from Council to the Committee (Not Applicable)

Total # of Resolutions from Committee to Council (Not Applicable)

Observations:

A municipal council must establish by bylaw a Board of Variance if a zoning bylaw has been adopted. The role of the Board of Variance is limited to those functions and responsibilities set out in ss. 540-544 of the *Local Government Act*. A person may apply to the Board of Variance for a minor variance if they feel compliance with the bylaw would cause them a hardship. For example, if a big rock in their yard made it a hardship to site the house in conformity with the normal setbacks- a person could apply for a minor variance.

The Council appoints members to the Board of Variance as per the *Local Government Act* ss. 535-537. The members of the Board of Variance appoint their own chair. Procedures, other than those established in the legislation, must be specified in the bylaw that creates the board. The municipality is bound by the decisions of the board of variance, subject to court review on matters of legal interpretation. Council cannot direct the board in its decision-making process.

LIQUID WASTE MANAGEMENT COMMITTEE

Bylaw: Not Applicable as this is a mandated statutory requirement by the regulations from the Ministry of Environment.

²⁸ Local Government Act - Division 15 -Board of Variance (Sections 535-544)

²⁹ Town of Ladysmith 2016-2019 Council Strategic Priorities p. 4

Mandate: The Ministry of Environment guidelines (BC Environment, 1992) requires the Town of Ladysmith to strike an Advisory Committee to administer the development of the Liquid Waste Management Plan (LWMP).

Connection to the Council Strategic Priorities:

Council identify in its strategic priorities – **Natural and Built Infrastructure** - Complete the waste water treatment plant to secondary treatment.³⁰

It is also one of the principles in the Sustainability Vision -**Water and Waste Systems**.³¹

Number of meetings

<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	TOTAL # of meetings and time
0	0	1	0	0 meetings Approx. 0 hours

Total # of Resolutions from Council to the Committee 0 (may not be applicable)

Total # of Resolutions from Committee to Council 0

Observations:

The Ministry of Environment has developed *Interim Guidelines for Preparing Liquid Waste Management Plans*³² which requires the Town of Ladysmith to strike Advisory Committees to administer the development of the Liquid Waste Management Plan.

A *Liquid Waste Management Plan* was completed by OPUS -Dayton and Knight in 2013, along with a comprehensive implementation strategy and corresponding timelines. Staff indicated that this plan was approved by the Ministry of Environment and the Town of Ladysmith Council. About one year ago, the new Director of Infrastructure Services called a committee meeting to review the plan’s recommendations and implementation strategy. The plan’s implementation timelines however have been significantly delayed as a result of the completion of the upgrade to the Waste Water Treatment plant. The committee reviewed the plan and did make recommendations to staff with respect to new timelines. Staff are presently investigating the approval process required by the Ministry of Environment for these new timelines.

The report from OPUS-Dayton and Knight essential outlines that the work of the LWMP Advisory Committee is completed and a new role for a committee is required. The report suggests that a Plan Monitoring Committee (PMC). The role of the PMC will be to monitor the progress of the approved LWMP, and to provide input and comment. To date this new committee has not yet been formed.

³⁰ Town of Ladysmith 2016-2019 Council Strategic Priorities p. 11

³¹ Town of Ladysmith 2016-2019 Council Strategic Priorities p. 4

³² https://www2.gov.bc.ca/assets/gov/environment/waste-management/sewage/guide_to_preparing_liquid_waste_mgmt_plans.pdf

The role for the establishment of a Plan Monitoring Committee is described in the report as follows:

“3.0 LWMP IMPLEMENTATION PLAN

The commitments, budget and schedule for the Town of Ladysmith LWMP are summarized in Table 3-1. Line items are included for specific LWMP components over the next five to ten years, beginning in 2012. As shown under Item 1 in Table 3-1, a line item has been included for annual review of LWMP progress to the year 2017 with review on a five-year cycle thereafter; the results of this progress review should be used to update and further develop detailed line items for financial commitments and scheduling as the LWMP proceeds. A Plan Monitoring Committee will provide ongoing review and comment as noted in Section 3.7. Once the Stage 3 LWMP is adopted by Council and approved by the Minister, the Town will adopt the LWMP as a bylaw and also incorporate the LWMP as part of the OCP.”³³

The report outlines the next steps of a committee:

3.7 Plan Monitoring Committee

The Town intends to invite the members of the LWMP Advisory Committee to sit on the Plan Monitoring Committee (PMC). The Terms of Reference for the PMC will be the same as for the LWMP Advisory Committee. The role of the PMC will be to monitor the progress of the approved LWMP, and to provide input and comment. Table 3-1, Item 1 shows a schedule and budget for monitoring and updating of the LWMP. The frequency of PMC meetings is expected to be twice per year.³⁴

In the letter attached to this report from the Ministry of Environment not only approves the plan but recommends that during Stage 3 of the Liquid Waste Management Plan, “The establishment of an ongoing plan monitoring committee to ensure the commitments of the plan are carried out in accordance with the implementation schedule.”³⁵

ECONOMIC DEVELOPMENT COMMISSION

Bylaw: The Economic Development Commission was established by Bylaw No. 1548 (2005).

Mandate: The bylaw outlines the mandate of the Economic Development Commission is to direct the function of economic development.

³³ Town of Ladysmith - Liquid Waste Management Plan Stage 3 Report prepared by Opus Dayton Knight January 2013 p.3

³⁴ Town of Ladysmith - Liquid Waste Management Plan Stage 3 Report prepared by Opus Dayton Knight January 2013 p.3

³⁵ Town of Ladysmith - Liquid Waste Management Plan Stage 3 Report prepared by Opus Dayton Knight January 2013 - Appendix A - MOE Letter of Approval for Stage 1 and 2 LWMP dated April 28, 2011

Procedures with respect to membership, voting, election of chair, quorum and meetings, attendance, minutes and budget are outlined in the bylaw.

Connection to the Council Strategic Priorities:

Council identify in its strategic priorities – **Employment and Tax Diversity** -Update the *Waterfront Area Plan* and consider a heritage park concept in the vicinity of the Machine Shop (which is now the Implementation of the *Waterfront Master Plan*). -Establish a downtown task force to look at ways to invigorate the downtown core (for example: public artwork, seating, flags, bollards). Research the feasibility of establishing a downtown business improvement area³⁶

Number of meetings

<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	TOTAL # of meetings and time
0	0	0	0	0 meetings Approx. 0 hours

Total # of Resolutions from Council to the Committee (0)

Total # of Resolutions from Committee to Council (0)

Observations:

The Economic Development Commission has not met in many years. This commission was active when the Town had an Economic Development Officer, and prior to the level of activity and regional focus currently demonstrated by the Cowichan Regional Economic Development initiative. The Cowichan Valley Regional District developed *Cowichan 2050*, a regional, integrated planning strategy that involves new levels of consultation and collaboration between local governments (staff and elected officials) and communities in the region.

The strategy is providing a comprehensive overview of the social, environmental, and economic forces shaping the region. It will also provide insights into how local governments within the Cowichan Valley can best collaborate with regional stakeholders and partners to better manage the growth of our region.

A commission is generally appointed to operate services, manage property or operate the enforcement of local government regulations. It is not clear in the bylaw what powers, duties and function council has delegated to this commission.

(At the time of writing this report, the Town of Ladysmith just received a new Economic Development Strategy developed in collaboration between the Town of Ladysmith, Stz'uminus First Nation, the Nanaimo Airport, the Ladysmith Chamber of Commerce, the Ladysmith Downtown Business Association, and Community Futures Central Island, its recommendations were not analyzed as part of this review.)

³⁶ Town of Ladysmith 2016-2019 Council Strategic Priorities p. 8

ENVIRONMENT COMMISSION

Bylaw- The Environment Commission was established by Bylaw No. 1631 (2008).

Mandate: The bylaw outlines the mandate of the Environment Commission is to direct and provide input to the Town of Ladysmith on environment issues.

Procedures with respect to membership, voting, election of chair, quorum and meetings, attendance, minutes and budget are outlined in the bylaw.³⁷

Connection to the Council Strategic Priorities:

Council identify in its strategic priorities – **Employment and Tax Diversity** -Update the *Waterfront Area Plan* and consider a heritage park concept in the vicinity of the Machine Shop (which is now the Implementation of the *Waterfront Area Plan*). And as outlined in one of its actions to -pursue environmental remediation of the waterfront lands.

Council also identify in its strategic priorities – **Watershed Protection and Water Management** - with many specific operational projects, as well as continuing to implement the *Sustainability Action Plan and Sustainability Vision*.

Number of meetings

<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	TOTAL # of meetings and time
0	0	0	0	0 meetings Approx. 0 hours

Total # of Resolutions from Council to the Committee (0)

Total # of Resolutions from Committee to Council (0)

Observations:

The commission does not appear to have met for several years.

A commission is generally appointed to operate services, manage property or operate the enforcement of local government regulations. It is not clear in the bylaw what powers, duties and functions council has delegated to this commission.

At one point there had been discussion about combining both the Economic Development and Environmental Commissions, but it appears that did not take place.

A review of the Town of Ladysmith website demonstrates potentially what council had envisioned for an environmental and economically sustainable community. One of the documents on the website is the *Sustainability Vision*. This plan was created with the assistance of a consulting firm who led the sustainability visioning process and involved members of the community during the plan's development.

³⁷ Town of Ladysmith 2016-2019 Council Strategic Priorities p. 8

The Town of Ladysmith 2013-2016 *Sustainability Action Plan* outlines;

“The purpose of the current document is to help guide the continued implementation of the Sustainability Vision by providing a set of priorities, identifying key action items, assigning responsibility for those items, and establishing a means by which Ladysmith can easily measure their performance over time.”³⁸

“Town Council and staff will be able to use the *Sustainability Action Plan* to set priorities, guide decision-making, inform subsequent projects and actions, monitor performance, and report annually on outcomes.”³⁹

“The priority actions for the *Sustainability Action Plan* are organized according to ten broad categories:

1. Growth and Development
2. Transportation
3. Energy and Emissions
4. Green and Natural Systems
5. Water and Waste Systems
6. Culture and Identity
7. Public Health and Social Development
8. Economic Development
9. Local Food and Agriculture
10. Leadership and Partnerships”⁴⁰

The report includes an *implementation plan*⁴¹ that outlines the priority actions and the lead departments. Overall a comprehensive and ambitious plan. The report does suggest and caution, there are limits to both the staffing resources and council and community capacity, and competing demands for limited financial resources. The last published *Sustainability Action Plan Monitoring and Reporting* was 2016 and indicates that many projects have been completed, several others remain in progress and a few have not yet been started.

The Town’s website references many initiatives, programs, continued practices and accomplishments by the municipality with respect to Sustainability/Green Living.

³⁸ Town of Ladysmith 2013-2016 Sustainability Action Plan p.1

³⁹ Town of Ladysmith 2013-2016 Sustainability Action Plan p.2

⁴⁰ Town of Ladysmith 2013-2016 Sustainability Action Plan p.2

⁴¹ Town of Ladysmith 2013-2016 Sustainability Action Plan -Appendix 1

OTHER COUNCIL COMMITTEES

This report was to address specific Council appointed commissions and committees. However, in the course of researching these bodies, a few other Council committees were identified. They may also, equally benefit from the findings and recommendations in this report.

PARCEL TAX REVIEW PANEL (Statutory Committee)

The Parcel Tax Roll Review Panel is established under legislation in this case, the *Community Charter*. This is another statutory requirement with the legislation specifying the following found in Section 204;

- (1) Before a parcel tax is imposed for the first time, a parcel tax roll review panel must consider any complaints respecting the parcel tax roll and must authenticate the roll in accordance with this Division.
- (2) For the purposes of this Division, the council must
 - (a) appoint at least 3 persons as the members of the parcel tax roll review panel,
 - (b) establish the time and place for the sitting of the panel, and
 - (c) have advance notice of the time and place published in accordance with section 94 [public notice].⁴²

COUNCIL REMUNERATION COMMITTEE

The committee meets from time to time to review and recommend adjustments to council's remuneration. There are no formal terms of reference for this committee. Past practice suggest that the committee has been composed of three community members and one member of council and is supported by the CAO and Executive Liaison position.

WATERFRONT IMPLEMENTATION COMMITTEE

Recently, Council approved the Waterfront Implementation Committee (WIC) Terms of Reference. The committee was formed as a result of resolutions by both the Stz'uminus First Nation Council and the Town of Ladysmith Council regarding implementation of the *Waterfront Area Plan*. The WIC is guided by the Vision for the Waterfront in the *Waterfront Area Plan*, with a mandate to advise and make recommendation on waterfront implementation items to the respective Councils.

OTHER EXTERNAL COMMUNITY COMMITTEES:

As Council considers a review of its own commissions and committees, and the potential use of taskforces for emerging issues, this may be an opportune time to also review its appointments to external community committees.

⁴² Community Charter s. 204.

Council can be inundated with requests for a representative of council to attend and or sit on various community committees for a variety of reasons. Before long Council (and in some cases staff) time can become stretched thin. Council members are busy attending municipal council meetings, council appointed committees/commissions, regional district board meetings and committee meetings (many of these maybe guided by statutory requirements), other regional obligations (e.g. Vancouver Island Regional Library Board, or Association of Vancouver Island and Coastal Communities) as well as provincial requests to serve on various committees (e.g. Union of BC Municipalities and its working committees, Mayors Caucus...). It is often difficult to weigh where and how council or staff can serve best or determine whether there are other ways that council can remain informed and connected to these external organizations in the community.

The following is a current list of external committees (Appendix F) to which Council has historically appointed members of Council to attend:

- Celebrations Committee
- Festival of Lights Committee
- Chamber of Commerce
- Ladysmith Downtown Business Association
- Ladysmith Interagency Committee
- Leadership Early Years Partnership
- Social Planning Cowichan
- Ladysmith Community Justice Program
- Ladysmith Resources Centre Association
- Cowichan Community Health Network

A conservative estimate suggests that for every hour of committee meetings there is at minimum an hour of preparation and one to two hours of follow up (depending on the role and expectation of the representative appointment). There are tasks related to preparing for the meeting, reviewing the agenda and reading background materials and bringing relevant information to the committee, actual attendance at the meeting and after, any preparing follow-up work, research or reporting.

Assuming that each committee has:

10 meetings a year

2 hours for each monthly meeting

1 to 2 hours prep time

2 to 4 hours follow up work from the meeting

Total: (5 to 8 hours) * 10 meetings = 50 to 80 hours a year for each person appointed

That further translates, minimally, into 500 to 800 hours per year, for 10 committees.

Council should make a considered decision when joining and appointing council liaisons to external committees and determining which and how many can realistically be served and attended.

In addition, a number of these committees also have Town staff attending these meetings, leading to a duplication of time spent and in some cases a confusion over roles and responsibilities when it comes to policy or operational issues.

A full examination and analysis of each of these present external committees was **not** performed as part of this report, however it is recommended that Council conduct its own review and evaluate whether or not an appointment is warranted by using a set of guiding principles:

- ✓ Review of each of the external committees' mandate to determine whether there is a policy or operational issue that is of current mutual concern and that is within Council's jurisdiction.
- ✓ Consider whether, if the link is operational, the liaison should be a staff member
- ✓ Determine whether there is another mechanism by which council can stay abreast of the committee's work and be informed when there are emerging issues of mutual interest? For example, with staff attending these meetings, they could report to Council on relevant matters.
- ✓ Review the role and expectations of the council liaison appointment. Often times members of Council can serve as a link between community organization and the municipality but role clarity of the council liaison is very important.
- ✓ Review the reporting expectations of the Council liaison to and from the committee.
- ✓ Determine the link to Council's strategic priorities
- ✓ Consider other relationships with the organization (e.g. Does the town provide funding to the organization, and contract management is more appropriately managed by staff?)

With limited resources in a small community it is imperative that Mayor and Council regularly evaluate where council's attendance is warranted and understand that this may need to be revisited and changed from time to time, particularly as Council's strategic priorities change.

SURVEY RESULTS:

Fifty-three (53) participants were invited to complete an on-line survey:

- (41) Committee members *
- (7) Council Liaison
- (5) Staff Liaison

**Please note neither the Economic Development Commission nor the Environment Commission had appointed members to invite to participate in this survey, although one respondent did identify themselves a member of the Economic Development Commission.*

Twenty-nine (29) surveys were completed resulting in a return rate of 55%.

The survey was intended to be brief, to encourage input, and asked participants to rate and comment on various aspects of their experience as a participant on a council appointed committee. Complete survey results are attached in Appendix G.

SUMMARY OF THE SURVEY RESULTS:

Respondents:

- 77% of the respondents were community members as opposed to members of council or staff.
- The distribution among the various committees was significant,
 - Most responses coming from the Protective Services Committee and
 - The fewest responses coming from the Invasive Species Advisory Committee.*(Please note neither the Economic Development Commission nor the Environment Commission had appointed members to invite to participate in this survey, although one respondent did identify themselves a member of the Economic Development Commission.)*

Rate overall experience as a member of committee/commission:

- The weighted ranking on a five-point scale was **3.16** (with 3 being **Good**).

Respondents were asked to describe their committees mandate:

- **60%** could clearly describe their role as “advisors” to council.

When asked if the committee/commission advances Council’s Strategic Goals and Priorities

- **70%** answered **Yes**
- **30%** were **Not Sure**.

When asked if members were provided with an Orientation

- **50%** of the respondents indicated they **received** an orientation and
- **50%** of the respondents indicated they **did not** receive an orientation

- **82%** who received an orientation felt it was **beneficial**

When asked, what could improve their orientation the responses ranked from highest to lowest the following items the highest:

- Review of Mandate (Terms of Reference)
- Roles and Responsibilities
- Roles of Staff liaison
- Reporting Process
- Role of Council Liaison
- Attendance requirements
- Meeting Procedures
- How to chair a meeting
- Duties of recording secretary

Other topics that were suggested:

- Operating principles
- Clear expectations
- Orientation to anyone who is thinking of applying for vacant positions
- Review of constituting legislation and bylaws
- Provide a binder
- Group orientation where key staff and council rep do an update

When asked to describe the most significant contribution the committee/commission has made to the Town of Ladysmith varied. (Please see Appendix G -Question 9 for all comments)

- the answers varied to identifying specific tasks, to public education, to implementing strategic plans specific to the committee

When rating how much value the commission/committee work adds to the Council decision process

- the weighted average was **2.96** on a 5-point scale (with 3 being **Good**).

When asked what specific talents or skills do you bring to the commission/committee,

- the responses varied from a general interest to a description of specific technical expertise

When asked if they think that the commission/committee composition reflects the community

- the weighted average was **3.5** on a 5-point scale (with 3 being **moderately** and 4 being **mostly**)
- Several comments referenced missing representation and some concerns with respect to composition.

When asked for any suggestion on how else citizens might contribute to the business of the Town of Ladysmith

- several comments referenced the need to get information out, open houses
- one comment of interest was a “Short term committees with a single mandate addressing specific needs as the are identified, or occur, made up of people who have expertise in the area.”

When asked if the commission/committee should continue in its current form?

- 42.8% answered Yes
- 13.79% answered No
- 37.93 answered Didn't Know

When ask if you have any other comments or suggestions about Ladysmith's commissions/committees?

Some general themes emerged:

- Better communication between committee/commission and council
- Broader mandate
- Commission/Committee should set clear goals for the year
- Educate and cross train committee members
- Concern about how recommendations are considered by council

GENERAL OBSERVATIONS FROM THE SURVEY RESULTS:

The survey results suggest there needs to be some improvements when it comes to an orientation, reporting process between council and committees, and concern over the composition of commission/committee membership. An orientation is of value.

The most striking, was the response to whether or not the committees should continue in its current form, with almost 48% (or 14 respondents) saying yes, almost 14% (or 4 respondents) saying no, and 38% (or 11 respondents) saying don't know. This does not suggest a resounding endorsement of the current committee/commission structure.

RECOMMENDATIONS:

One of Council's strategic priorities is **Enhance communications and engagement** with a comprehensive review of commissions/committees⁴³. One way that some citizens can be engaged, is to serve on a Town commission or committee. However, for this to be an effective means of engagement some further reforms of the present use of committees/commissions is necessary to improve the experience of volunteers and the deliverables Council anticipates to receive from its community members.

Based on the observations, feedback and findings for each of the committees/commissions, and given that recruitment is also often a challenge, as well as finding the right composition of volunteers, and knowing that committees and commissions can add time to a process, the following recommendations on current commissions and committees are offered for council's consideration.

These recommendations are broken down into two sections:

- specific recommendations for current committees, and
- global recommendations that would apply to current and future commissions and committees.

SPECIFIC RECOMMENDATIONS FOR CURRENT COMMISSIONS AND COMMITTEES:

STATUTORY COMMITTEES

- **Board of Variance**

Recommendation:

Maintain this Committee.

Because the Board of Variance is a statutory requirement for the Town of Ladysmith, it remains obligated to appoint citizens to the board in the event that variance requests are to be considered.

- **Liquid Waste Management Committee**

Recommendation:

Establish a **Plan Monitoring Committee**.

The mandate of the Plan Monitoring Committee will be to monitor the progress of the approved Liquid Waste Management Plan (LWMP), and to provide input and comment, as required by legislation.

⁴³ Town of Ladysmith 2016-2019 Council Strategic Priorities p. 15

The Ministry of Environment guidelines (BC Environment, 1992a) requires the Town of Ladysmith to strike an Advisory Committee to administer the development of the Liquid Waste Management Plan (LWMP).

The report from OPUS-Dayton and Knight essential outlines that the work of the LWMP Advisory Committee is completed and a new role for a committee is required. The present Liquid Waste Management Committee should be disbanded with thanks from Council for their work.

SELECT COMMITTEES

- **Heritage Revitalization Advisory Commission**

Recommendations:

The Heritage Revitalization Advisory Commission should be commended for its efforts to embedded heritage in the work of the Council, staff and the community committees that work to preserve and celebrate the heritage of the Town of Ladysmith. As such it may be that the Commissions' work after 30 years is complete.

1. Amend the mandate of the Advisory Planning Commission to include heritage issues when and where appropriate when considering land use planning applications.
2. Ensure that at least one member of the Advisory Planning Commission has a skill set and interest and background in heritage, to provide comments and oversight to the planning applications referred to this council committee.
3. Amend partnering and service agreements with some of the existing community organizations to deliver on other aspects of the Heritage Revitalization Advisory Commissions' work.
 - e.g.
 - Chamber of Commerce be asked to include heritage tourism as part of its tourism service contract.
 - Ladysmith & District Historical Society to broaden their scope with respect to the education and awareness programs by undertaking the promotion efforts of Heritage Week, as well as the installation of building plaques for buildings on the Community Heritage Register (maintained by staff).

(Both of these agreements could be supported financially, by the Heritage Revitalization Advisory Commissions existing budget funds.)

4. Expand the mandate of the Parks, Recreation and Culture Advisory Committee to support the celebration of the Town of Ladysmith's heritage and heritage assets in and around the community.
5. All legislative work, including maintaining the Community Heritage Registry, be part of the operational work of the Development Services Department.

- **Advisory Design Panel**

Recommendations:

1. Combine the work of the Advisory Design Panel into the Advisory Planning Commission.

In May 2018 Leftside Partners provide their report to the Town of Ladysmith on development application processes, which look at the practices in several other BC municipalities. Many have either a design panel or an advisory planning commission, although a handful of municipalities do have both. Because advisory design panels typically rely upon volunteers who are architects, smaller municipalities can often be challenged in attracting and retaining sufficient qualified volunteers. In the past advisory design panels were relied upon to provide key guidance on the form and character of development proposals. However, development permit guidelines have evolved over time, providing more concrete form and character direction.

Given that the Town's ADP is not necessarily providing architectural advice, combined with the more detailed nature of most of the development permit guidelines now included in the OCP, it may be worth considering a combined advisory design panel/planning commission. This committee could still include members with building/design industry experience, but also reflect the community input of an advisory planning commission.

2. Another option would be to delegate authority to staff.

The referrals and meetings to date have been minimal and would suggest that there may not be enough to engage a stand-alone panel on a regular basis.

- **Advisory Planning Commission**

Recommendations:

1. Change the commission to a **Committee** to better reflect its function
2. Enhance the mandate and membership to ensure that it reflects the previous role of the Advisory Design Panel and Heritage Revitalization Advisory Commission

Some local governments feel that their land use planning decisions could benefit from receiving recommendations from an independent body composed of local residents. An advisory planning committee can advise council on all matters respecting land use, community planning or proposed bylaws and permits that are referred to it by the council. It is also important to note that by adding this element of review adds time to the over application process.

As noted earlier, In May 2018 Leftside Partners indicated that the Town's ADP is not necessarily providing architectural advice, and combined with the more detailed nature of most of the development permit guidelines now included in the OCP, it may be worth combining advisory design panel/planning commission.

In addition, Heritage remains an important aspect of the Town of Ladysmith and would continue to be well preserved if the mandate of the newly proposed Advisory Planning Committee were to include in its mandate the need to consider heritage issues when reviewing land use applications.

- **Parks, Recreation and Culture Advisory Committee**

Recommendation:

1. Continue this Committee

A key role for this committee is oversight of the implementation of the Parks, Recreation and Culture Master Plan. This work is not completed.

2. Expand the mandate of this Committee to include the Town of Ladysmith Invasive Species Strategy.
3. Include youth in the committee's membership composition.

- **Invasive Species Advisory Committee**

Recommendation:

As Council considers the "*Implementation of Town of Ladysmith Invasive Species Strategy*", they will likely review the necessity of the committee in its current form. The report indicates that Parks Recreation and Culture staff are taking an active role in the eradication, prevention and containment of invasive species on town lands, which is an operational function undertaken by staff. The other component of the strategy is to start public education. A request for a budget was also made but it provided little detail on an amount or how it would be utilized as it relates to promotion and education.

It is recommended, that any future work might be better suited as part of an expanded mandate of the Parks, Recreation and Culture Advisory Committee.

- **Protective Services Committee**

Recommendation:

Develop a term of reference for the committee and reassess annually.

In order to assess the work of this committee it is necessary for a formal terms of reference/mandate to be drafted. The survey feedback suggests that those who attend, find the committee to be useful and productive.

- **Economic Development Commission**

Recommendation:

Repeal the establishing bylaw.

The Economic Development Commission has not met in many years. This commission preceded the Cowichan Regional Economic Development initiative. The Cowichan Valley Regional District developed *Cowichan 2050*, a regional, integrated planning strategy that involves new levels of consultation and collaboration between local governments (staff and elected officials) and communities in the region.

The commission does not appear to have met for several years. It may be that the work of this committee is not required as a result of the number of initiatives undertaken by the municipality in recent years specifically through its *Sustainability Action Plan* this commission is no longer required at this time.

- **Environment Commission**

Recommendation:

Repeal the establishing bylaw.

The commission does not appear to have met for several years. It may be that the work of this committee is not required as a result of the number of initiatives undertaken by the municipality in recent years specifically through its *Sustainability Action Plan* this commission is no longer required at this time.

Other proposed committees:

During this review a couple of other committee structures were proposed:

1. The Parks, Recreation, Culture Master Plan prepared by GDH Solutions and Outland Design Landscape Architecture May 2016, suggested that:
 - A special purpose advisory group or taskforce should be used as a method of obtaining community input on major projects such as the development of Lot #108.
2. The Ladysmith Youth Plan completed by Pacific Leadership Design, August 2018 suggested to:
 - “Create a Youth Council with voting rights on key governance bodies. Set Terms of Reference up in same format, election, policy, & management framework as other Town committees responsible for monitoring youth strategy.”

Recommendation:

Council should be mindful when establishing additional committees and should consider first what is the purpose and mandate and whether a committee, commission structure is appropriate, if so then apply the following global recommendations.

GLOBAL RECOMMENDATIONS FOR CURRENT AND FUTURE COMMISSIONS AND COMMITTEES:

Following the next Council Strategic Priority setting session and prior to considering the reappointments to the commissions/committees, or considering the establishment of any new committees, Council should review all of its commission/committees to ensure they are implementing the following best practices, and consistently applying them to all of their council committee/commissions (and that establishment bylaws or policies are updated to reflect):

- ✓ **A Clear Mandate or Terms of Reference**
 - Ensure they are clear and consistent (establish what it wants the committee to consider and within what parameters)
 - What is the measurable outcome to determine if the committee is meeting its mandate (E.g. Provide Recommendations on referrals, oversee implementation outcomes...)
 - Ensure they align with the Council's Strategic Priorities
 - Ensure that it transcends the work of staff and requires a comprehensive response, so as not to duplicate the work that is required to be done by staff.
 - Ensure that it transcends the work of other organizations (e.g. avoid overlaps/duplication of roles or mandates that are already being done by others in the community or region)
 - Define the **committee's role**:
 - Provide advice/recommendations
 - Raise awareness-educating the public
 - Build capacity -community engagement
 - Serve as an ambassador
 - *(Keeping in mind that committee's role is not to manage or direct staff or departments, as staff report through the CAO to Council)*
 - Include **Operating principles** to consider when deliberating and reviewing matters
 - Alignment with council strategic priorities
 - Budgetary restrictions/implications;
 - Public spaces significance if applicable;
 - Public assembly/usage;
 - Staffing/resource implications;

- ✓ **When making appointments to the committee**
 - Staff prepare a short list (with input from the Committee Chair) for council consideration (and if necessary or appropriate, consider an interview process)
 - Ensure a balance of perspectives on the committee

- Ensure the membership composition reflects the community (e.g. consider of a youth appointment on committees that effect youth)
 - Consider skill sets, experience, knowledge or technical expertise
 - Consider staggered membership terms
 - Appoint a council liaison
- ✓ **Consider the Role of the elected official as the council liaison**
- A Council liaison generally refers to a position assigned to a Council member where their primary objective is to maintain good communication and relationships between the committee and Council. The role of a Council liaison is to facilitate ongoing communication between Council and the community organization on matters of mutual concern and interest.
 - What is the expectation of their role on the committee and reporting back to council
 - Does the mayor have a role as ex-officio?
- ✓ **Ensure proper resources are assigned to each committee**
- Staff Liaison appointed– the department person best suited to provide the necessary professional advice and guidance to the committee
 - Clerical support for agenda prep, minute taker, notices of meeting... (committees can't function without the resources and often committee members as volunteers don't have the resources, time or skills to under take this work, this will ensure corporate records are kept for all committees and commissions). *(It is important to note there are implications in terms of staff overtime costs associated with these resource allocations.)*
 - Financial Resources -A council approved budget for specific tasks for the year. The committee presents an annual report to council on what it plans to accomplish and the next year's budget request. Council to approve.

Once Council has made the necessary appointments to its commissions and committees, Corporate Services staff should develop:

- ✓ **A mandatory orientation** for all committee members
- **A global orientation** for all committee members
 - Review of Council Strategic Priorities
 - Review of Roles
 - members,
 - council liaison,
 - staff liaison
 - other appointments (e.g. outside agency reps.)
 - **Meeting Procedures** - (The proceedings of all committees are subject to the approval of the council, except where council

delegates authority to a committee to exercise any of the power of council, subject to restrictions or conditions that may be specified by the bylaw. Council must, by bylaw establish the general procedures to be followed by the council committees in conducting their business, as well procedures of providing notice of committee meetings and how the minutes of all committee meetings must be kept. Most municipalities use the Council Meeting Procedures Bylaw as the standard for its committees.)

- Agenda
 - Motions, amendments (consensus vs majority rules approach--- most follow the procedures bylaw on meeting procedures as set out for council)
 - Selection of the Chair and term
 - Duties of the chair
 - How to manage a meeting to ensure everyone speaks and is engaged
 - Attendance and quorum requirements (review the need for regular attendance)
 - Minutes of the meeting (template consistent for all committees that clearly include resolutions for council consideration and minutes are part of the council agenda package.)
- Who speaks to the council on the work of the committee
 - Recommendations are highlighted for council consideration
 - Resolutions approved by Council be conveyed to the committee
 - When is a staff report required for additional information for council consideration
 - Who reports back to the committee on the council decisions or resolutions forwarded from council
 - How council refers items to the committee (council to refer appropriate matters to the committee with clear terms of reference (e.g. for comment, suggestions, recommendations...))
 - Effective communication between meetings
 - Annual report to council on what has been accomplished and its work plan for the next year that council should approve (standardized template for all committees, submitted by each Chair).
- **A Committee/Commission specific orientation to review**
 - Mandate
 - Materials the committee should be aware of in order to their work (e.g. Bylaws, Legislation, recent Strategic studies and/or Implementation Plans)

- **An Advisory Committee Handbook** provided to each committee/commission member and include
 - Advisory committee mandates (establishment bylaw or policy which includes the mandate, membership, operating principles, meeting procedures)
 - Advisory Committee Procedures
 - Town's Procedure Bylaw
 - Advisory committee and Council/Committee of the Whole meeting schedule
 - Sample agenda template
 - Minute template
 - Reporting to council procedure
 - Annual Report template
 - Contact lists
 - Appropriate to each committee bylaws, legislation, strategic studies, implementation plans...)
 - Tips for advisory committee chair.

Although not raised as an issue, it is nevertheless one of great importance:

- ✓ **Committee member recognition.** This is often overlooked and is necessary to show appreciation for the volunteer efforts of the community members you have asked to spend their time providing input and recommendations to council. (The Town of Ladysmith has a policy in place that recognizes long term Council Advisory Committee members who retire. Appendix H) this event could be coupled with an **Annual Global Commission/Committee meeting.** (This has been a past practice which has had some success in providing opportunities to promote synergies among committees often times this is scheduled as part of a volunteer appreciation evening), which could include:
 - Mayor and Council provide an overview of their Strategic Priorities
 - Committees able to share their successes
 - Number of recommendations supported by council
 - Number of referrals from Council to committee
 - Committees can speak to the next year's top priorities
 - The value added, is that community members may be able to also recruit other members of the community to put their names forward to become active members of another committee.

Council should consider a regular review of all its committees, commissions, panels, boards, and taskforces to ensure that they are still valid and serve as one method to encourage public engagement.

- ✓ **An annual review** should include input from the Chair, Council liaison and staff liaison. Council may then consider necessary adjustments based on this feedback.

- Is the committee work completed?
- Is there more work to be done?
- Review the number of hours of meeting time and the work completed, resolutions forward from council and committee recommendations.
- Review of the budget, was it spent, what was the value added, if it was not spent, why not?
- Review the cost of staff time (consider that staff spend time in preparation of agendas and preparing materials, attending meetings, follow up work from the meeting, minutes, report writing, research...)
- Consider a short survey in the future to see how members of the commissions/committees are feeling about their experiences.

SPECIFIC RECOMMENDATIONS FOR COUNCIL APPOINTMENTS TO EXTERNAL COMMITTEES:

Council may wish to conduct its own review and evaluate whether or not an appointment is warranted by using a set of guiding principles:

✓ **Review the mandate:**

Review the terms of reference of each of the committees to determine why the committee requires a representative of the municipality.

- Is there a policy issue or question that requires council's involvement (and is within the jurisdiction of council's sphere of influence)?
- Is there an operational issue that requires involvement from municipal staff?
- Does the work of this committee constitute a major, current issue within the community?
- What is the level of policy development and decision making involved in the external committee and the potential impact and influence in relation to Council priorities and direction?

✓ **Other mechanisms**

Some of the longstanding external committees may in fact be working on behalf of council for a specific purpose or annual event and after outlining a work plan and a budget request, through the grants-in-aid process, and receiving council's endorsement to proceed, there may be no need for a council liaison to the committee. Others may benefit from a Council appointment to keep abreast of

emerging issues or concerns. Whether or not council stays involved in these committees it is imperative that these volunteers are also recognized for their contributions to the community.

There are other organizations who are doing great work in the community in their respective fields and may wish to keep council informed and can do so by regularly circulating meeting minutes or reports to all members of council. If a formal and specific request is necessary representatives of the committee could be invited to make a special presentation to Council.

Where appropriate Council may wish to increase and promote synergies by holding a global committee meeting with a consortium of organizations and share with each other their strategic priorities and goals.

✓ **Appointments and Role:**

Often times members of Council can serve as a link between community organizations and the municipality. A Council liaison generally refers to a position assigned to a Council member whose primary objective is to maintain good communication and relationships between the committee and Council on matters of mutual concern and interest. (e.g. an appointment to the Chamber of Commerce is often a good example of Council and the business community who are mutually interested in the economic development in the municipality.)

A rather simple question to consider is what is gained from an appointment or what is lost if there is no appointment is made?

If it is determined that the appointment to the committee is one that will discuss a policy issue or question, it must be clear as to the what is the expectation of the committee of the council appointment, and what is the expectation of the council, for a council member to sit on the community committee. For example, does it act as a liaison, provide council perspective, remembering that council members cannot bind the council or municipality to a specific course of action but they can provide overall context.

In some cases, if the committee requires input into an operational issue a staff person with specific knowledge and expertise might be required. It is important to remember however, that these appointments are generally made through the Chief Administrative Officer. It is important however to note that when there is a need for both council and staff appointments to a committee, the Council liaison is responsible for the policy issues and the staff liaison is responsible for the operational issues. This is important to ensure clear lines of communication and responsibilities.

In some cases, and where appropriate Council may request that membership has ex-officio status, which enables the Mayor or Council member to attend any meeting and participate in discussions when the need and subject matter presents itself.

✓ **Reporting**

If appointed as a council representative on an external committee, council members are expected to attend meetings of the committee and liaise with the committee on behalf of council. Council representatives are generally NOT recognized as members of external committees, and do not have voting privileges, and are not generally included in quorum calculations. Council members should communicate with the chair of the committee in the event that they are not able to attend scheduled meetings, or to arrange for the attendance of their alternate, if one is appointed. Council members serving as council representatives on external committees should be prepared to communicate with the committee as to the goals and direction of the city and to return comments, requests, and suggestions from the committee to Council, through a written report, for council's consideration.

It is important that Mayor and Council regularly evaluate where the value of council attendance is warranted and understand that this may change from time to time and particularly as issues emerge and as the Committee's and Council's strategic priorities change.

Acknowledgements

The Review of the Town of Ladysmith Commissions and Committees was undertaken by Koning Consulting. The research, analysis and report were prepared by Helen Koning, and would not have been as comprehensive if it was not for the extensive background material provided by the Town Staff. I want to specifically thank and acknowledge in particular the assistance of Mayor Aaron Stone, CAO Guillermo Ferrero, Director of Parks, Recreation and Culture Clayton Postings, Director of Development Services, Felicity Adams, and Director of Infrastructure Services, Geoff Goodall for their insights and background information, and in particular the Manager of Legislative Services, Joanna Winter and Administrative Coordinator, Sue Bouma who tirelessly researched information for this review. Finally, last but not least, I also want to acknowledge those commission and committee members, staff and Council who took the time to complete the on-line survey and provide their valuable insights and comments.

APPENDICES

- Appendix A (Establishment documents for Town of Ladysmith commissions/ committees)
- Heritage Revitalization Advisory Commission - Bylaws 1279, 1735, 1760
 - Advisory Design Panel – Terms of Reference March 3, 2008
 - Advisory Planning Commission - Bylaw 1280
 - Parks, Recreation and Culture Advisory Committee –Terms of Reference November 21, 2016
 - Invasive Species Advisory Committee – Terms of Reference November 21, 2016
 - Board of Variance Bylaw 1671
 - Economic Development Commission - Bylaw 1548
 - Environment Commission - Bylaw 1631
- Appendix B Town of Ladysmith Council Strategic Priorities 2016-2019
- Appendix C Council Resolutions Referred to Committees/Commissions 2014-2018
- Appendix D Council Resolutions Referred from Committees/Commissions 2014-2018
- Appendix E Heritage Strategic Plan Implementation Strategy Review 2018
- Appendix F 2018 Council Appointment/Committee List
- Appendix G Survey Results
- Appendix H Town of Ladysmith Policy – Council Advisory Committee Member Recognition Program September 4, 2001

Number of Council Resolutions Referred to Commissions 2014-2018

1. Parks, Recreation and Culture Advisory Committee	28
2. Advisory Design Panel	2
3. Heritage Revitalization Advisory Commission	5
4. Advisory Planning Commission	10
5. Waterfront Area Plan Leadership Committee	1
6. Invasive Species Committee	1
7. Protective Services Committee	2
8. Council Remuneration Committee	1

Resolutions Referred to Commissions/Committees

CS 2018-236	2018-06-25	That Council refer to the Parks, Recreation and Culture Advisory Committee the Lot 108 (Forrest Field) Expansion Initiative and related correspondence for information and discussion.
CS 2018-168	2018-05-14	That Council: 1. Consider referring the following proposed amendments to Town of Ladysmith Community Centre Facilities Fee and Charges Bylaw 2015 No. 1884, to the Parks, Recreation and Culture Advisory Committee for review and comment: <ul style="list-style-type: none"> • Increase admission and pass fees by two per cent effective September 1, 2018 and September 1, 2019 and September 1, 2020 and continue to not charge admission for seniors over the age of eighty and children under the age of three; • Increase facility rental fees, park permit fees and sport field light fees by two per cent effective September 1, 2018 and September 1, 2019 and September 1, 2020; • Remove three- and six-month pass options from the Fees and Charges; • Maintain family admission and pass rates at the current fees; • Add rental fees for the lower recreation space at Frank Jameson Community Centre known as the “rec room” at the same rate as the gymnasium. 2. Direct staff to consult with the major facility users requesting feedback relating to proposed facility rental rates and provide report back to Council.
CS 2018-167	05/14/2018	That Council forward the CVRD request of appointing a member to the Regional Sport Tourism Grant Subcommittee to the Parks, Recreation and Culture Advisory Committee (PRCAC), and request that the Parks, Recreation and Culture Advisory Committee recommend to Council two members (one being an alternate) to sit on the Regional Sport Tourism Grant Subcommittee.
CS 2018-128	2018-05-07	That the Holland Creek Bridge Crossing project be referred to staff for comment and recommendations, and, as necessary to the Parks, Recreation and Culture Advisory Committee and the Advisory Design Panel for comment.
CS 2018-086	2018-03-19	That Council refer the matter of the Aggie Hall Natural play space draft concept design to the Parks, Recreation and Culture Advisory Committee for review and comment.
CS 2018-070	2018-03-05	That Council refer consideration of the best location to showcase the “Canada’s Great Street Award” plaque to the Heritage Revitalization Advisory Commission for feedback.
CS 2018-049	02/19/2018	Zoning Bylaw Amendment Application – 1240 4th Ave. (Warkentin) Subject Property: Lot B, District Lot 97, Oyster District, Plan VIP56663, Except part in plan VIP89355 Moved and seconded: That Council: 1. Approve application 3360-17-01 to amend: a) The Official Community Plan by removing Development Permit Area 4 – Multi-Unit Residential from the property at 1240 4th Avenue; and

		<p>b) the Zoning Bylaw by rezoning 1240 4th Avenue from Medium Density Residential (R-3) to Single Dwelling Residential – Small Lot B Zone (R-1-B);</p> <p>for the property legally described as Lot B, District Lot 97, Oyster District, Plan VIP56663, Except part in plan VIP89355.</p> <p>2. Having given consideration to s.475 of the Local Government Act (consultation during OCP development) direct staff to:</p> <p>a) Refer the proposed OCP amendment (3360-17-01) to the Stz’uminus First Nation, pursuant to the Town’s Memorandum of Understanding; and</p> <p>b) Refer application 3360-17-01 to the Advisory Planning Commission for review and comment.</p> <p>3. Direct staff to work with the applicant regarding land use matters and a community amenity contribution; and commence the preparation of the Official Community Plan (OCP) amendment bylaw and the Zoning Bylaw amendment bylaw for application 3360-17-01 (1240 4th Ave.).</p>
CS 2018-027	02/13/2018	<p>That Council:</p> <p>1. Approve in principle the application (3360-18-01) to amend:</p> <p>a) the Official Community Plan by designating 11 & 17 Kitchener St. from ‘Downtown Mixed Use’ to ‘Downtown Core’; and</p> <p>b) the Zoning Bylaw by rezoning 11 & 17 Kitchener St. from “Live/Work Residential (R-2-LW)” to “Downtown Commercial (C-2)”; (for properties legally described as Lots 7 & 8, Block 7, District Lot 24, Oyster District, Plan 703)</p> <p>2. Having given consideration to s.475 of the Local Government Act (consultation during OCP development) direct staff to:</p> <p>a) Refer the OCP amendment application 3360-18-01 to the Stz’uminus First Nation, pursuant to the Town’s Memorandum of Understanding; and</p> <p>b) Refer application 3360-18-01 to the Advisory Planning Commission for review and comment.</p> <p>3. Direct staff to commence the preparation of an Official Community Plan (OCP) amendment bylaw and Zoning Bylaw amendment bylaw for application 3360-18-01 (11 & 17 Kitchener St.).</p>
CE 2018-006	2018-01-15	<p>That Council refer the Waterfront Area Plan implementation process matters under discussion as outlined in the report from the Chief Administrative Officer dated January 15, 2018 to the Waterfront Area Plan Leadership Committee.</p>
CS 2017-435	2017-12-18	<p>That Council refer the proposal from the Mid Isle Soccer Association and Rotary Club of Ladysmith for upgrades to the Forrest Field facilities to the Parks, Recreation and Culture Advisory Committee for consideration and advice.</p>
CS 2017-332	11/06/2017	<p>That Council refer a copy of the draft tree bylaw (2008) to the Heritage Revitalization Advisory Commission for review.</p>

CS 2017-255	2017-08-21	<p>That Council direct staff to:</p> <ol style="list-style-type: none"> 1. Conduct a public consultation with Town residents on the desirability and possible content of an amendment to the “Animal and Poultry Bylaw 1994, No. 1136” to allow the keeping of hens on residentially zoned properties in the Town of Ladysmith. 2. Bring back a report outlining recommendations for possible amendments to the zoning bylaw to permit coach houses outside the downtown area. 3. Work with School District 68 to explore options for daycare facilities in Ladysmith. 4. Explore options to establish a Child Development Centre in conjunction with provincial, school district and regional agencies. 5. Add to upcoming discussions with School District 68 options for increasing daycare space for children aged 0 to 6 years old. 6. Refer the role of the Finnish Community in Ladysmith’s heritage to the Heritage Revitalization Advisory Commission to investigate ways to promote and celebrate that community. 7. Investigate and present options for design, cost and public consultation for a diversity square. 8. Paint the memorial benches at First Avenue and Gatacre Street in rainbow colours; and place a plaque of commemoration and appreciation for the Childs family on the bench, with funds of up to \$500 to come from the public relations budget.
CS 2017-251	2017-08-21	<p>That Council:</p> <ol style="list-style-type: none"> 1. Consider the application to amend the Official Community Plan (OCP) and Zoning Bylaw to permit light industrial use on the properties legally described as Lots 1, 2, 3, 4 and 5, District Lot 38, Oyster District, Plan VIP84189 (1132-1142 Rocky Creek Rd.). 2. Having given consideration to s. 475 of the Local Government Act (consultation during OCP development) direct staff to: <ol style="list-style-type: none"> (a) refer the OCP amendment application 3360-17-03 to the Stz’uminus First Nation, pursuant to the Town’s Memorandum of Understanding; and (b) refer application 3360-17-03 to the Advisory Planning Commission for review and comment. 3. Direct staff to work with the property owner of the adjacent property (1130 Rocky Creek Rd.) in order to develop a comprehensive zoning solution for all of the properties in the CD-1 Zone, and if a rezoning proceeds for 1130 Rocky Creek Rd. require that the applicants host a neighbourhood information meeting to advise the community of the proposed changes for all parcels in the CD-1 Zone. 4. Direct staff to commence the preparation of the Official Community Plan (OCP) amendment bylaw and the Zoning Bylaw amendment bylaw for application 3360-17-03. 5. Approve of the discharge of covenant FB234682 and development permit EP096966 from the title of Lots 1, 2, 3, 4 and 5, District Lot 38, Oyster District, Plan VIP84189 (1132-1142 Rocky Creek Rd.) if the rezoning is approved; and authorize the Mayor and Corporate Officer to execute the discharge documents.

CS 2017-179	2017-06-05	That Council direct staff to refer the proposed washroom concept as provided by the Ladysmith Kinsmen Club in their letter dated March 27, 2017 to the Advisory Design Panel (ADP) and the Heritage Revitalization Advisory Commission (HRAC) for comment, seeking feedback on the exterior design of the building.
CS 2017-176	2017-06-05	That Council direct staff to include proposed hours of use in the updated Parks Usage Bylaw and refer the proposed schedule, as outlined in the staff report dated June 5, 2017, to the Parks, Recreation and Culture Advisory Committee for comment.
CS 2017-174	2017-06-05	That Council direct staff to refer the arborist management plan for the Ryan Place Greenbelt to the Parks, Recreation and Culture Advisory Committee and the Invasive Species Committee for review and comment relating to the development of future tree management plans for the Town.
CE 2017-085	2017-04-03	That Council: 1. Offer use of the vacant food concession building at Transfer Beach Park to Citrus Cycles for electric assist bicycle sales, rentals and tours on a trial basis in 2017; 2. Refer the matter to the Parks, Recreation and Culture Advisory Committee for review and comment; and, 3. Direct staff to negotiate a one year temporary lease arrangement with Citrus Cycles for use of the vacant concession building at Transfer Beach in the event that the Parks, Recreation and Culture Advisory Committee supports this request.
MS 2017-076	2017-09-11	That the Committee recommend that Council: 1. Direct staff to prepare a bylaw to amend the Town of Ladysmith Zoning Bylaw 2014, No. 1860 as follows: i) In the Single Dwelling Residential – Holland Creek Area (R-1-HCA) zone: a. amend the permitted parcel coverage from 33% to 35% for parcels 560 m2 or less in size; and b. remove the finished floor area maximum. ii) In the Single Dwelling Residential – Small Lot B Zone (R-1-B) remove the maximum finished floor area requirement. 2. Refer the proposed zoning amendments to the Advisory Planning Commission for review.
CE 2017-058	03/06/2017	That Council direct staff to undertake a feasibility review, which would include consultation with the Parks, Recreation and Culture Advisory Committee, regarding the possibility of expanding the fitness centre at Frank Jameson Community Centre, and report back to Council with recommendations.
MS 2017-023	2017-03-13	That the Committee recommend that Council refer the issue of an urban star park to the next Parks, Recreation & Culture Advisory Committee meeting.
CE 2017-034	02/09/2017	That Council direct staff to explore a potential partnership with the Chamber of Commerce for the provision of food truck services at Transfer Beach Park, subject to the approval of the Parks, Recreation and Culture Advisory Committee; and that a Request for Proposals not be issued at this time.
CS 2016-421	2016-12-19	That Council refer the matter of an updated Bylaw to Regulate Parks Usage in the Town of Ladysmith to the Parks, Recreation and Culture Advisory

		Committee and the Protective Services Committee for review and input.
CS 2016-039	02/01/2016	<p>1. That Council direct staff to prepare a bylaw(s) to amend the Official Community Plan and to amend the Holland Creek Area Plan as outlined in this staff report from the Director of Development Services dated February 1, 2016.</p> <p>2. That Council direct staff to continue to work with the applicant on the proposed voluntary contribution of land for natural parks and trails, pursuant to the Community Amenity Contribution Policy and the principles provided in this staff report.</p> <p>3. That Council direct staff to work with the applicant on the rezoning part of application 3360-15-02, including legal agreements, refer the proposed rezoning to the Advisory Planning Commission and report back to Council.</p> <p>4. That Council request the applicant to host its final public meeting / presentation at least two weeks and not more than one month prior to the date of the public hearing to allow the public time to review the final proposal and ask questions prior to the formal public hearing.</p>
CS 2015-339	10/13/2015	<p>That Council direct staff to:</p> <p>1. Prepare a housekeeping bylaw to amend Town of Ladysmith Zoning Bylaw 2014, No. 1860 as outlined in the staff report from the Director of Development Services dated October 6, 2015.</p> <p>2. Refer the Category One amendments to the Advisory Planning Commission for review and comment.</p>
CS 2015-337	10/13/2015	<p>1. That Council refer application 3360-15-03 for a site specific use at 934 and 940 Esplanade Ave. to the Advisory Planning Commission for review and comment; and that the applicant host a neighbourhood information meeting prior to the public hearing as required by the Development Procedures Bylaw.</p> <p>2. That the covenant may be considered for discharge from the properties legally described as the northerly 25 feet of Lot 2, Block 5, District Lot 24 Oyster District, Plan 703A AND Lot 3, 4, 5, and 6, Block 5, District Lot 24, Oyster District, Plan 703A; subject to the consolidation of Lot 5 and 6 into one lot and after the consolidation of Lot 3 and the northerly 25ft of Lot 2 into one lot; and consideration of the discharge of covenant FB168857 from the titles of 918, 922, 928, 934, 940 Esplanade Ave. be part of the public hearing for Bylaw 1897.</p> <p>3. That under the Bylaws portion of the agenda, Council proceed with the first two readings of Bylaw 1897 cited as "Town of Ladysmith Zoning Bylaw 2014, No.1860 Amendment Bylaw (No. 3), 2015, No. 1897"; and refer the bylaw to public hearing.</p>
CS 2015-329	2015-09-28	<p>That Council refer the proposal from the Ladysmith Kinsmen Club, to enhance storage amenities at Forrest Field, to the Parks, Recreation and Culture Commission for re view and comment.</p> <p>.</p>

CS 2015-325	2015-09-28	That Council refer the proposal from the Rotary Club of Ladysmith, to enhance playground amenities at Transfer Beach Park, to the Parks, Recreation and Culture Commission for review and comment.
CS 2015-313	09/28/2015	That pursuant to s.879 of the Local Government Act (consultation during OCP development), Council has considered whether consultation should be early and ongoing and directs staff to undertake the following consultation: (a) Refer the proposed new policies and policy amendments to the Advisory Planning Commission for review and comment, and (b) Refer Bylaw 1891 to Stz'uminus First Nation pursuant to the Town's Memorandum of Understanding.
CS 2015-305	09/28/2015	That Council request the Protective Services Committee to work with participating agencies/organizations to host a "Mastering Public Disaster Public Planning and Preparedness" event, to be hosted on October 14, 2015 at the Ladysmith Secondary School multi-purpose room.
CS 2015-280	08/17/2015	<p>1. That Council direct staff to:</p> <p>a. Review OCP amendment / rezoning application 3360-15-02 submitted by Glencar Consultants Inc. for Lot 1, Block 192, District Lot 103, Oyster District, Plan EPP44156, within the scope of the Town's planning documents including the Official Community Plan, Holland Creek Area Plan, and the Visioning Report;</p> <p>b. Review the application in conjunction with the Financial Plan and the Liquid Waste Management Plan;</p> <p>c. Request G.P. Rollo and Associates to provide comments on the proposed commercial land use and to waive the Purchasing Policy in this regard; and</p> <p>d. Give priority to a comprehensive review of the transportation and servicing aspects for the new neighbourhood in the Holland Creek Development Area and provide recommendations to Council for the consideration of development phasing and financing, including potential modifications and amendments to the existing DCC Program.</p> <p>2. Pursuant to s. 879 of the Local Government Act (Consultation during OCP development), that Council direct that consultation shall be early and on-going for OCP amendment application 3360-15-02 and include the following consultation plan:</p> <p>a. The applicant shall host a project website, hold open houses about the application and at least two public meetings with presentations about the application prior to the holding of the public hearing. Public input will assist with the refinement of the proposal and presentations will respond to input and questions from the public. Further public consultation may be directed by Council as the review proceeds. Reports from the public processes shall be provided to the Town following each open house/meeting in a form acceptable to the Director of Development Services;</p> <p>b. Staff shall refer the application to the Advisory Planning Commission for review and comment at times to be determined by the Director of Development Services. The applicant will be invited by staff to make a presentation to the Advisory Planning Commission;</p> <p>c. The application shall be referred to School District #68 for school planning</p>

		<p>purposes and pursuant to s. 881 of the Local Government Act;</p> <p>d. The application shall be referred to Stz'uminus First Nation pursuant to the Town's Memorandum of Understanding; and</p> <p>e. The Director of Development Services may refer the application to provincial or federal agencies</p>
CS 2015-219	2015-06-15	That Council support in principle the proposal for chainsaw artist Dan Richie to create a permanent carving for the Town at the Steam Donkey during Logger Sports 2015, as outlined in the correspondence from the Ladysmith Cops for Cancer Tour de Rock Committee, and that the matter be referred to the Parks, Recreation and Culture Commission for consideration at its June 17, 2015 meeting.
CS 2015-218	2015-06-15	That Council refer to the Parks, Recreation and Culture Commission the following proposed amendments to Town of Ladysmith Community Centre Facilities Fees and Charges Bylaw 2014, No, 1846 for review and comment: <ul style="list-style-type: none"> • Increase admission and pass fees by two per cent effective September 1, 2015, September 1, 2016 and September 1, 2017 for Adult, Youth, Child, Family and Senior (and continue no charge for children under three or seniors over 80). • Increase facility rental fees, park permit fees and sport field lights by two per cent effective September 1, 2015, September 1, 2016 and September 1, 2017, and • Add "locker fee" rental to the Fees and Charges Bylaw with a rate of fifty cents per use for full sized lockers and twenty-five cents for medium to small lockers.
CS 2015-138	2015-04-20	That Council refer the draft "Appropriate Behaviour Policy and Code of Conduct" to the Parks, Recreation and Culture Commission for review and comments.
CS 2015-096	2015-03-16	That Council refer the matter of whether the Town or individual Councillors will pay the premiums for the Union of British Columbia Municipalities Group Benefits Plan for elected officials to the Council Remuneration Committee for review and recommendation.
CS 2015-052	2015-02-16	That Council receive the correspondence from Tracy Paterson regarding access to showers at Frank Jameson Community Centre, and refer it to the Parks, Recreation and Culture Commission in its consideration of this matter.
CS 2015-031	2015-02-02	That Council refer the petition and presentation by Robin Maxted for a fenced, off-leash dog park in the Town of Ladysmith to the Parks, Recreation and Culture Commission to investigate options for location as well as costs and to develop recommendations for Council, and that the Commission be requested to invite Robin Maxted, Linda Brown and Jean Pearson to participate in its consideration of the matter.
CS 2014-321	2014-09-15	That Council: <ul style="list-style-type: none"> • Receive with thanks the progress report from the Kinsmen Club dated August 25, 2014 regarding various projects undertaken by the Club; • Refer the proposed project to replace the playground at Transfer Beach Park to staff to discuss project details with the Club including, but not limited to, playground design, financial implications, project schedule, and the option

		<p>of partnering with other community groups such as the Ladysmith Rotary Club, and report back to Council in this regard; and,</p> <ul style="list-style-type: none"> • Once approval in principle is given by Council to proceed with the project, refer the project details to the Parks, Recreation and Culture Commission for review and recommendation.
CS 2014-302	2014-08-18	That Council refer the correspondence from Cochrane Mowbray outlining a proposal to donate decorative pavers for installation on First Avenue outside the Old Town Bakery to the Heritage Revitalization Advisory Commission for review and recommendation.
CS 2014-300	2014-08-18	That Council refer the proposal from the Ladysmith Baseball Association to build a scorekeeper's shelter at the Holland Creek Ball Park to the Parks, Recreation and Culture Commission for review and recommendation.
CS 2014-232	2014-06-23	<p>That:</p> <p>a) Council consider the following recommendation relating to the upper Transfer Beach area (above de Koninck Way) and refer the recommendation to Parks, Recreation and Culture Commission meeting scheduled for June 25, 2014 for comment:</p> <p>Request staff to review the upper Transfer Beach area and develop, through consultation with stakeholders, a plan to manage the various uses in this area such as dogs off leash, access to the Horseshoe Club area, camping, pathways and usage during major/special events.</p> <p>b) Council consider directing staff to install a painted crosswalk from upper beach area to lower beach area across de Koninck Way in accordance with the Municipal Insurance Association's risk control survey report.</p>
CS 2014-221	06/16/2014	<p>That Council refer the following proposed amendments to Town of Ladysmith Community Centre and Facilities Fees and Charges Bylaw 2013, No. 1835, to the Parks, Recreation and Culture Commission meeting scheduled for June 18th, 2014, for review and comment:</p> <ul style="list-style-type: none"> • Increase Admission and Pass fees by three percent effective September 1, 2014 for Adult, Youth, Child, Family and Senior (continue no charge for children under three or seniors over eighty); • Increase Facility Rental fees by four percent effective September 1, 2014; • Increase Sport Field light rates by nine percent September 1, 2014; • Add Aggie and FJCC sport field lighting to fees and charges schedule at half the rate of Forrest Field lights; • Establish fees for adult use of the sports fields; • Add a special event & park permit fee for the non-facility areas of the parks; • Standardize facility room rental rates to ensure consistency of like facilities; <p>and,</p> <p>That Council direct staff to update the Fees & Charges policy to change the existing User Classifications to Adult, Youth, Child, Senior and Family and to update the age ranges.</p>

CS 2014-169	2014-05-12	That Council has considered Section 879 of the Local Government Act (consultation during an OCP amendment) and determines that for Official Community Plan amendment application 3360–14-02 the following consultation is to be undertaken: <ul style="list-style-type: none"> • Staff referral to the Advisory Planning Commission for review and comment • Referral to Stz’uminus First Nation and the Ministry of Transportation • Applicant to host a neighbourhood information meeting as required by the Development Procedures Bylaw
CS 2014-088	03/03/2014	That Council refer the matter of on- and off-leash dogs in Town parks to the Parks, Recreation and Culture Commission for further consultation and investigation and to report back to Council.
GS 2014-016	2014-02-17	That the Committee recommend that Council refer the matter of on- and off-leash dogs in Town parks to the Parks, Recreation and Culture Commission for further investigation and to report back to Council.
CS 2014-013	2014-01-06	It was moved, seconded and carried that the request from the Cowichan Valley Regional District for the Town of Ladysmith to appoint a representative to serve on the Cowichan Valley Regional District Sport Tourism Working committee be referred to the Ladysmith Parks, Recreation and Culture Commission to recommend to Council an individual to represent the Town on the committee.
GS 2014-009	01/20/2014	It was moved, seconded and carried that the Committee recommend to Council that the correspondence received from Shawn O’Toole regarding the establishment of Holland Creek Trail as an area where dogs must be leashed be referred to the Parks, Recreation and Culture Commission and that the Commission be requested to consider the Committee’s recommendation that the Holland Creek Trail be deemed an on leash area.

Appendix D

Number of Council Resolutions Referred from Commissions 2014-2018

1. Parks, Recreation and Culture Advisory Committee	6
2. Advisory Design Panel	0
3. Heritage Revitalization Advisory Commission	4
4. Advisory Planning Commission	1
5. Waterfront Area Plan Leadership Committee	0
6. Invasive Species Committee	3
7. Protective Services Committee	1
8. Council Remuneration Committee	0

CS 2018- 187	06/04/2018	<p>That Council accept the following recommendations from the Parks, Recreation and Culture Advisory Committee:</p> <p>That Council:</p> <p>1. Approve the following proposed amendments to Town of Ladysmith Community Centre Facilities Fee and Charges Bylaw 2015 No. 1884:</p> <ul style="list-style-type: none"> • Increase admission and pass fees by two per cent per year, effective September 1, 2018, September 1, 2019 and September 1, 2020 and continue not to charge admission for seniors over the age of eighty and children under the age of three; • Increase facility rental fees, park permit fees and sport field light fees by two per cent per year, effective September 1, 2018, September 1, 2019 and September 1, 2020; • Remove three- and six-month pass options from the Fees and Charges; and • Maintain family admission and pass rates at the current level; • Add rental fees for the lower recreation space at Frank Jameson Community Centre known as the “rec room” at the same rate as the gymnasium. <p>2. Direct staff to prepare an amendment to “Town of Ladysmith Community Centre Facilities Fee and Charges Bylaw 2015 No. 1884”</p>
CS 2018- 141	05/07/2018	That the Parks, Recreation and Culture Advisory Committee advise Council that the committee approves in principle the sign design and the location for the Aggie Hall and field signage, provided that sightlines for traffic will not be affected.
CS 2017- 233	07/17/2017	That Council receive the recommendations from the Parks, Recreation and Culture Advisory Committee relating to the hours of use to be included in the updated Parks Usage Bylaw
CS 2015- 210	06/01/2015	<p>That Council consider not supporting the shower-only fee at Frank Jameson Community Centre as recommended by the Parks, Recreation and Culture Commission.</p> <p>Opposed: Mayor Stone, Councillor Hutchins, and Councillor Arnett</p>
CS 2014- 335	10/06/2014	That Council accept the recommendation from the Parks, Recreation and Culture Commission, to grant permission to the Ladysmith Baseball Association to construct a scorekeeper’s building and replace the batting cage at the Holland Creek Ball Fields and request staff to confirm the construction specifications prior to construction.
CS 2014- 121	04/07/2014	That Council refer the recommendation from the Parks, Recreation and Culture Commission, to designate a portion of the Holland Creek Trail as an on-leash area, to staff in order to consider the implications of this recommendation with respect to current policies, bylaws, education, enforcement and other off-leash areas such as Mackie Park.
CS 2018- 138	05/07/2018	<p>That Council:</p> <p>1. Receive the Heritage Strategic Plan 2018 Review (attached);</p> <p>2. Appoint Ann Rogers as the LDHS Liaison to the Heritage Revitalization Advisory Commission, and Lesley Moore as the Alternate; and</p> <p>3. Direct staff to consider the suggestions of the Heritage Revitalization Advisory</p>

		Commission in the final location of the Great Street Plaque in the area of First Avenue and Gatacre Street.
CS 2017- 333	11/06/2017	That Council enforce bylaws for façade improvements in response to concerns expressed by the Heritage Revitalization Advisory Commission regarding unauthorized façade improvements (e.g. paint colour).
CS 2017- 334	11/06/2017	That Council refer to the 2018 budget discussions the request by the Heritage Revitalization Advisory Commission to increase the 2018 training, seminar and travel budget for the Heritage Revitalization Advisory Commission by \$400.
CS 2017- 137	05/01/2017	That Council authorize the Heritage Revitalization Advisory Commission (HRAC) to commemorate the Canada 150 Celebrations by participating in the following Canada 150 Project, “Remembering our Peoples – An Invitation to Share Your Family Stories”.
CS 2018- 064	03/05/2018	That Council receive the recommendation from the Advisory Planning Commission supporting the review of permitting coach houses outside the downtown area in the Single Dwelling Residential (R-1) zones, utilizing the existing coach house regulation framework and considering each local neighbourhood.
CS 2018- 206	06/18/2018	AMENDS CS 2018-205 That Council amend item 2 in resolution CS 2018-205 to read as follows: That Council refer the attached draft report (Invasive Species Strategy for Ladysmith) to the next Municipal Services Committee meeting for discussion and comment. Motion carried. Motion as amended carried.
CS 2017- 336	11/06/2017	That Council refer to staff the recommendations from the Invasive Species Advisory Committee regarding the use of the CVRD invasive species management strategy and public awareness campaign as a basis for the Ladysmith plan, in order to investigate the recommendations and the CVRD strategy, and report back to Council in early January.
CS 2016- 126	04/04/2016	That Council direct staff to work with the Broombusters Invasive Plant Society and to encourage community support for initiatives to remove Scotch Broom.
CS 2018- 035	02/13/2018	That Council through resolution confirm the membership of the Ladysmith Royal Canadian Marine Search and Rescue Station 29 to the Protective Services Committee.

APPENDIX F

ADVISORY COMMISSION ROSTERS

NAME	CAPACITY	FIRST APPOINTED	TERM END DATE	Committee
HERITAGE REVITALIZATION ADVISORY COMMISSION				7 Community Members
Marnie Craig	Chair	2013	2019	
Tamara Hutchinson	Member	2011	2018	
Robert J (Bob) Darling	Member	2016	2018	
Ann Rogers	LDHS Liaison		2018	
Lesley Moore	LDHS Alt.		2018	
Marina Sacht	Member	2016	2018	
Harald Cowie	Member	2016	2018	
Rob Johnson	Member	2016	2018	
Bernardien Knol	Member	2017	2019	
Julie Thompson	Staff Liaison	2018		
Marsh Stevens	Cncl Liaison	2018	2019	
Duck Paterson	Alt Liaison	2018	2019	
ADVISORY DESIGN PANEL				4 Community Members
Lorne Shaw	Chair	2017	2019	
Brian Childs	Member	2008	2018	
Lacey McRae Williams	Member	2017	2019	
Michelle Munro	Member	2017	2019	
Harald Cowie	HRAC Liaison	2016	2018	Liaison
Lisa Brinkman	Staff Liaison			
Tricia McKay	Council Liaison	2018	2019	
Amanda Jacobson	Alternate Liaison	2018	2019	
ADVISORY PLANNING COMMISSION				7 Community Members
Linda Mix		2016	2018	
Mayo McDonough	Member	2014	2018	
Tina Donovan	Member	2011	2018	
D. Brian McLaurin	Member	2013	2019	
Bruce Laxdal	Chair	2012	2018	
Christy Villiers	Member	2016	2018	
Jon Steinger	Member	2016	2018	
Lisa Brinkman	Staff			

	Liaison			
Felicity Adams	Mgmt Liaison			
Amanda Jacobson	Cncl Liaison	2018	2019	
Tricia McKay	Alt Liaison	2018	2019	
PARKS, RECREATION & CULTURE ADVISORY COMMITTEE				8 Community Members
Jim Allair	Member	2016		
Gord Horth	Member	2016		
Tim Richards	Chair	2016		
Roger Kimmerly	Member	2016	RESIGNED OCT.4 /18	
Bruce Mason	Member	2016		
Tara Pollock	Member	2016		
Clayton Postings	Mgmt Liaison			
Julie Tierney	Staff Liaison			
Duck Paterson	Council Liaison	2018	2019	
Tricia McKay	Alt Liaison	2018	2019	
	Area H Rep.	2016	2018	
	Area G Rep.	2016	2018	
	SFN Rep.	2016	2018	
BOARD OF VARIANCE				
Jan Christensen		2015	2018	Board of Variance
Tim Hornet		2015	2018	Board of Variance
Terry Doherty		2015	2018	Board of Variance
INVASIVE SPECIES ADVISORY COMMITTEE				3 Community Members
April Marrington	Member	2016		
Chantal Blumel	Member	2016		
Gail Pasaluko	Member	2016		COMMITTEE IS ROLLED INTO PRCAC
Clayton Postings	Mgmt Liaison			
Glenn Britton	Staff Liaison			
	Staff Liaison			

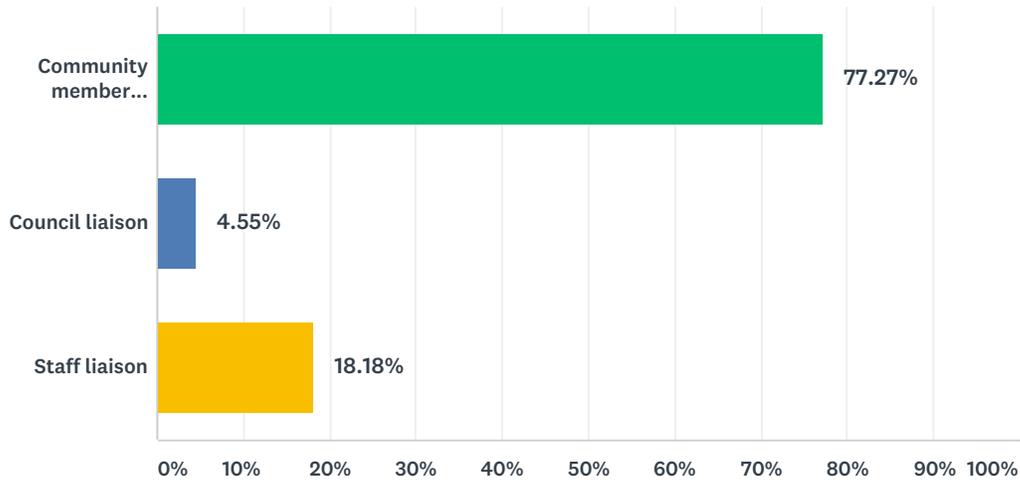
	Area H Rep.	2016	2018	
	Area G Rep.	2016	2018	
	SFN Rep.	2016	2018	
PROTECTIVE SERVICES COMMITTEE				
Sybille Sanderson	CVRD - Regional Emergency Coordinator			
Jason DeJong	CVRD - Fire Coordinator	2016		
Ken Hamilton	COPS			
Don Watson	COPS			
Allen McDermid	S & R			
Bill Drysdale	S & R (alt)			
S/Sgt. Ken Brissard	RCMP			
Steve VanderMinne	Ambulance			
vacant	Youth Coordinator			
Eric Kesteloot	SFN	2018		
Russ Howard (Primary)	RCM SAR	2018		
Russ Carrick (Alternate)	RCM SAR	2018		
John Davis (Alternate)	RCM SAR	2018		
Guillermo Ferrero	Mgmt Liaison			
Geoff Goodall	Mgmt Liaison			
Marsh Stevens	Chair	2018	2019	
Duck Paterson	Alt Liaison	2018	2019	
Rob Johnson	Alt Liaison	2018	2019	
Ray Delcourt	Fire Chief			
Andrea Hainrich	Rec. Secretary			
DL 2016 HOLDINGS CORPORATION				
Guillermo Ferrero		2017		
Doug Bell	LMS appt	2017		
Jan Christensen		2017		
Bruce Laxdal		2017		
Rod Smith	LMS appt	2017		
LIQUID WASTE MANAGEMENT COMMITTEE				
John T. Wilson, Chair				
Gerry Clarke				

Jim Cram				
Ross Davis				
Greg Edwards				
Curtis Baker	Staff Liaison			
Geoff Goodall	Mgmt Liaison			
Blake Medlar	BC Ministry of Environment			
Nick Meijerdrees				
Lorena Mueller				
David Brown				
Ray Gauthier	Stz'uminus First Nation			
David Leitch	CVRD			
Rob Johnson	Council Liaison	2018	2019	
Jeff Virtanen	Council Liaison	2018	2019	
Marsh Stevens	Council Liaison	2018	2019	
STOCKING LAKE ADVISORY COMMITTEE				
Aaron Stone	Council Liaison	2018	2019	
Jeff Virtanen	Alt. Liaison	2018	2019	
WATERFRONT IMPLEMENTATION COMMITTEE				
Aaron Stone	Council Liaison	2018	2019	
Marsh Stevens	Council Liaison	2018	2019	
Duck Paterson	Council Liaison	2018	2019	
Chief John Elliott	Stz'uminus First Nation	2018		
Coun. Anne Jack	Stz'uminus First Nation	2018		
Coun. Peter Seymour	Stz'uminus First Nation	2018		
Guillermo Ferrero	Staff Liaison	2018		
Kim Fowler	Staff Liaison	2018		
NAUT'SA MAWT STEERING COMMITTEE				
Aaron Stone	Council Liaison			

Guillermo Ferrero	Staff Liaison			
Felicity Adams	Staff Liaison			
Chief John Elliott	Stz'uminus First Nation			
Maureen Tommy	Stz'uminus First Nation			
Ray Gauthier	Stz'uminus First Nation			

Q1 Are you a...(please check one)

Answered: 22 Skipped: 7

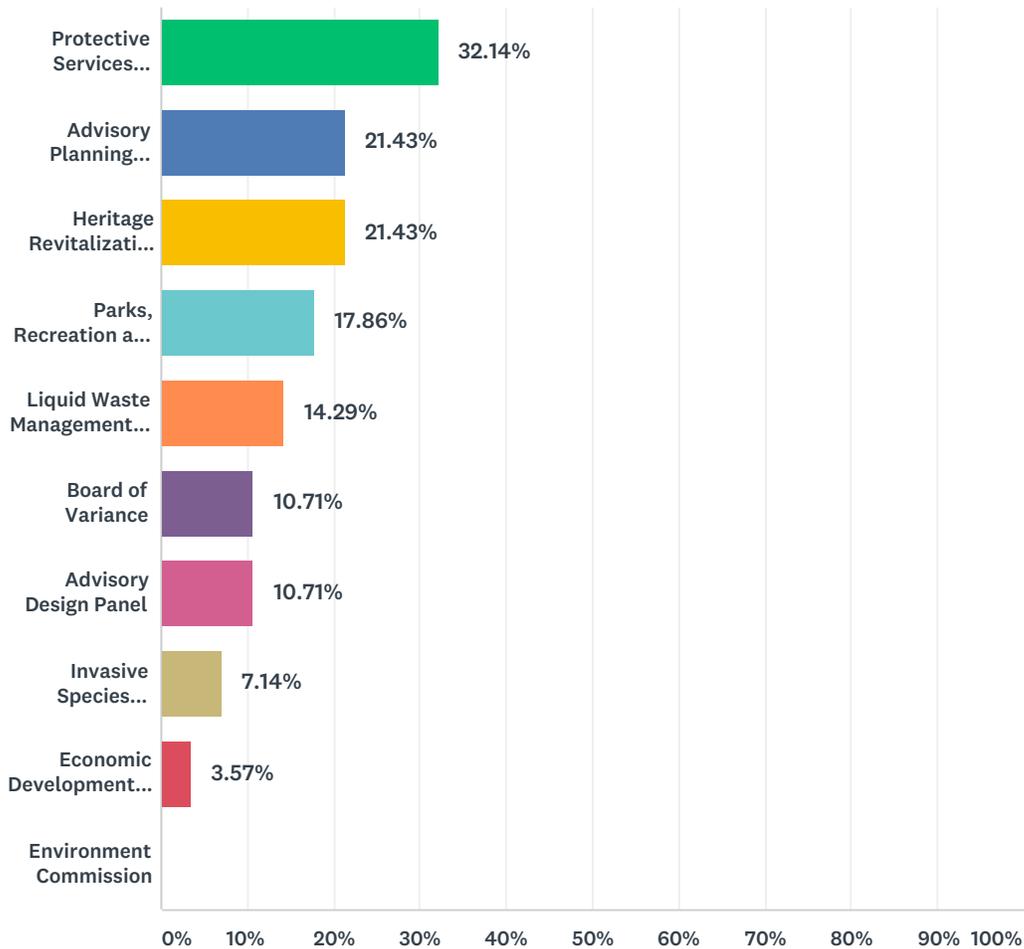


ANSWER CHOICES	RESPONSES	
Community member appointed by Council	77.27%	17
Council liaison	4.55%	1
Staff liaison	18.18%	4
TOTAL		22

#	OTHER (PLEASE SPECIFY)	DATE
1	Member of a Search and Rescue group.	9/14/2018 10:45 AM
2	BCEHS UNIT CHIEF, STN 159 LADYSMITH	9/1/2018 11:08 AM
3	RCMP Detachment Commander	8/31/2018 1:45 PM
4	Management liaison	8/30/2018 2:36 PM
5	representing an outside agency	8/30/2018 11:37 AM
6	Board of Variance Volunteer	8/30/2018 6:28 AM
7	Liaison for historical society	8/29/2018 6:52 PM

Q2 Which Committee or Commission are you involved with. Please note: if you are a member of more than one committee / commission, please provide separate comments for each one. (Check all that apply.)

Answered: 28 Skipped: 1



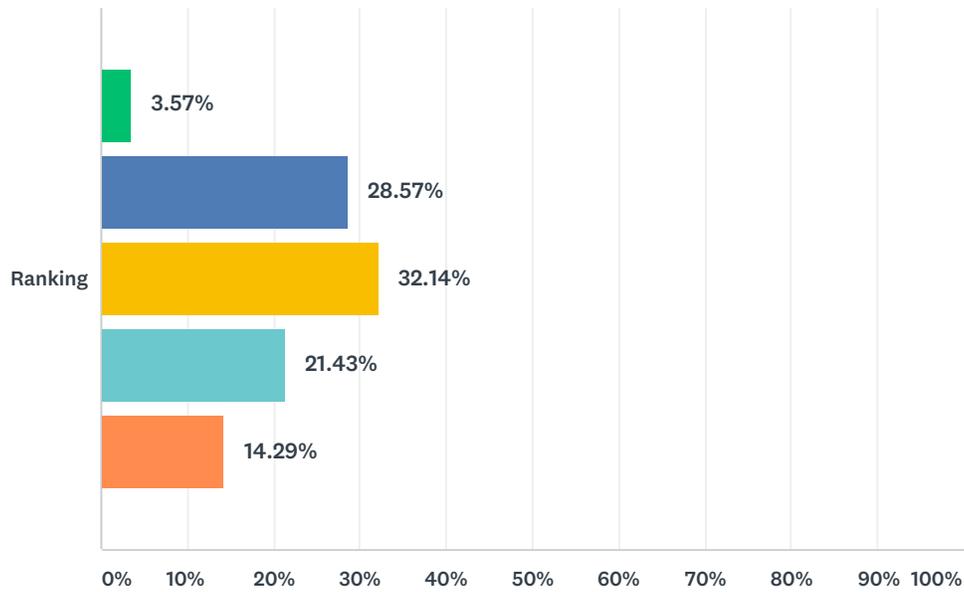
ANSWER CHOICES	RESPONSES	
Protective Services Committee	32.14%	9
Advisory Planning Commission	21.43%	6
Heritage Revitalization Advisory Commission	21.43%	6
Parks, Recreation and Culture Advisory Committee	17.86%	5
Liquid Waste Management Committee	14.29%	4
Board of Variance	10.71%	3
Advisory Design Panel	10.71%	3
Invasive Species Advisory Committee	7.14%	2
Economic Development Commission	3.57%	1
Environment Commission	0.00%	0

Total Respondents: 28

#	COMMENTS:	DATE
1	Not sure why I am on this committee	9/13/2018 2:36 PM
2	This is a working commission that has reviewed the 5 year Heritage Strategic Plan evaluating which objectives had been achieved, continue to be worked on, or require adjusted timelines and new direction. We maintain the Heritage Inventory, design Plaques for the heritage buildings, review signage requests for heritage buildings, plan or contribute to planning for Heritage Week events, and generally are involved in creation of heritage information brochures, Information displays, etc.	9/2/2018 8:59 PM
3	Past member of HRAC	9/1/2018 12:02 PM
4	Economic Development Commission is inactive. Economic development is supported regionally through CVRD. CVRD has (had?) an economic development commission - but I think it had challenges. Ladysmith has not been represented regionally through CVRD commission.	8/30/2018 2:36 PM
5	Council Remuneration Committee	8/30/2018 8:10 AM
6	I have been a member of this committee for more than 8 years. I was unable to attend the last committee meeting. I understand that the committee is required to meet once per years, and I look forward to attending the next one.	8/29/2018 10:01 PM
7	previously served and chaired the HRAC, and served as HRAC liaison to ADP; currently an alternate non-voting liaison for the LDHS.	8/29/2018 6:52 PM

Q3 Please rate your overall experience as a member of the commission / committee

Answered: 28 Skipped: 1



■ Poor
 ■ Fair
 ■ Good
 ■ Very Good
 ■ Excellent

	POOR	FAIR	GOOD	VERY GOOD	EXCELLENT	TOTAL	WEIGHTED AVERAGE
Ranking	3.57% 1	28.57% 8	32.14% 9	21.43% 6	14.29% 4	28	3.14

Q4 Describe the mandate of your commission / committee

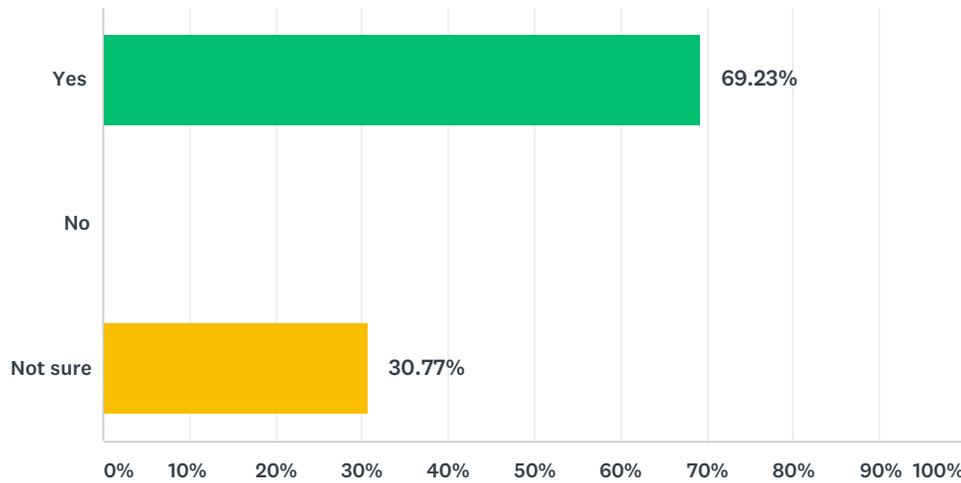
Answered: 26 Skipped: 3

#	RESPONSES	DATE
1	Protective Services A committee that exchanges information on the safety of the community. Shares information on what events that currently effect the area and planning on how best to address these issues. The committee will make recommendations to Town council regarding existing policy and procedures.	9/14/2018 10:45 AM
2	Parks Rec & Cultur Provide feedback to council on issues and pending decisions.	9/13/2018 10:42 PM
3	Liquid Waste Management construction of a waste disposal system	9/13/2018 1:59 PM
4	Heritage Revitalization To advise Council on matters pertaining to heritage issues - such as downtown building signage and exterior paint.	9/13/2018 12:54 PM
5	Protective Services Safety and prevention within the community	9/13/2018 11:38 AM
6	Invasive Species Provide advice to Ladysmith council re invasive plant management, assist the Town to develop and implement public education on management of invasive plants in the community.	9/13/2018 8:34 AM
7	Advisory Planning To make recommendations to council on building projects that council forward.	9/12/2018 6:46 PM
8	Advisory Planning To advise council on community planning and development matters as requested	9/5/2018 3:16 PM
9	Heritage Revitalization HRAC - We review facade improvements and new signage in the historic area of downtown Ladysmith. We also oversee any heritage related projects as directed by the Town Council. ADP - We review design proposals for commercial, industrial and multifamily residential projects.	9/5/2018 11:43 AM
10	Heritage Revitalization Advise Council on all matters which may be referred to the Commission pertaining to matters relating to building, structures, land or signage which are designated or may be designated pursuant to the Heritage Conservation Act or related to the downtown Specified Area and to administer heritage and revitalization projects undertaken by the municipality as directed by Council.	9/2/2018 8:59 PM
11	Advisory Planning Advise Council on matters of land use that are referred to the Commission by Council	9/1/2018 12:02 PM
12	Protective Services Protective Services has City, Emergency Planning, Fire, Emergency Health Services, Coast Guard, Search and Rescue, RCMP, and others. We meet mostly about Emergency Planning.	9/1/2018 11:08 AM
13	Protective Services To report to other committee members on successes and pressures of our respective agencies. As well and more importantly, to work together as a team, to identify risks and make Ladysmith prepared for natural or man-made disasters, as well as safer than it already is.	8/31/2018 1:45 PM
14	Liquid Waste Management to over see the planning ,construction and operation of the new liquid waste plant	8/30/2018 5:31 PM
15	Protective Services To take a pro-active approach in dealing with community issues of safety and protection of people and infrastructure within Ladysmith.	8/30/2018 11:37 AM
16	As staff Liaison we support the committee and provide professional advice and information relating to the subjects being reviewed.	8/30/2018 10:00 AM
17	Protective Services Discuss safety concerns with responder agencies and provide recommendations to council.	8/30/2018 9:27 AM
18	To determine remuneration levels for mayor & council for the next term.	8/30/2018 8:10 AM
19	Advisory Planning To advise Council on all matters respecting land use, community planning or proposed bylaws and permits that are referred to the APC by Council.	8/30/2018 8:03 AM

20	Board of Variance To Review and improve the development and growth of this Hamlet	8/30/2018 6:28 AM
21	Liquid Waste Management To review the overall performance of the liquid waste treatment facility compared to what was agreed to in the Liquid Waste Management Plan.	8/29/2018 10:01 PM
22	Advisory Planning Official language "to advise council on all matters respecting land use, community planning or proposed bylaws and matters that are referred to the commission by council". What that means is we review building development and real property planning issues referred to the committee by the Council and give our thoughts and advice as a group. Nothing we suggest is binding ... it is simply advice or possibly offering other perspectives.	8/29/2018 9:57 PM
23	Parks Rec & Cultur to be the eyes and ears for council with regards Park Rec. and Culture.	8/29/2018 9:51 PM
24	Heritage Revitalization To advise on heritage matters (mainly in downtown heritage specified area) referred by Council in accordance with BC and national heritage policies. Depending on council, staff liaison and HRAC members (and external funding available), may be more or less activist on heritage matters. More generally, our mandate derives from downtown area guidelines, which reflect the community's ongoing interest in preserving and promoting Ladysmith heritage (even if council is not always on board with this document).	8/29/2018 6:52 PM
25	Parks Rec & Cultur 4 points clearly defined by council November 2016; master plan, May 2016.	8/29/2018 6:11 PM
26	Heritage Revitalization advising the Council on all matters relating buildings, structures, land or sign age related to the Downtown area, that are referred to us by Council we shall administer heritage and revitalization projects undertaken by the municipality as directed by Council	8/29/2018 5:17 PM

Q5 Do you think the commission / committee advances Council's Strategic Goals and Priorities for the Town of Ladysmith?

Answered: 26 Skipped: 3

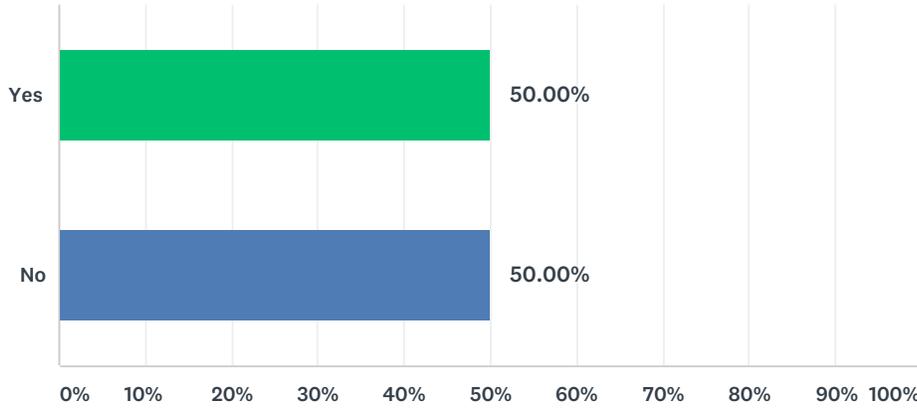


ANSWER CHOICES	RESPONSES
Yes	69.23% 18
No	0.00% 0
Not sure	30.77% 8
TOTAL	26

#	OTHER (PLEASE SPECIFY)	DATE
1	I don't believe there has been adequate direction and information given to the various groups about the strategic goals and priorities.	9/12/2018 11:05 AM
2	HRAC - In the time that I have been a member, I think that this commission provides a cross sectional view of the citizenry with regards to the appeal of the signage and facades as they apply to the OCP and bylaws. ADP - In the time that I have been a member, I feel that this group mostly gives comment on the adherence of the project to the OCP and bylaws with some personal thoughts on possible improvements to the look.	9/5/2018 11:43 AM
3	Would like to adjust our mandate to include taking heritage ideas to Council.	9/2/2018 8:59 PM
4	The APC is an advisory body that only responds to questions put to it by Council. If it didn't assist Council and advance goals and priorities, there would be no requests which would demonstrate no need for the Commission. Ultimately this is a question for Council as we only respond to its requests.	9/1/2018 12:02 PM
5	There are many planning items that go forward without the APC being asked for input or advice.	8/30/2018 8:03 AM
6	This committee is a requirement of the Provincial Municipal Wastewater Regulation, and reviewing the objectives of the Liquid Waste Management Plan on a regular basis helps keep it on track.	8/29/2018 10:01 PM
7	It is hard to know what our impact is as there does not seem to be a feedback mechanism -- so the loop never closes. Possibly the Council rep could give a bit of information periodically, so the members of the committee could gain some perspective.	8/29/2018 9:57 PM
8	In general I think the HRAC has been careful to proffer recommendations based on weighing Council's goals and challenges against heritage concerns and opportunities.	8/29/2018 6:52 PM
9	We are limited in our scope, If Council does not direct it to the commission that we have no say even though we can add discussion making process	8/29/2018 5:17 PM

Q6 Were you provided with an orientation?

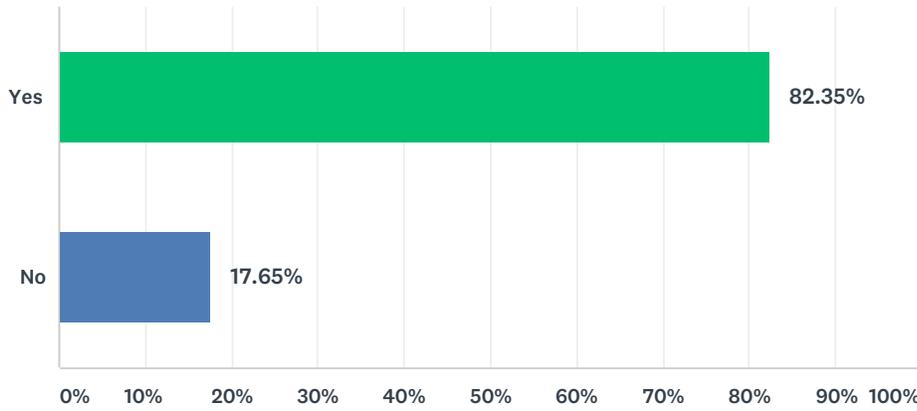
Answered: 28 Skipped: 1



ANSWER CHOICES	RESPONSES	
Yes	50.00%	14
No	50.00%	14
TOTAL		28

Q7 If you answered yes to question 6, was the orientation helpful?

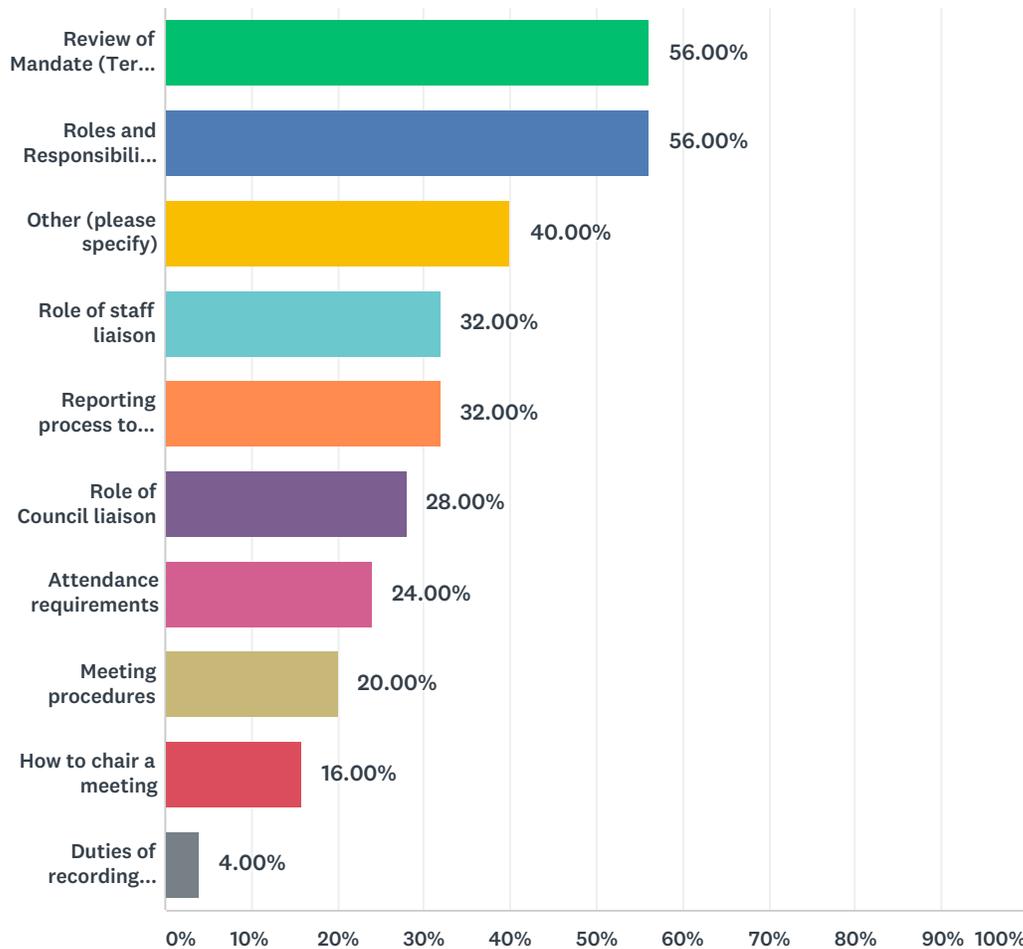
Answered: 17 Skipped: 12



ANSWER CHOICES	RESPONSES	
Yes	82.35%	14
No	17.65%	3
TOTAL		17

Q8 What could improve your orientation experience? (Check all that apply.)

Answered: 25 Skipped: 4



ANSWER CHOICES	RESPONSES	
Review of Mandate (Terms of Reference)	56.00%	14
Roles and Responsibilities	56.00%	14
Other (please specify)	40.00%	10
Role of staff liaison	32.00%	8
Reporting process to Council	32.00%	8
Role of Council liaison	28.00%	7
Attendance requirements	24.00%	6
Meeting procedures	20.00%	5
How to chair a meeting	16.00%	4
Duties of recording secretary	4.00%	1

Total Respondents: 25

#	OTHER (PLEASE SPECIFY)	DATE
1	none.	9/14/2018 10:45 AM
2	A summary review of prior issues and written feedback provided to council.	9/13/2018 10:42 PM
3	spend more time in review of Terms of Reference. Purpose and Goals/Outcomes and Operating Principles. Important for committee to be very clear on what is expected to be accomplished and work together to achieve.	9/13/2018 8:34 AM
4	I do not remember ever receiving an orientation for the 3 three different commissions/panels that I have been part of. I think that all of the above should be part of an orientation as well a good review of any areas within the OCP or bylaws that apply to the commissions / panel/ committee. Actually I think that there should be individual information sessions for each commission/committee/panel available to anyone who is thinking of applying for vacant positions.	9/5/2018 11:43 AM
5	Orientation was brief overview of the HRAC binder given by the staff liaison before the beginning of the first meeting.	9/2/2018 8:59 PM
6	Reviewing and being clear on the constituting Bylaw is important. After that, the biggest issue was learning the legal and technical basics of the OCP, zoning bylaws and land use. The provided binders were really helpful, and for me, the rest was studying and understanding the details.	9/1/2018 12:02 PM
7	Note - staff member is the recording secretary. Could be the liaison or clerical support.	8/30/2018 2:36 PM
8	The current APC received an orientation meeting only after asking planning staff to set one up. We were asked to nominate a representative for the Waterfront Plan charette, despite none of having met before. We had no background information on each other so we had to ask for the orientation meeting.	8/30/2018 8:03 AM
9	The ones that were not checked were adequately covered in the orientation I had. I think it would be better to have a group orientation rather than a private one. As much as it was good to meet the planner, I think it would be valuable to have key staff and council rep do an update and review once per year (or more frequently if that makes sense in terms of plans and activities)	8/29/2018 9:57 PM
10	If Council believes in the value of Heritage Tourism we should play a key role in helping to develop a strategy and promotion of our heritage assets namely the look and character of the Town	8/29/2018 5:17 PM

Q9 What has been the most significant contribution the committee / commission has made to the Town of Ladysmith?

Answered: 27 Skipped: 2

#	RESPONSES	DATE
1	By law enforcement and the installation of the Sonic emergency lights at the intersection of Davis Road and TCH.	9/14/2018 10:45 AM
2	Validating moves into new ideas or decisions in general and the review of the Holland creek Crossing specifically	9/13/2018 10:42 PM
3	construct the waste disposal system and remove the solids to the Peerless Site.	9/13/2018 1:59 PM
4	Sponsoring Heritage Week (promoting heritage tourism.	9/13/2018 12:54 PM
5	Safety protection prevention	9/13/2018 11:38 AM
6	Adopting the CVRD strategy. Draft document Implementation plan for Invasive Species Strategy completed.	9/13/2018 8:34 AM
7	Haven't seen a significant contribution	9/12/2018 6:46 PM
8	Unsure as I am new to the committee	9/5/2018 3:16 PM
9	HRAC - I have not seen any significant contribution by the commission while I have been part of it. ADP - I do not feel that there has been anything significant.	9/5/2018 11:43 AM
10	Supporting the continued revitalization of the heritage downtown, identification of our heritage buildings and promoting and assisting with the development of outdoor information displays such as the Transfer Beach display.	9/2/2018 8:59 PM
11	We respond to the questions from Council. The value of the input can only be measured by it.	9/1/2018 12:02 PM
12	Dialog between all the services helps us improve our services to the community, rather than having each of us operating in our silos.	9/1/2018 11:08 AM
13	No singular incident, but more so the collaboration of all committee members working towards the common goals identified. Excellent forum as well, for the Town Manager as well as the assigned town councillor, to report further to Town Council, on individual participating agencies pressures or needs.	8/31/2018 1:45 PM
14	from my stand point the committee really only over saw what was going to happen anyway	8/30/2018 5:31 PM
15	Creating Heritage Strategic Plan - HRAC. Achieving better form and character of development - and providing input to the new Design Guidelines - ADP. Providing a community voice as part of short-term stakeholder committees (e.g. Zoning Bylaw, Waterfront Design Charrette) - APC, ADP, HRAC	8/30/2018 2:36 PM
16	Coordination of the various services through a communication network and to collective discuss protective services concerns within Ladysmith.	8/30/2018 11:37 AM
17	Master plans reviewed and supported	8/30/2018 10:00 AM
18	Promoted Emergency Preparedness.	8/30/2018 9:27 AM
19	Providing the best possible decision for the required remuneration.	8/30/2018 8:10 AM
20	IN the 2 years that I have been involved with the APC, the Coach House initiative has been worthwhile.	8/30/2018 8:03 AM
21	Guiding and controlling additions to existing homes	8/30/2018 6:28 AM
22	The committee was able to provide positive input into the plans for the liquid waste treatment plant and identified areas of concern. In addition, the committee's existing enabling the Town of Ladysmith to borrow without referendum and receive grant funding.	8/29/2018 10:01 PM

23	There were some good ideas provided for the Holland Creek development. Also, the advocates of various developments were asked a wide variety of questions that helped them consider and prepare for questions from Council and potential future issues.	8/29/2018 9:57 PM
24	looked at all aspects of our commission in depth	8/29/2018 9:51 PM
25	For a period, the Heritage Strategic Plan provided a good blueprint for aligning our activities with municipal, provincial and federal heritage practice, and it was strongly supported by town staff and council. Turnover of members & staff liaisons, and changes in staff & council direction have sidelined the scope and relevance of the HRAC.Cuts to provincial heritage funding hasn't helped.	8/29/2018 6:52 PM
26	Simply do not know	8/29/2018 6:11 PM
27	30 years back this commission help develop the revitalization of the town . Over the years it has become more of commission that is limited to recommending paint sample and signage. Often our recommendation are not followed up on Building are being painted with no approved colours, we are not brought into key heritage issues like the future of the "BIG BLUE BUILDING" the train station ect	8/29/2018 5:17 PM

Q10 Please rate how much value the commission / committee work adds to the Council decision-making process.

Answered: 26 Skipped: 3



	NO VALUE	FAIR	GOOD	VERY GOOD	EXCEPTIONAL VALUE	TOTAL	WEIGHTED AVERAGE
Rating	11.54%	19.23%	38.46%	23.08%	7.69%	26	2.96
	3	5	10	6	2		

Q11 What specific talents or skills do you bring to this commission / committee?

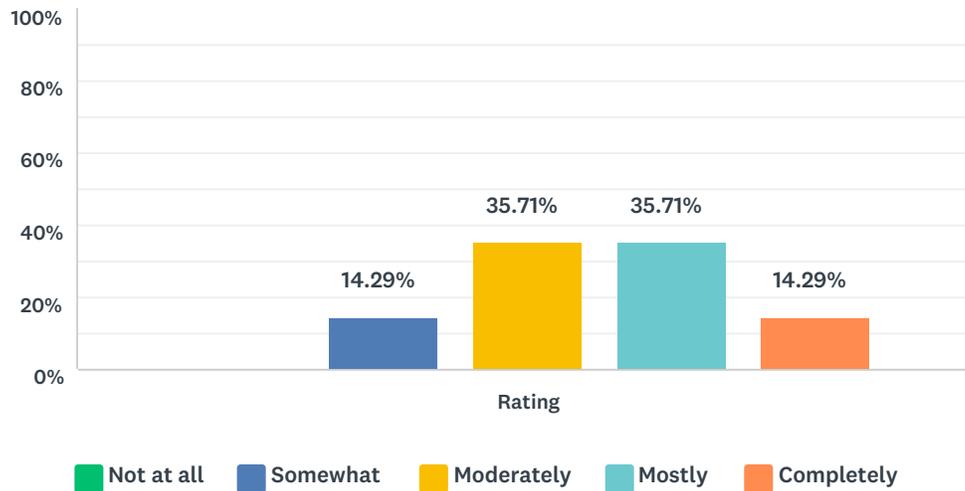
Answered: 25 Skipped: 4

#	RESPONSES	DATE
1	non to speak of.	9/14/2018 10:45 AM
2	A background of expertise and experience in the field. A significant interest in the wellbeing of this community.	9/13/2018 10:42 PM
3	I have no idea of of the meaning of "value"	9/13/2018 1:59 PM
4	I'm involved in historical society and tourism (publish a local guide for area)	9/13/2018 12:54 PM
5	Fire safety	9/13/2018 11:38 AM
6	15 years Invasive plant management municipal operations. Experience to share with committee and staff re invasive management, education for the community.	9/13/2018 8:34 AM
7	Leadership. Experience from other non profit boards. Work experience supervising\managing in public sector	9/12/2018 6:46 PM
8	Specialized Community Safety experience and knowledge.	9/5/2018 3:16 PM
9	HRAC - I do not have any specific talent or skill that I can think of. I only bring a love of history and architecture. ADP - I bring no construction, building code or design skills to this panel. All I have is a love of architecture and design.	9/5/2018 11:43 AM
10	Love of history, graphic art, skill designing and building displays at LMS Museum and Harbour Heritage Centre, leadership, ability to build consensus and excellent communication skills.	9/2/2018 8:59 PM
11	I have studied the background materials, and research every question before a meeting. I come to meetings prepared and organized.	9/1/2018 12:02 PM
12	I represent BCEHS in the community.	9/1/2018 11:08 AM
13	Detachment Commander. 30 years policing experience, from a variety of posts and duties. As well, my genuine commitment to this community and my desire to supply an excellent police service.	8/31/2018 1:45 PM
14	construction / building background	8/30/2018 5:31 PM
15	As an outside agency, it is limited in that we are two separate organizations and we each have our own issues to address separately with our own particular resources for the most part.	8/30/2018 11:37 AM
16	Regional Emergency Management training and experience.	8/30/2018 9:27 AM
17	Previous councillor and other town committees member.	8/30/2018 8:10 AM
18	I was a commissioner on the Vancouver Planning Commission, sat on the Board of the Vancouver 2010 Olympic Bid Committee, have a background in housing advocacy, specifically around affordable housing	8/30/2018 8:03 AM
19	Experience with the development process working with Architects, Engineers and Planners, Reviewing for study and involvement with Urban Planning.	8/30/2018 6:28 AM
20	I am a process engineer who has worked in industrial wastewater treatment and work in municipal wastewater services.	8/29/2018 10:01 PM
21	I have a strong business background with a BAsC and an MBA and have been very involved in many community associations and committees on the Island. I am very interested in planning, healthy living, commerce, creative innovation and environmental concerns and understand the broader political and economic context.	8/29/2018 9:57 PM
22	founder and chair of Ladysmith Little Theatre ,on the committee for cold weather shelter from the beginning,chair of areaH parks commission for years life time resident of ladysmith	8/29/2018 9:51 PM

23	Having served on the HRAC in various capacities on and off since 2006, I have a decent long term perspective on Ladysmith heritage matters.	8/29/2018 6:52 PM
24	legal background, committee experience, communication and group skills	8/29/2018 6:11 PM
25	I own a heritage building, I am one of the recognized local I have a marketing background from BCIT Marketing school of , I have a passion for this Town, I have served on Council and past President of the Chamber of Commerce and I am past President of the Ladysmith Historical Society . In addition to doing heritage tours of Ladysmith for 10 years or more	8/29/2018 5:17 PM

Q12 Do you think that the commission / committee composition reflects the community?

Answered: 28 Skipped: 1



	NOT AT ALL	SOMEWHAT	MODERATELY	MOSTLY	COMPLETELY	TOTAL	WEIGHTED AVERAGE
Rating	0.00%	14.29%	35.71%	35.71%	14.29%	28	3.50
	0	4	10	10	4		

#	COMMENTS:	DATE
1	I live in the Diamond and do not know the answer to your question	9/13/2018 1:59 PM
2	HRAC - The commission is weighted heavily with Ladysmith and District Historical Society members and not enough of the general community. Of course because this commission deals with heritage this may be a good thing. ADP - I think that this panel should have an equal mix of people who are or were contractors, builders, architects or designers and general community members	9/5/2018 11:43 AM
3	It varies from year to year, but over my six years, it seems to have been a reasonable cross section.	9/1/2018 12:02 PM
4	The members are older folks mostly who have time to commit to evening meetings (APC, HRAC). For ADP daytime meetings. The demographic is mostly 65+ which is not representative of the community.	8/30/2018 2:36 PM
5	Youth not included at this point, possibly a specified seniors representative. FN also has been a challenge to have confirmation of participation, even though invites have been provided.	8/30/2018 10:00 AM
6	I would like to see more diversity on the APC; a younger more open minded demographic.	8/30/2018 8:03 AM
7	Because the committee is based on volunteers. Most volunteers have retired from work, and so the average age is much older than the average age in Ladysmith. Also, almost all members are men, which again, is probably a reflection of who volunteered for the committee.	8/29/2018 10:01 PM
8	It seemed to me that some of the members had specific concerns or personal neighbourhood issues that they wanted to advocate for.	8/29/2018 9:57 PM
9	we seem heavy with people not involved in the environment and culture so those aspects of our committee are somewhat overlooked.	8/29/2018 9:51 PM
10	reflects specific interest groups (LDHS, maritime society) rather than wider community. I know recruitment is a problem.	8/29/2018 6:52 PM
11	No first nation members; lack of gender parity; lack of attention to culture and the arts; heavy sports representation	8/29/2018 6:11 PM

12	it presently only effects a few business owners, the general public is not effected. If the Commission became proactive in promoting Heritage tourism it would have a much greater impact on the community, Increase tourism, promotion of the town through historical AWARENESS and help make Ladysmith a must visit place to live or visit	8/29/2018 5:17 PM
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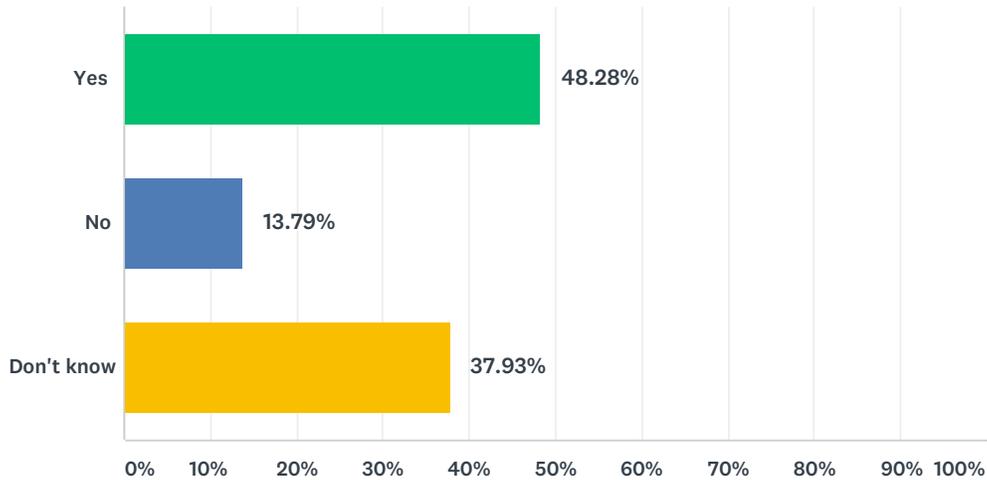
Q13 Do you have any suggestions on how else citizens might contribute to the business of the Town of Ladysmith?

Answered: 18 Skipped: 11

#	RESPONSES	DATE
1	no	9/14/2018 10:45 AM
2	The citizens should be made aware that they are expected to be part of the decision making process through advertisements siniler to those of the CVRD.	9/13/2018 1:59 PM
3	Open Houses	9/13/2018 12:54 PM
4	Keep engagement activities top of mind for both staff and council	9/12/2018 6:46 PM
5	The town needs to have better communication with the town and reports on/from each committee saying what they are doing	9/12/2018 11:05 AM
6	More regularly scheduled committee meetings and more referrals from council for input.	9/5/2018 3:16 PM
7	Not at this time.	9/5/2018 11:43 AM
8	Short term committees with a single mandate addressing specific needs as they are identified or occur made up of people who have expertise in the area.	9/2/2018 8:59 PM
9	No	9/1/2018 12:02 PM
10	No	9/1/2018 11:08 AM
11	Just get engaged where they can and where they have the required talents. Get involved.	8/31/2018 1:45 PM
12	Get actively involved in Block Watch and Emergency Preparedness.	8/30/2018 9:27 AM
13	Not at this time.	8/30/2018 8:10 AM
14	Communication and the dissemination of information is important. Some community members mobilize around misinformation or not knowing the facts. The Town website could be more user friendly and include more updates on topical issues.	8/30/2018 8:03 AM
15	Thoughtful planning and growth with the greenspace and access to allow watercraft to dock and visit The Town of Ladysmith.	8/30/2018 6:28 AM
16	There seem to be a lot of talented retired or semi-retired people in the town. There might be a way to have them use their expertise to facilitate some information sessions or possibly help get better information on the various Ladysmith social media accounts out there.	8/29/2018 9:57 PM
17	not really	8/29/2018 6:11 PM
18	The more our citizens are aware of our history and the uniqueness that sets Ladysmith apart of other Island communities that sense of pride and community Ladysmith is special ..Lets start marketing it	8/29/2018 5:17 PM

Q14 Should the commission / committee continue it its current form?

Answered: 29 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	48.28%	14
No	13.79%	4
Don't know	37.93%	11
TOTAL		29

#	COMMENTS:	DATE
1	I think it has been working.	9/13/2018 10:42 PM
2	Committee needs to have strong support from operations staff. Pointless and frustrating working to create and attempt to implement strategy that is not adopted in-house. Operations staff need to be at the table to provide leadership,direction and clarity for this committee to be successful.	9/13/2018 8:34 AM
3	I think the procedural aspects should be reviewed to assess how committees can be better utilized.	9/5/2018 3:16 PM
4	HRAC - I don't know if it is the form or the mandate that should be changed. I feel that this commission should have more influence on the tourism thoughts of the town. ADP - This panel needs a better mix of people.	9/5/2018 11:43 AM
5	With the addition of a non-voting representatives (as Ladysmith and District Heritage Society has) from Ladysmith Maritime Society and Stz'uminus First Nation. With an adjusted mandate which includes the commission suggesting heritage preservation ideas and activities to Council	9/2/2018 8:59 PM
6	Probably yes; it has no authority so only needs to meet when requested which leads to some disjointed relearning if/when there is a long time between meetings. The real question for Council is whether the advice is worth the cost. If our advice, including the substance of our debates which the Council representative and staff member can observe, are of assistance, then I am totally supportive of the Commission and happy to participate. Quorum requirement not required.	9/1/2018 12:02 PM
7	Refer to Development Application Review Process for recommendations regarding streamlining the review process. Stakeholder committees have provided focused input on a topic which has been helpful.	8/30/2018 2:36 PM
8	As an outside agency I do not feel that I should be commenting on how Ladysmith does their business. Having said that I believe the Committee is doing what is expected. Could maybe be a little more pro-active in terms of Emergency Management	8/30/2018 11:37 AM

9	However some adjustments to terms of reference and streamline the number of committees (too many)	8/30/2018 10:00 AM
10	Committee seems unsure what they should be doing. Committee generally meets for less than an hour and that does not allow time for meaningful dialogue and identifying solutions.	8/30/2018 9:27 AM
11	The APC should continue and play a more active role, given the growth opportunities and challenges facing the Town.	8/30/2018 8:03 AM
12	The committee is a requirement of the Municipal Wastewater Regulation, but as I wasn't able to attend the last meeting and the committee meets once per year, I can't speak to how it can be improved.	8/29/2018 10:01 PM
13	I am not sure the commission is really very effective in its current form. I suppose it does provide some community input and thoughts for council, but I am not really sure it is rich or deep input.	8/29/2018 9:57 PM
14	Our recommendations do not seem to get considered by council. If they are considered than we are never informed as to why they are not officially recognized or acted on.	8/29/2018 9:51 PM
15	HRAC can do valuable and necessary work, but often it performs like a focus group proffering personal opinions on matters rather than basing its recommendations on policy or best practice considerations.	8/29/2018 6:52 PM
16	We should blend some of what we are doing now . enforcing our bylaws regarding our heritage and be a driving force in cooperation with the Town the Chamber, LDBA and the LSM to capitalize on what we have, We are special lets capitalize on our downtown our history and our place in history	8/29/2018 5:17 PM

Q15 Last question. Do you have any other comments or suggestions about Ladysmith's commissions / committees? Thank you very much for your time and input.

Answered: 20 Skipped: 9

#	RESPONSES	DATE
1	none	9/14/2018 10:45 AM
2	It would be valuable to be able to access a summary of the issues put to committees and the feedback provided to council by all the other committees.	9/13/2018 10:42 PM
3	yes	9/13/2018 1:59 PM
4	Heritage Tourism should be added to our mandate to give us broader interest/influence.	9/13/2018 12:54 PM
5	No. Thanks	9/12/2018 6:46 PM
6	I find that there is not enough feedback from the Town staff or Town Council with regards to suggestions, remarks or questions put forward by these commissions/committees/panel. Followup is non existent.	9/5/2018 11:43 AM
7	It would be worth reviewing consistency, such as: advising/authority; residency requirements; quorum.	9/1/2018 12:02 PM
8	No	9/1/2018 11:08 AM
9	Ladysmith, bar none, is the best municipality I have had the opportunity to work with. This includes the elected officials that I have work with since 2015 and more importantly, the Staff (all levels). It is an absolute pleasure to serve here, representing the Royal Canadian Mounted Police. Hell of a community, where when the days comes, will be my last post before retirement.	8/31/2018 1:45 PM
10	I don't know how much value the town gets from it's citizen's input on it's committees when the outside consultants have already created (Vancouver) solutions to Ladysmith problems and mostly ignore local input	8/30/2018 5:31 PM
11	NO	8/30/2018 11:37 AM
12	I think committees and commissions should establish clear goals for each year and have a project to focus on so that it's not just discussion oriented.	8/30/2018 9:27 AM
13	No comment at this time.	8/30/2018 8:10 AM
14	Clear communication from the Town is important, but lacking. For example, the APC was asked to extend their term given the municipal election in October. We were advised that a review of all of the Town's commissions would be carried out with a report to Council in the fall of 2018. I had to email the Town Manager & Mayor to ask if the APC would be canvassed to provide input. The Town Manager then had to take the time to respond to my question. Had the initial email from the Town included ONE sentence advising that the APC would be invited to provide input by way of a forthcoming survey, it would have prevented the need for my query and the need for the Town Manager to take the time to respond. The Committees and commissions play an important role in that members bring expertise and perspectives that can assist Town staff and Council in their decision making.	8/30/2018 8:03 AM
15	More communication is needed to inform and educate the Various Commitees to transfer knowledge and crosstrain each member of the various commitees.	8/30/2018 6:28 AM
16	I think it would be good for the committee to have purpose so that it could meet every month, so the members remember the mandate and keep their focus and see themselves as supporting the Town. Even if some meetings were informational and the planning staff talked about local issues or procedures. Maybe the members could be more like ambassadors rather than critics? The APC does not get many referrals from council and when there were important sessions on the waterfront redevelopment, the whole committee was not allowed to participate so we had to select a representative. As we don't get together often, don't know each other and don't have any real "group connectivity" it is not something one can actually represent!	8/29/2018 9:57 PM

17	currently there is a proposed crossing of holland creek trail by a road and we have not even met as a commission to discuss this .It would appear that we are being left out of the discussion even though it seriously affects a much loved park and recreation there in. As this is a proposal which will seriously affect the park for the future our being shut out of the decision process makes me question what use our commission really is .	8/29/2018 9:51 PM
18	Council is erratic in what it refers to the HRAC, which can be demoralizing. For example, recently it didn't refer the installation of bollards downtown, and a few years ago it didn't refer plans to revamp the Credit Union - decisions that have massive heritage impacts, potentially. This throws away an opportunity to get informed, thoughtful and sometimes even good feedback from us. Since the community values its heritage, it would be good if Council respected that more consistently.	8/29/2018 6:52 PM
19	thank you for doing a survey	8/29/2018 6:11 PM
20	Please let our people on commissions and committees spread their wings become a resource help Council and staff make Ladysmith a better place	8/29/2018 5:17 PM

STAFF REPORT TO COUNCIL

From: Julie Thompson, Planner
 Meeting Date: December 3, 2018
 File No: 3060-18-16
 RE: **Coach House Intensive Residential Development Permit Application
 (Paulina Chung, 1106859 BC Ltd)
 Subject Property: Lot 14, Block 12, District Lot 56, Oyster District, Plan 703
 (12 White Street.)**

RECOMMENDATION:

That Council:

1. Issue DP 3060-18-16 to permit the issuance of a building permit for the construction of a two storey coach house on Lot 14, Block 12, District Lot 56, Oyster District, Plan 703 (12 White Street).
2. Authorize Mayor and Corporate Officer to sign DP 3060-18-16.
3. Direct staff to remove Development Permit (DP) 3060-17-19 from the Certificate of Title on Lot 14, Block 12, District Lot 56, Oyster District, Plan 703 (12 White Street) as this permit is replaced with DP 3060-18-16.

PURPOSE:

The purpose of this report is to present for Council’s consideration a Coach House Intensive Residential Development Permit application for a proposed coach house in the rear yard at 12 White Street.

PREVIOUS COUNCIL DIRECTION

Meeting Date	Resolution #	Council Resolution
March 5, 2018	CS 2018-058	That Council: 1. Issue Development Variance Permit application 3090-17-05 to vary the minimum parcel area for a Coach House dwelling from 668m ² to 666m ² for Lot 14, Block 12, District Lot 56, Oyster District, Plan 703 (12 White Street); and 2. Authorize the Mayor and Corporate Officer to sign the Development Variance Permit.
March 5, 2018	CS 2018-059	That Council: 1. Subject to issuance of Development Variance Permit 3090-17-05, issue Development Permit 3060-17-19 to permit the issuance of a building permit for the construction of a coach house dwelling on Lot 14, Block 12, District Lot 56, Oyster District, Plan 703 (12 White Street); and 2. Authorize the Mayor and Corporate Officer to sign the Development Permit.



INTRODUCTION/BACKGROUND:

The applicant has submitted a DP application for a 60m² two storey coach house dwelling unit. The dwelling unit is proposed to be on the second storey with a garage on the first storey. The subject property is bordered by two lanes at the side and rear of the property. There is currently a dwelling on the property that is undergoing renovations.

A previous DP for a one storey coach house on the subject property was issued in 2017; however, the applicants have altered the design of the coach house, thus a new DP is proposed. A Development Variance Permit (DVP) was also issued, as the property did not meet the minimum 668m² size requirement for a coach house in accordance with the zoning bylaw.



SCOPE OF WORK:

The subject property falls within the Coach House Intensive Residential Development Permit Area (DPA 10), the objective of which is to provide guidance for the design and placement of coach houses on residential parcels while encouraging sustainable design practices. The proposed coach house design has been reviewed in relation to the DPA 10 guidelines.

Building Character & Design Guidelines

- The coach house is complementary in size to the principal dwelling and there is a variety of building heights on neighbouring properties.
- The coach house is located in the rear yard of the property.
- The coach house exterior is proposed to be hardiplank siding and will match the colour palette of the principal residence.
- The coach house is proposed to be two storeys, 60m² and 6.6m in height, with a roof pitch of 4:12.
- The coach house respects privacy of the neighbouring lot as it is designed with no windows facing the neighbouring side yard.
- A small, upper level balcony faces onto the side yard adjacent to the lane, and is within the maximum size permitted by the Zoning Bylaw.



Existing dwelling under renovation at 12 White Street

Accessibility & Livability

- Stairs leading to the coach house entry face the rear lane.
- The proposed garage entry faces the rear lane.
- The coach house dwelling entry is accessible from the rear and side lanes bordering the property.

Landscaping Guidelines

- The proposed design includes a garbage and recycling enclosure.
- The proposed parking space for the coach house is within the garage on the first storey.
- A permeable driveway is proposed between the coach house and the rear lane.
- The proposed design includes a 35m² outdoor amenity space in the side yard adjacent to the lane, and consists of lawn and a privacy fence.

The proposed coach house complies with the Zoning Bylaw and DPA 10 Coach House Intensive Residential guidelines.

ALTERNATIVES:

While the issuance of a DP is not a completely discretionary decision of Council, Council may decide not to issue Development Permit 3060-18-16 where the refusal is based upon a determination that the DP application does not meet the Development Permit guidelines. If the DP 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:

N/A

LEGAL IMPLICATIONS:

A DP is required prior to issuance of a building permit to construct a coach house dwelling.

CITIZEN/PUBLIC RELATIONS IMPLICATIONS:

DP applications do not require statutory notice.

INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS:

The application has been referred to the Infrastructure Services Department and Building Inspector for review. Engineering and building requirements will be addressed at the time of building permit.

ALIGNMENT WITH SUSTAINABILITY VISIONING REPORT:

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

ALIGNMENT WITH STRATEGIC PRIORITIES:

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

- Natural & Built Infrastructure
- Partnerships
- Not Applicable

SUMMARY:

A DP application has been received for a coach house dwelling at 12 White Street. The proposal has been reviewed in conjunction with the DPA 10 guidelines and the Zoning Bylaw.

Report prepared by: Julie Thompson



Report Author: Julie Thompson, Planner

November 27, 2018

Director Approval:



Felicity Adams, Director of Development Services

I concur with the recommendation.



Guillermo Ferrero, City Manager

ATTACHMENTS:

DP 3060-18-16



TOWN OF LADYSMITH DEVELOPMENT PERMIT

(Section 489 Local Government Act)

FILE NO: 3060-18-16

DATE: December 3, 2018

Name of Owner(s) of Land (Permittee): 1106859 B.C. LTD. INC. NO. BC1106859

Applicant: Paulina Chung

Subject Property (Civic Address): 12 White Street

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

Lot 14
Block 12
District Lot 56
Oyster District
Plan 703
PID# 000-503-100
(referred to as the "Land")

3. This Permit has the effect of authorizing the issuance of a building permit for the construction of a two storey coach house dwelling on the Land in accordance with the plans and specifications attached to this Permit, and 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 Town of Ladysmith Zoning Bylaw 2014, No. 1860.
5. The Permittee, as a condition of the issuance of this Permit, agrees:
 - a) To construct a two storey coach house dwelling that is a maximum of 60m² in size in accordance with the buildings designs shown in **Schedule A**, including:
 - i. **Placing an exterior light on the Rear (Lane) Elevation of the coach house building to provide safety lighting to the lane; and**
 - ii. **Construction of a stair landing that is a maximum of 2.9m² in size.**

- b) To develop the Land as shown in **Schedule B** including:
 - i. **A private yard that is screened from the primary dwelling with a 1m high fence;**
 - ii. **A minimum of one parking space for the coach house resident to be located within the garage on the first storey of the coach house building;**
 - iii. **Placing the coach house street address on a signpost so that it is visible from White Street; and**
 - iv. **Constructing the area between the rear lane and couch house with a permeable surface.**
- 6. If the Permittee does not substantially start any construction permitted by this Permit within **two years** of the date of this Permit as established by the authorizing resolution date, this Permit shall lapse.
- 7. The plans and specifications attached to this Permit are an integral part of this Permit.
- 8. Notice of this Permit shall be filed in the Land Title Office at Victoria under s.503 of the *Local Government Act*, and upon such filing, the terms of this Permit (**3060-18-16**) or any amendment hereto shall be binding upon all persons who acquire an interest in the land affected by this Permit.
- 9. This Permit prevails over the provisions of the Bylaw in the event of conflict.
- 10. Despite issuance of this Permit, construction may not start without a Building Permit or other necessary permits.

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

Mayor (A. Stone)

Corporate Officer (J. Winter)

I HEREBY CERTIFY that I have read the terms and conditions of the Development Variance Permit contained herein. I understand and agree that the Town of Ladysmith has made no representations, covenants, warranties, guarantees, promises or agreements (verbal or otherwise) with **1106859 B.C. Ltd., Inc. No. BC1106859** other than those contained in this permit.

Signed

Witness

Title

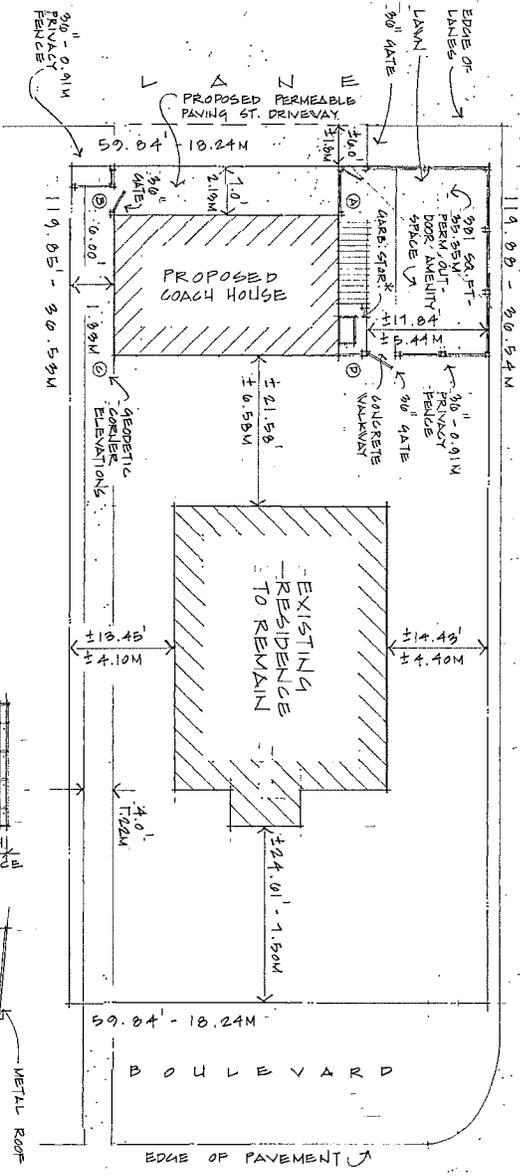
Occupation

Date

Date

BUILDING NOTES:

1. ALL WORK SHALL BE IN ACCORDANCE WITH THE CITY OF VICTORIA BUILDING DEPARTMENT REGULATIONS AND THE NATIONAL BUILDING REGULATIONS.
2. ALL WORK SHALL BE IN ACCORDANCE WITH THE NATIONAL BUILDING REGULATIONS AND THE NATIONAL BUILDING REGULATIONS.
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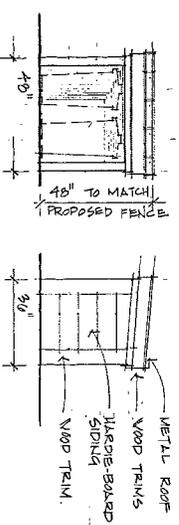


SITE PLAN
SCALE: 1/8" = 12"

SITE DATA - 12 WHITE STREET COACH HOUSE

PARCEL IDENTIFICATION NUMBER: 000-000-000
 LEGAL DESCRIPTION: LOT 12A, 12B, 12C, 12D, 12E, 12F, 12G, 12H, 12I, 12J, 12K, 12L, 12M, 12N, 12O, 12P, 12Q, 12R, 12S, 12T, 12U, 12V, 12W, 12X, 12Y, 12Z, 12AA, 12AB, 12AC, 12AD, 12AE, 12AF, 12AG, 12AH, 12AI, 12AJ, 12AK, 12AL, 12AM, 12AN, 12AO, 12AP, 12AQ, 12AR, 12AS, 12AT, 12AU, 12AV, 12AW, 12AX, 12AY, 12AZ, 12BA, 12BB, 12BC, 12BD, 12BE, 12BF, 12BG, 12BH, 12BI, 12BJ, 12BK, 12BL, 12BM, 12BN, 12BO, 12BP, 12BQ, 12BR, 12BS, 12BT, 12BU, 12BV, 12BW, 12BX, 12BY, 12BZ, 12CA, 12CB, 12CC, 12CD, 12CE, 12CF, 12CG, 12CH, 12CI, 12CJ, 12CK, 12CL, 12CM, 12CN, 12CO, 12CP, 12CQ, 12CR, 12CS, 12CT, 12CU, 12CV, 12CW, 12CX, 12CY, 12CZ, 12DA, 12DB, 12DC, 12DD, 12DE, 12DF, 12DG, 12DH, 12DI, 12DJ, 12DK, 12DL, 12DM, 12DN, 12DO, 12DP, 12DQ, 12DR, 12DS, 12DT, 12DU, 12DV, 12DW, 12DX, 12DY, 12DZ, 12EA, 12EB, 12EC, 12ED, 12EE, 12EF, 12EG, 12EH, 12EI, 12EJ, 12EK, 12EL, 12EM, 12EN, 12EO, 12EP, 12EQ, 12ER, 12ES, 12ET, 12EU, 12EV, 12EW, 12EX, 12EY, 12EZ, 12FA, 12FB, 12FC, 12FD, 12FE, 12FF, 12FG, 12FH, 12FI, 12FJ, 12FK, 12FL, 12FM, 12FN, 12FO, 12FP, 12FQ, 12FR, 12FS, 12FT, 12FU, 12FV, 12FW, 12FX, 12FY, 12FZ, 12GA, 12GB, 12GC, 12GD, 12GE, 12GF, 12GG, 12GH, 12GI, 12GJ, 12GK, 12GL, 12GM, 12GN, 12GO, 12GP, 12GQ, 12GR, 12GS, 12GT, 12GU, 12GV, 12GW, 12GX, 12GY, 12GZ, 12HA, 12HB, 12HC, 12HD, 12HE, 12HF, 12HG, 12HH, 12HI, 12HJ, 12HK, 12HL, 12HM, 12HN, 12HO, 12HP, 12HQ, 12HR, 12HS, 12HT, 12HU, 12HV, 12HW, 12HX, 12HY, 12HZ, 12IA, 12IB, 12IC, 12ID, 12IE, 12IF, 12IG, 12IH, 12II, 12IJ, 12IK, 12IL, 12IM, 12IN, 12IO, 12IP, 12IQ, 12IR, 12IS, 12IT, 12IU, 12IV, 12IW, 12IX, 12IY, 12IZ, 12JA, 12JB, 12JC, 12JD, 12JE, 12JF, 12JG, 12JH, 12JI, 12JJ, 12JK, 12JL, 12JM, 12JN, 12JO, 12JP, 12JQ, 12JR, 12JS, 12JT, 12JU, 12JV, 12JW, 12JX, 12JY, 12JZ, 12KA, 12KB, 12KC, 12KD, 12KE, 12KF, 12KG, 12KH, 12KI, 12KJ, 12KK, 12KL, 12KM, 12KN, 12KO, 12KP, 12KQ, 12KR, 12KS, 12KT, 12KU, 12KV, 12KW, 12KX, 12KY, 12KZ, 12LA, 12LB, 12LC, 12LD, 12LE, 12LF, 12LG, 12LH, 12LI, 12LJ, 12LK, 12LL, 12LM, 12LN, 12LO, 12LP, 12LQ, 12LR, 12LS, 12LT, 12LU, 12LV, 12LW, 12LX, 12LY, 12LZ, 12MA, 12MB, 12MC, 12MD, 12ME, 12MF, 12MG, 12MH, 12MI, 12MJ, 12MK, 12ML, 12MN, 12MO, 12MP, 12MQ, 12MR, 12MS, 12MT, 12MU, 12MV, 12MW, 12MX, 12MY, 12MZ, 12NA, 12NB, 12NC, 12ND, 12NE, 12NF, 12NG, 12NH, 12NI, 12NJ, 12NK, 12NL, 12NM, 12NO, 12NP, 12NQ, 12NR, 12NS, 12NT, 12NU, 12NV, 12NW, 12NX, 12NY, 12NZ, 12OA, 12OB, 12OC, 12OD, 12OE, 12OF, 12OG, 12OH, 12OI, 12OJ, 12OK, 12OL, 12OM, 12ON, 12OO, 12OP, 12OQ, 12OR, 12OS, 12OT, 12OU, 12OV, 12OW, 12OX, 12OY, 12OZ, 12PA, 12PB, 12PC, 12PD, 12PE, 12PF, 12PG, 12PH, 12PI, 12PJ, 12PK, 12PL, 12PM, 12PN, 12PO, 12PP, 12PQ, 12PR, 12PS, 12PT, 12PU, 12PV, 12PW, 12PX, 12PY, 12PZ, 12QA, 12QB, 12QC, 12QD, 12QE, 12QF, 12QG, 12QH, 12QI, 12QJ, 12QK, 12QL, 12QM, 12QN, 12QO, 12QP, 12QQ, 12QR, 12QS, 12QT, 12QU, 12QV, 12QW, 12QX, 12QY, 12QZ, 12RA, 12RB, 12RC, 12RD, 12RE, 12RF, 12RG, 12RH, 12RI, 12RJ, 12RK, 12RL, 12RM, 12RN, 12RO, 12RP, 12RQ, 12RR, 12RS, 12RT, 12RU, 12RV, 12RW, 12RX, 12RY, 12RZ, 12SA, 12SB, 12SC, 12SD, 12SE, 12SF, 12SG, 12SH, 12SI, 12SJ, 12SK, 12SL, 12SM, 12SN, 12SO, 12SP, 12SQ, 12SR, 12SS, 12ST, 12SU, 12SV, 12SW, 12SX, 12SY, 12SZ, 12TA, 12TB, 12TC, 12TD, 12TE, 12TF, 12TG, 12TH, 12TI, 12TJ, 12TK, 12TL, 12TM, 12TN, 12TO, 12TP, 12TQ, 12TR, 12TS, 12TT, 12TU, 12TV, 12TW, 12TX, 12TY, 12TZ, 12UA, 12UB, 12UC, 12UD, 12UE, 12UF, 12UG, 12UH, 12UI, 12UJ, 12UK, 12UL, 12UM, 12UN, 12UO, 12UP, 12UQ, 12UR, 12US, 12UT, 12UU, 12UV, 12UW, 12UX, 12UY, 12UZ, 12VA, 12VB, 12VC, 12VD, 12VE, 12VF, 12VG, 12VH, 12VI, 12VJ, 12VK, 12VL, 12VM, 12VN, 12VO, 12VP, 12VQ, 12VR, 12VS, 12VT, 12VU, 12VV, 12VW, 12VX, 12VY, 12VZ, 12WA, 12WB, 12WC, 12WD, 12WE, 12WF, 12WG, 12WH, 12WI, 12WJ, 12WK, 12WL, 12WM, 12WN, 12WO, 12WP, 12WQ, 12WR, 12WS, 12WT, 12WU, 12WV, 12WW, 12WX, 12WY, 12WZ, 12XA, 12XB, 12XC, 12XD, 12XE, 12XF, 12XG, 12XH, 12XI, 12XJ, 12XK, 12XL, 12XM, 12XN, 12XO, 12XP, 12XQ, 12XR, 12XS, 12XT, 12XU, 12XV, 12XW, 12XX, 12XY, 12XZ, 12YA, 12YB, 12YC, 12YD, 12YE, 12YF, 12YG, 12YH, 12YI, 12YJ, 12YK, 12YL, 12YM, 12YN, 12YO, 12YP, 12YQ, 12YR, 12YS, 12YT, 12YU, 12YV, 12YW, 12YX, 12YY, 12YZ, 12ZA, 12ZB, 12ZC, 12ZD, 12ZE, 12ZF, 12ZG, 12ZH, 12ZI, 12ZJ, 12ZK, 12ZL, 12ZM, 12ZN, 12ZO, 12ZP, 12ZQ, 12ZR, 12ZS, 12ZT, 12ZU, 12ZV, 12ZW, 12ZX, 12ZY, 12ZZ

* GARB & RECYCLING SCREENING
SCALE: 1/2" = 12"



EXISTING BUILDINGS

NO.	DESCRIPTION	AREA (SQ. FT.)	AREA (SQ. M.)	HEIGHT (FT.)	HEIGHT (M.)
1	EXISTING COACH HOUSE UPPER FL.	640 SQ. FT.	59.46 SQ. M.	10.0 FT.	3.05 M.
2	EXISTING COACH HOUSE LOWER FL.	640 SQ. FT.	59.46 SQ. M.	10.0 FT.	3.05 M.
3	EXISTING GARAGE	279 SQ. FT.	25.79 SQ. M.	10.0 FT.	3.05 M.

PROPOSED BUILDINGS

NO.	DESCRIPTION	AREA (SQ. FT.)	AREA (SQ. M.)	HEIGHT (FT.)	HEIGHT (M.)
1	PROPOSED COACH HOUSE UPPER FL.	640 SQ. FT.	59.46 SQ. M.	10.0 FT.	3.05 M.
2	PROPOSED COACH HOUSE LOWER FL.	640 SQ. FT.	59.46 SQ. M.	10.0 FT.	3.05 M.
3	PROPOSED GARAGE	279 SQ. FT.	25.79 SQ. M.	10.0 FT.	3.05 M.

Schedule B: Coach House Site Plan
 Development Permit 3060-18-16
 Paulina Chung
 12 White Street

1211 HARBOLD ROAD
 VICTORIA B.C. V8P 3E3
 PHONE: 250-388-3729
 EMAIL: DESIGN@MKSBCA.COM



PLAN: 2347
 DATE: SEPT. 13th 2018
 SCALE: AS NOTED
 DRAWN BY: A. MILLS
 12 WHITE STREET
 PROPOSED COACH HOUSE

PAGE THREE
 OF THREE

TOWN OF LADYSMITH

BYLAW NO. 1978

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

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

AND WHEREAS the Municipal Council considers it advisable to amend "Town of Ladysmith Zoning Bylaw 2014, No. 1860";

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

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

(a) Part 4: Definitions is amended by:

(i) Adding the following definitions in alphabetical order:

"Cannabis: means cannabis as defined by the *Cannabis Act* (Canada) and any subsequent regulations or acts which may be enacted in substitution therefor.

Cannabis Cultivation: means the cultivation of *Cannabis* as authorized by a licence for standard cultivation under the *Cannabis Act* and its regulations.

Cannabis Micro-Cultivation: means the cultivation of *Cannabis* as authorized by a licence for micro-cultivation or a nursery under the *Cannabis Act* and its regulations that is contained entirely within a *Building*.

Cannabis Micro-Processing: means the processing of *Cannabis* as authorized by a licence for micro-processing under the *Cannabis Act* and its regulations and is contained entirely within a *Building*.

Cannabis Processing: means the processing of *Cannabis* as authorized by a licence for standard processing under the *Cannabis Act* and its regulations and is contained entirely within a building.

Cannabis Research and Development: means the cultivation, processing, production, and testing of *Cannabis* as authorized by a licence for research under the *Cannabis Act* and its regulations.

(ii) Amending the definitions of:

a. "Laboratory", "Manufacturing", "Produce Stand", and "Research and Development Facility" by adding the following words in each of the definitions to take effect to the amendment:
", excluding *Cannabis*."

b. "Agriculture, Urban" by adding the following words at the end of the definition "
", excluding the cultivation of *Cannabis* for commercial purposes."

c. "Commercial Plant Nursery" by deleting the words "but does not include Medical Marijuana Growing and Production" and inserting the words "
", excluding *Cannabis*," following the words "and landscaping products."

- (iii) Deleting the definition of "*Medical Marihuana Growing and Production.*"
- (b) Part 6: Specific Use Regulations is amended by:
 - (i) Adding the following wording to section 6.3 Uses Prohibited in All Zones:
 - (ix) The production of *Cannabis* except as expressly permitted elsewhere in this Bylaw, or as a designated farm use under s. 2(2.5) of the Agricultural Land Reserve Use, Subdivision and Procedure Regulation, B.C. Reg. 171/2002 on lands designated as Agricultural Land Reserve.
- (c) Part 8: Parking and Loading is amended by:
 - (i) Deleting from the Industrial section of Table 8.1:
 - a. "*Medical Marihuana Growing and Production*" in Column 1 and the related parking requirements in Column 2.
 - (ii) Adding to the Industrial section of Table 8.1:
 - a. "*Cannabis Cultivation, Cannabis Processing, Cannabis Micro-Cultivation, Cannabis Micro-Processing*" in Column 1 and "0.5 per employee, plus 1 per 100 square metres of Gross Floor Area, plus 1 per fleet vehicle" in Column 2.
 - b. "*Cannabis Research and Development*" in Column 1 and "1 per 30 square metres of Gross Floor Area" in Column 2.
- (d) Part 12: Industrial Zones is amended by:
 - (i) Adding the following uses to the list of Principal Uses in 12.2.1 of the Light Industrial (I-1) Zone:
 - ff) *Cannabis Micro-Cultivation.*
 - gg) *Cannabis Micro-Processing.*
 - hh) *Cannabis Research and Development.*"
 - (ii) Deleting the use "n) *Medical Marihuana Growing and Production*" from the list of Principal Uses in 12.3.1 of the Industrial (I-2) Zone.
 - (iii) Adding the following uses to the list of Principal Uses in 12.3.1 of the Industrial (I-2) Zone:
 - n) *Cannabis Cultivation*, subject to Section 12.3(8)(a).
 - o) *Cannabis Processing*, subject to Section 12.3(8)(a).
 - (iv) Deleting section 12.3(8)(a) and replacing it with the following:
 - a) *Cannabis Cultivation* and *Cannabis Processing* shall be restricted to the locations shown zoned I-2 as illustrated in Figure 12.3.1: *Cannabis Cultivation and Cannabis Production Area.*"
 - (v) Replacing the title of Figure 12.3.1 with the following title:
 - Figure 12.3.1: *Plan of Cannabis Cultivation and Cannabis Production Area.*"
- (e) And by making such consequential changes as are required to reflect the foregoing amendments, including without limitation changes in the numbering, ordering of alphabetical lists, and Table of Contents of the Zoning Bylaw.

CITATION

- (2) This Bylaw may be cited for all purposes as "Town of Ladysmith Zoning Bylaw 2014, No. 1860, Amendment Bylaw (No.20) 2018, No. 1978".

READ A FIRST TIME on the 17th day of September, 2018

READ A SECOND TIME on the 17th day of September, 2018

PUBLIC HEARING waived pursuant to s. 464(2) of the *Local Government Act*

on the 17th day of September, 2018

READ A THIRD TIME on the 15th day of October, 2018

APPROVED pursuant to s. 52(3)(a) of the *Transportation Act*

on the 16th day of November, 2018

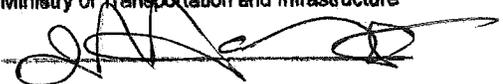
ADOPTED on the day of

Mayor (A. Stone)

Approved pursuant to section 52(3)(a) of
the *Transportation Act*

this 16th day of November 20, 18
Ministry of Transportation and Infrastructure

Corporate Officer (J. Winter)



JAMIE LEIGH HOPKINS
A Commissioner for taking affidavits
within the Province of British Columbia
2100 Lableux Road, Nanaimo BC V9T 6E9

STAFF REPORT TO COUNCIL

From: Felicity Adams, Director of Development Services
 Meeting Date: December 3, 2018
 File No: 3360-18-12
 RE: **ZONING BYLAW AMENDMENTS 2018**

RECOMMENDATION:

That Council:

1. Proceed with first and second reading of Bylaw 1985 cited as “Town of Ladysmith Zoning Bylaw 2014, No. 1860, Amendment Bylaw (No.22) 2018, No. 1985”;
2. Waive the holding of the public hearing for Bylaw 1985 pursuant to s.464(2) of the *Local Government Act*; and
3. Direct staff to proceed with notification of the waiver of public hearing as required by the *Local Government Act*.

PURPOSE:

The purpose of this staff report is to present amendments to the Zoning Bylaw for consideration of first and second reading and direction on next steps.

PREVIOUS COUNCIL DIRECTION

	Resolution
Feb. 13, 2018 CS 2018-026	That Council request staff to review the Zoning Bylaw in order to determine means for appropriate discretion with respect the original intent of the coach house bylaw as it applies to lot sizes in Old Town that do not quite meet the minimum lot size of 668 square metres.

INTRODUCTION/BACKGROUND:

The current Zoning Bylaw was adopted in 2014. In order to keep the Zoning Bylaw current, staff review the bylaw on a regular basis and recommend amendments and updates for Council’s consideration. There has been one previous “house-keeping” amendment bylaw in 2016. This proposed amendment bylaw would be the twenty-second amendment to the Zoning Bylaw since its adoption. Most amendments have been initiated by the property owner and some have been Council initiated bylaw amendments (e.g. prohibition on retail sale of cannabis).

DISCUSSION:



The current stage of this proposed bylaw amendment is to present the bylaw to Council and to seek first and second reading of the bylaw and direction on next steps. The table below provides recommended amendments to address previous Council direction and other items identified by staff. The table is set up to match the flow of the amending bylaw.

Schedule A - Zoning Bylaw Text	
Part 4: Definitions	
Mobile Home	Amend the definition to add the CSA standard for mobile homes for clarity
Public Utility Use (see I-2 below)	Amend the definition to exclude “composting of municipal generated bio-solids” and subsequently add as a site specific use at the location of the Town’s bio-solids facility. This change will allow discussion prior to such a use taking place on other properties.
Part 5: General Regulations	
Storage Regulations	Amend section 5.10 to permit temporary placement of a RV for a caretaker dwelling during the construction of a public utility use, e.g. water treatment plant. Amend section 5.16 to clarify “not more than one derelict vehicle ...” This change will assist with bylaw compliance efforts.
Shipping Containers	Amend section 5.18 to delete the specific use for shipping containers in Institutional Zones. This change will add flexibility for Institutional properties (e.g. allow storage of emergency equipment or other items related to the institutional use).
Part 6: Specific Use Regulations	
Coach House	Amend section 6.5 to reduce the minimum lot size for a coach house dwelling unit from 668m ² to 660m ² to capture existing lot size variations in Old Town and reduce the need for minor variances. This direction has previously been provided by Council.
Caretaker Dwelling Regulations	Amend section 6.6 for properties in the Industrial (I-2) Zone to permit an accessory caretaker dwelling unit in a mobile home or detached accessory building with a maximum size of 90m ² . This change will permit caretaker dwellings to be located within the principal building (current regulation) and detached units to avoid conflict of use with the industrial operation. 24/7 presence is important to monitor these more remote industrial sites. The unit sizes are kept smaller so that industrial properties are not inadvertently lost to residential use.
Bed and Breakfast	Amend section 6.7 to clarify that the Bed and Breakfast use is to be established in the Single Unit Dwelling. This change clarifies the dwelling as the principal location of a B&B.
Part 12: Industrial Zones	
Industrial Zone (I-2)	Amend section 12.3 to: <ul style="list-style-type: none"> Remove the requirement that that caretaker dwelling unit is

	<p>located on the second storey only. This change provides greater flexibility in the building design.</p> <ul style="list-style-type: none"> • Add site specific regulation for composting of municipally-generated bio-solids at 4142 Thicke Road (Town facility) given proposed change to definition of Public Utility Use.
Schedule B - Land Use Map	
Map Amendment	<p>(1) Correct a map error for six properties. When the new Zoning Bylaw map was adopted these properties were inadvertently included in the adjacent R-1 zone. These properties are meant to be zoned R-1-A which they were in the previous bylaw. Each existing parcel meets the minimum parcel size of 460m² for the R-1-A Zone and each lot is developed.</p> <p>(2) Change the zoning from R-2 to R-1 for a parcel that was created from a closed road for consistency of land use regulations when the property is consolidated with the adjacent R-1 zoned parcel.</p>

ALTERNATIVES:

Council can choose to refer the proposed amendments to the Advisory Planning Commission for comment; however, they are relatively minor in nature and consistent with the Official Community Plan.

FINANCIAL IMPLICATIONS:

None.

LEGAL IMPLICATIONS:

Council can choose to waive the holding of the public hearing if the proposed changes are consistent with the Official Community Plan (OCP). A summary OCP review of residential and industrial land use designations is provided below.

- Properties that are zoned for single family residential development are located within the Single Family Residential Land Use Designation in the OCP. Small lot single family development is included within this land use designation. Economic development objectives support neighbourhood settings for home-based business such as bed and breakfast accommodation.
- Properties that are zoned I-2 are located within the Industrial Land Use Designation in the OCP. This land use is intended to accommodate industrial development and employment centres for a range of industrial and light industrial uses, and limited commercial to support industrial parks. In the South Ladysmith Area Plan, industrial land use policies support land-extensive heavy industry, primary processing, manufacturing, wholesaling and storage (I-2 type uses). In addition, OCP policy supports the composting of bio-solids by the Town at its own facility or a regional facility.

Under the Transportation Act, when a zoning bylaw affects properties within 800 metres of a controlled access highway, it must be approved by the Ministry of Transportation and Infrastructure after third reading of the bylaw.

CITIZEN/PUBLIC RELATIONS IMPLICATIONS:

Clear land use regulations are important to the community, businesses and investors.

INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS:

The Director of Infrastructure Services has no concerns with respect to the zoning changes for the bio-solids facility and recommends the ability to have 24/7 on-site security associated with the development of Town infrastructure projects, such as the water treatment plant.

ALIGNMENT WITH SUSTAINABILITY VISIONING REPORT:

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

ALIGNMENT WITH STRATEGIC PRIORITIES:

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

SUMMARY:

The Zoning Bylaw contains land use regulations for all parcels in the Town. The current bylaw was adopted in 2014. Staff undertake regular reviews of the Bylaw to ensure accuracy and to clarify regulations. It is recommended that Council proceed with first and second reading of the Bylaw and waive the holding of the public hearing as the Bylaw is consistent with the OCP.



Felicity Adams, Director of Development Services

November 27, 2018

I concur with the recommendation.



Guillermo Ferrero, City Manager

ATTACHMENT:

Bylaw 1985

TOWN OF LADYSMITH

BYLAW NO. 1985

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

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

AND WHEREAS the Municipal Council considers it advisable to amend "Town of Ladysmith Zoning Bylaw 2014, No. 1860";

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

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

(a) Part 4: Definitions is amended by:

(i) Amending the definition of Mobile Home by adding the words "that carries a Canadian Standards Association Certification (CSA Z240) and is" so that the definition reads:

"Mobile Home: means a factory manufactured *Dwelling Unit* that carries a Canadian Standards Association Certification (CSA Z240) and is transported on its own foundation, and does not include a *Recreation Vehicle*."

(ii) Amending the definition of Public Utility Use by deleting the words "composting of municipal generated bio-solids;" so that the definition reads:

"Public Utility Use: means the *Use of Land, Buildings or Structures* for the provision of community water services; community sewer services; community surface water drainage services; public access; natural gas pipeline serving the community; gas, electric, and telecommunication service; district energy or heat systems; or other similar *Uses* or services."

(b) Part 5: General Regulations is amended by:

(i) Adding a new (iii) to section 5.10 as follows:

"(iii) Despite section 5.10 (a), a *Recreation Vehicle* may be placed on a *Parcel* for the purpose of providing a temporary *Caretaker Dwelling* during the construction of a *Public Utility Use*."

(ii) Amending section 5.16 (b) by inserting the words "not more than one" so that the section reads:

"b) No *Parcel* in a *Residential Zone* shall be used for the unenclosed storage of not more than one *Derelict Vehicle*."

(iii) Amending section 5.18 (a)(iii) so that it reads:

"(iii) When sited in an institutional *Zone* shall be limited to *Accessory* storage for the *Principal Use*."

(c) Part 6: Specific Use Regulations is amended by:

(i) Amending section 6.5 (a)(i) by replacing "668 square metres or greater" with "660 square metres or greater" so that it reads as follows:

"i) Where a *Parcel* is located on a *Lane*, a *Coach House Dwelling* is permitted when the *Parcel Area* is 660 square metres or greater."

(ii) Deleting section 6.6 (a)(ii) and replacing it with the following:

“ii) May be located within the same *Building* as the *Principal Use*, an *Accessory Building* or a *Mobile Home*.”

(iii) Amending 6.6(a) by adding a new (v) as follows:

“v) Despite section 5.9(c), a *Caretaker Dwelling* located in an *Accessory Building* or in a *Mobile Home* may have a maximum *Gross Floor Area* of 90 square metres.”

(iv) Amending section 6.7(a) by adding a new (iii) as follows and renumbering the section:

“iii) Shall be first established in the *Single Unit Dwelling* as a condition of locating an *Accommodation Unit* in an *Accessory Building* located on the *Land*.”

(d) Part 12: Industrial Zones is amended by:

(i) Amending section 12.3 by deleting the words “and shall only be located on the second *Storey*, except that the entrance to the *Caretaker Dwelling* may be located within the *First Storey*.” from (8)(b) so that it reads:

“(8)(b) A *Caretaker Dwelling Use* shall be limited to one *Dwelling Unit* per *Parcel*.”

(ii) Amending section 12.3 by adding a new (8)(d) as follows:

“(8)(d) Despite Section 12.3(1), composting of municipal generated bio-solids is a *Principal Use* on the *Parcel* legally described as Lot 3, District Lot 72, Oyster District, Plan 50979 (4142 Thicke Road).”

(e) And by making such consequential changes as are required to reflect the foregoing amendments, including without limitation changes in the numbering, ordering of alphabetical lists, and Table of Contents of the Zoning Bylaw.

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

(a) By placing the R-1-A Zone on the subject properties legally described as:

- (i) Lot A, Section 67, Oyster District, Plan VIP72077 (601 Craig Road);
 - (ii) Lot 1, Section 67, Oyster District, Plan VIP72331 (603 Craig Road);
 - (iii) Lot A and Lot B, Section 67, Oyster District, Plan VIP80902 (605 and 607 Craig Road);
 - (iv) Lot 1, Section 67, Oyster District, Plan VIP73733 (609 Craig Road);
and
 - (v) Lot 1, Section 67, Oyster District, Plan VIP73362 (611 Craig Road)
- as shown in Schedule 1 attached to and forming part of this Bylaw.

(b) By placing the R-1 Zone on the subject property legally described as That Part of District Lot 43, Oyster District shown on Plan VIP52455 except part in Plan EPP68873 as shown on Schedule 2 attached to and forming part of this Bylaw.

CITATION

(3) This Bylaw may be cited for all purposes as "Town of Ladysmith Zoning Bylaw 2014, No. 1860, Amendment Bylaw (No.22) 2018, No. 1985”.

READ A FIRST TIME on the _____ day of _____

READ A SECOND TIME on the _____ day of _____

PUBLIC HEARING waived pursuant to s. 464(2) of the *Local Government Act*

on the day of

READ A THIRD TIME

on the day of

APPROVED pursuant to s. 52(3)(a) of the *Transportation Act*

on the day of

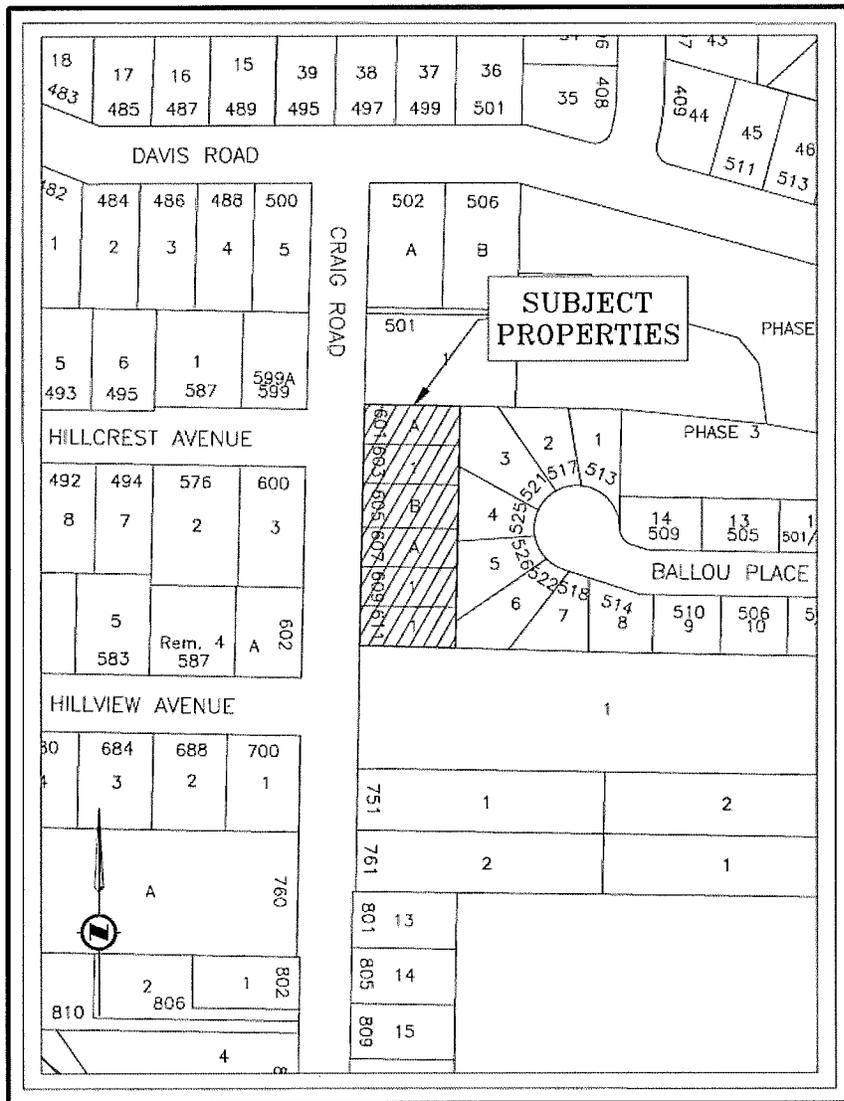
ADOPTED

on the day of

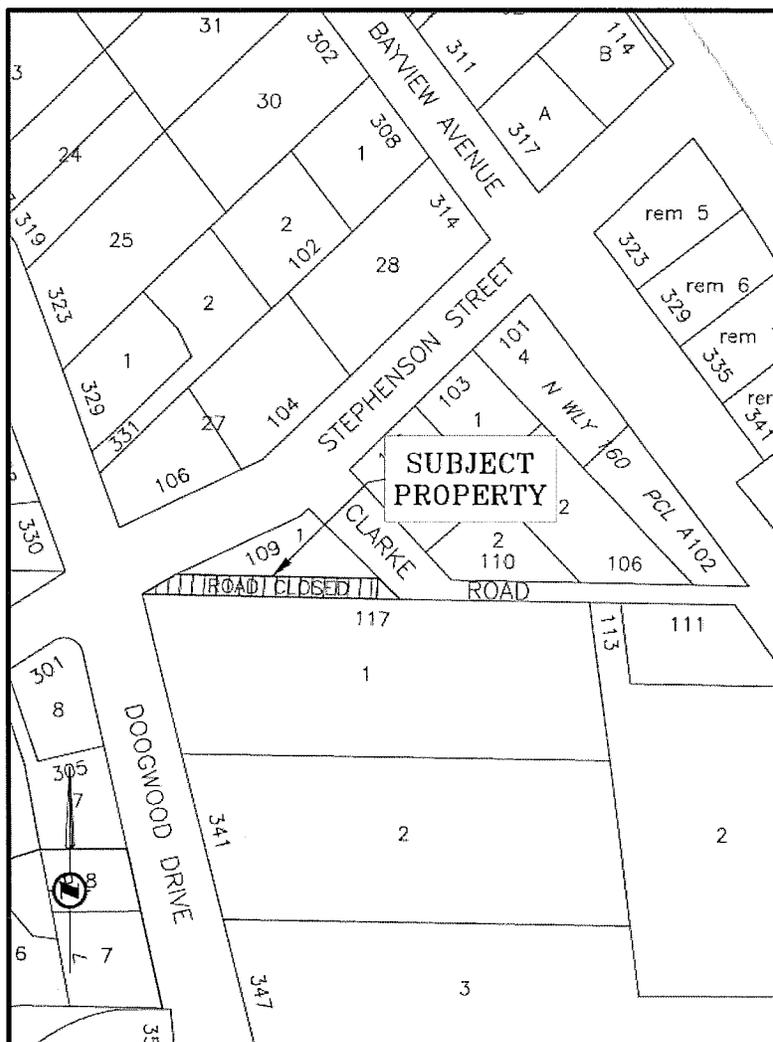
Mayor (A. Stone)

Corporate Officer (J. Winter)

Schedule 1 of Bylaw 1985



Schedule 2 of Bylaw 1985



**Minutes of the Parks, Recreation & Culture Advisory Committee
Wednesday, October 24, 2018 at 7:00pm**

COMMITTEE MEMBERS PRESENT:

Tim Richards, Chair
Bruce Mason

Gord Horth
Councillor Duck Paterson

STAFF PRESENT:

Clayton Postings

REGRETS:

Tara Pollock

Tim Godau

AGENDA*Moved and seconded:*

2018-16: That Parks, Recreation and Culture Advisory Committee approve the agenda for the meeting as presented.

Motion carried.

MINUTES*Moved and seconded:*

2018-17: That Parks, Recreation and Culture Advisory Committee approve the minutes of the June 6, 2018 meeting as presented.

Motion carried.

DELEGATION

Ladysmith Arts Council - Ladysmith Arts Strategy

Ladysmith Arts Council Vice President, Lacey Williams, delivered a presentation showcasing public art opportunities and provided information on the status of the Ladysmith Arts Strategy, which has included several public engagement opportunities with more upcoming as well as a survey.

**REFERRED BY
COUNCIL**

Boys and Girls Clubs of Central Vancouver Island Memorandum of Understanding (MOU) - Committee members reviewed the MOU and made the following recommendation to Council:

Moved and seconded

2018-18: That the Parks, Recreation and Culture Advisory Committee supports this initiative and recommends that Council consider authorization of the Town to enter into a Memorandum of Understanding with the Boys and Girls Clubs of Central Vancouver Island.

UPDATES

Committee members expressed their gratitude for the hard work by staff in order to have sites in exceptional condition for the BC Summer Games.

Arts & Culture Update: Ladysmith Little Theatre is showing Scrooge & Rouge for three weekends beginning December 1.

Meeting adjourned at 8:30PM

Next Meeting will be held at 7:00pm, November 21, 2018 at Frank Jameson Community Centre.

STAFF REPORT TO COUNCIL

From: Clayton Postings, Director of Parks
Meeting Date: October 15, 2018
File No:
RE: **BOYS AND GIRLS CLUBS OF CENTRAL VANCOUVER ISLAND –
MEMORANDUM OF UNDERSTANDING**

RECOMMENDATION:

That Council authorize the Town to enter into a Memorandum of Understanding with the Boys and Girls Clubs of Central Vancouver Island.

PURPOSE:

The purpose of this staff report is to receive authorization for the Town of Ladysmith to enter into a Memorandum of Understanding (MOU) with the Boys & Girls Clubs of Central Vancouver Island.

PREVIOUS COUNCIL DIRECTION

Not applicable

INTRODUCTION/BACKGROUND:

Over the years the Town has worked closely with the Boys & Girls Clubs on various projects and programs. There has been discussion of the importance of strengthening this relationship through a more formal agreement. The proposed Memorandum of Understanding allows the Town and the Boys & Girls Clubs to enter into this agreement in order to formalize their commitment to:

- sharing information
- improving communications
- addressing specific concerns and community needs
- setting a foundation for future planning; and
- raising awareness and understanding of current and future challenges, duties and responsibilities.

The Boys and Girls Clubs of Central Vancouver Island has implemented this Memorandum of Understanding in a number of the communities it currently services.

ALTERNATIVES:

Council may choose to not enter into a MOU with the the Boys and Girls Clubs of Central



Vancouver Island at this time.

FINANCIAL IMPLICATIONS:

None

LEGAL IMPLICATIONS:

None identified

CITIZEN/PUBLIC RELATIONS IMPLICATIONS:

The Town and BGCCVI have engaged the community in various projects over the years. The formalization of the partnership through a MOU would demonstrate to the community both organizations commitment to collaboration.

INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS:

None identified

ALIGNMENT WITH SUSTAINABILITY VISIONING REPORT:

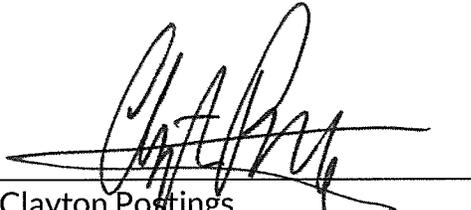
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| <input type="checkbox"/> Complete Community Land Use | <input type="checkbox"/> Low Impact Transportation |
| <input type="checkbox"/> Green Buildings | <input type="checkbox"/> Multi-Use Landscapes |
| <input type="checkbox"/> Innovative Infrastructure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

ALIGNMENT WITH STRATEGIC PRIORITIES:

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

SUMMARY:

The proposed MOU allows the Town and BGCCVI enter into this agreement to formalize their commitments toward working a partners in meeting the needs of the community.



Clayton Postings
Director Parks, Recreation and Culture

October 15, 2018

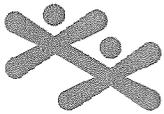
I concur with the recommendation.

Guillermo Ferrero, City Manager

ATTACHMENTS:

Memorandum of Understanding Between the Boys & Girls Clubs of Central Vancouver Island & the Town of Ladysmith

Reviewed at a Previous Meeting



MEMORANDUM OF UNDERSTANDING (MOU)

Between the Boys & Girls Clubs of Central Vancouver Island (BGCCVI) & Town of Ladysmith

DATE: October 2, 2018

The Town of Ladysmith and Boys and Girls Clubs of Central Vancouver Island will work together to work on initiatives of mutual interest for the benefit of Ladysmith and area residents. It is important to think and act strategically, creatively, and collaboratively about our shared responsibility for community well-being.

This Memorandum of Understanding signals our commitment to:

- Open communication
- Think and act strategically employing a collaborative approach to decision-making
- Short and long term planning that best meets community needs

This agreement dated for reference the _____ of _____ 20____.

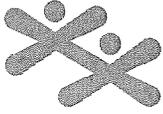
BETWEEN: *Town of Ladysmith*

AND: *The Boys and Girls Clubs of Central Vancouver Island (BGCCVI)*

WHEREAS:

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

NOW THEREFORE Town of Ladysmith and BGCCVI enter into this agreement to formalize their commitment to: sharing information, improving communications, addressing specific concerns and community needs, setting a foundation for future planning and raising awareness and understanding of current and future challenges, duties and responsibilities.



1. PURPOSE:

The purpose of this MOU is to:

- 1.1 Enter into a more formal relationship between the Town of Ladysmith and BGCCVI to establish and maintain a long-term relationship based upon effective communications and collaboration; and
- 1.2 Establish a Working Committee comprised of senior staff of both parties to further the development of Clause 1.1.
- 1.3 The MOU does not replace or diminish any existing agreements between the Town of Ladysmith and BGCCVI.

2. PRINCIPLES OF COOPERATION

We agree to that the Town of Ladysmith and BGCCVI will:

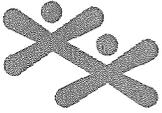
- 2.1 Meet regularly to promote and encourage open and constructive dialogue based on mutual trust, honesty, respect and understanding.
- 2.2 Continually promote understanding of each other’s governing structures, capacities, roles, responsibilities and current projects.
- 2.3 Maintain respect for the views and authority of each other.
- 2.4 Respect that all matters discussed, are confidential in nature.

3. PRINCIPLES OF COMMUNICATION

- 3.1 We recognize that the foundation of a successful relationship between the Town of Ladysmith and the BGCCVI is open and timely communication. Effective communication between each other can help achieve collaborative decision-making and lead to cooperative action on common areas of interest.
- 3.2 We consider ourselves to have an obligation to communicate effectively between each other and with the residents, stakeholders and other partners.
- 3.3 We acknowledge and recognize that communication and information sharing for the key joint interests set out in Clause 4.1 may be subject to Federal and Provincial Freedom of Information and Protection of Privacy legislation.

Registered Charitable Organization No. BN10680 4016 RR 0001
A good place to be





4. KEY JOINT INTERESTS

4.1 We agree to work together within applicable statutes on all areas of mutual interest, which may, at various times include the following elements:

- Education
- Land use planning
- Cultural planning and implementation
- Development Planning and Processes
- Child Care, Daycare and Preschool
- Joint Facility Planning and Use, where appropriate
- Capacity Building
- Fundraising and Grant Development
- Economic Development
- Sustainable Healthy Communities
- Special Projects

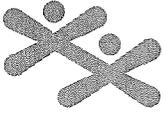
5. WORKING COMMITTEE

5.1 A Working Committee will carry out the intent of this agreement based on direction provided by both Boards and Town of Ladysmith Council

5.2 The Committee will meet annually, or as required and the primary liaison will be the Executive Director and Director of Parks, Recreation and Culture.

5.3 The duties of the Working Committee are:

- To facilitate communications and collaboration on items of mutual interest to each other.
- To provide advice to our respective Boards +/- owners
- To implement decisions of respective Boards +/- owners. For the undertaking of special projects and initiatives.
- To identify and recommend financial and other resources required to undertake projects of mutual benefit.
- To develop an annual report to our respective Boards +/- owners.



6. TERMS OF THE AGREEMENT

6.1 This agreement shall take effect by each Board +/- or owners passing a formal resolution to adopt this MOU.

6.2 This agreement is a living document and may be subject to revision from time to time by mutual consent.

6.3 This agreement will remain in effect continuously unless terminated by either of the parties by providing sixty (60) days' notice in writing, delivered by hand, email, or registered mail.

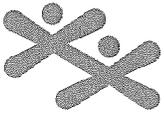
6.4 This agreement does not prejudice or affect the Town of Ladysmith's rights, powers, duties or obligations in the exercise of its functions pursuant to the Societies Act and other applicable statutes as amended from time to time.

6.5 This agreement does not prejudice or affect BGCCV's rights, powers, duties or obligations under the Societies Act and other applicable statutes as amended from time to time.

7. CONTACT INFORMATION

Town of Ladysmith
Box 220, 810 Sixth Avenue
Ladysmith, BC
V9G 1A2

BGCCVI
#20 Fifth Street
Nanaimo, BC
V9R 1M7



Boys & Girls Clubs
of Central Vancouver Island

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

Town of Ladysmith - Boys and Girls Clubs of Central Vancouver Island

Town of Ladysmith Representative

Ian Kalina, Executive Director

Witness

Witness

Registered Charitable Organization No. BN10680 4016 RR 0001
A good place to be

20 Fifth St.
Nanaimo
British Columbia V9R 1M7
T 250 / 754-3215
F 250 / 754-4771
www.bgccvi.com



**Minutes of the Parks, Recreation & Culture Advisory Committee
Wednesday, November 21, 2018 at 7:00pm**

COMMITTEE MEMBERS PRESENT:

Tim Richards, Chair
Bruce Mason

Gord Horth
Tara Pollock

STAFF PRESENT:

Clayton Postings

REGRETS:

Councillor Duck Paterson

Tim Godau

COMMITTEE REVIEW

Committee Members discussed communication, including timely agendas, monthly PRC updates and minutes containing more information. Staff will endeavor to provide this information.

UNFINISHED BUSINESS**Holland Creek Crossing Review**

Staff supplied copies of the staff report dated June 18, 2018, which included the comments from the joint meeting held June 7, 2018.

Committee members discussed the process leading up to the joint meeting on June 7, 2018 and expressed frustration over the lack of information sharing and communication prior to and after the meeting.

Staff reviewed the history of the area including the agreement between the Town of Ladysmith and the owner of the Holland Creek area property, which included a land-transfer with the assurance of a future Holland Creek crossing to enable the owner to develop the property.

Committee members appreciate that Council received their feedback and unfortunately Council was bound by a past Council-agreement regarding the agreement between the Town of Ladysmith and the owner of the Holland Creek area property. It was determined that this information needed to be supplied prior to the June 7, 2018 meeting and that moving forward with this development, the Town should begin disseminating this information to the public as soon as possible.

REFERRED BY COUNCIL

Ladysmith and District Arts Council – Recommendation for Town of Ladysmith First Poet Laureate

Moved and seconded

2018-19: That the Parks, Recreation and Culture Advisory Committee supports this initiative and recommends that Council consider defining the terms and formalize a process to select the successful candidate.

NEW BUSINESS

LOT 108

Moved and seconded

2018-20: That the Parks, Recreation and Culture Advisory Committee recommend that Council consider developing a plan for the enhancement and completion of Lot 108 sports complex that may be used in acquiring future grant funding.

Resolution from the meeting held October 24:

REFERRED BY Boys and Girls Clubs of Central Vancouver Island Memorandum of
COUNCIL Understanding (MOU)

Moved and seconded

2018-18: That the Parks, Recreation and Culture Advisory Committee supports this initiative and recommends that Council consider authorization of the Town to enter into a Memorandum of Understanding with the Boys and Girls Clubs of Central Vancouver Island.

Resolutions from the meeting held November 21:

REFERRED BY Ladysmith and District Arts Council - Recommendation for Town of
COUNCIL Ladysmith First Poet Laureate

Moved and seconded

2018-19: That the Parks, Recreation and Culture Advisory Committee supports this initiative and recommends that Council consider defining the terms and formalize a process to select the successful candidate.

NEW BUSINESS LOT 108

Moved and seconded

2018-20: That the Parks, Recreation and Culture Advisory Committee recommend that Council consider developing a plan for the enhancement and completion of Lot 108 sports complex that may be used in acquiring future grant funding.

MINUTES

**Heritage Revitalization Advisory Commission (HRAC)
Thursday, October 18, 2018 at 5:00 p.m.
Council Chambers, City Hall**

PRESENT: Chair: Marnie Craig; Members: Rob Johnson, Marina Sacht, Bob Darling, Harald Cowie, Bernardien Knol; Alternate Council Liaison – Councillor Duck Paterson; Staff Liaisons – Julie Thompson (Planner & Recorder), Lisa Brinkman (Senior Planner)

REGRETS: Tamara Hutchinson

The meeting was called to order at 5:00 p.m.

1. AGENDA

It was moved, seconded and carried that the Agenda of October 18, 2018 be approved.

2. MINUTES

It was moved, seconded and carried that the Minutes of June 21, 2018 be adopted.

3. COUNCIL REFERRALS/UPDATES

An update was provided by Councillor D. Paterson and Staff Liaison L. Brinkman on the following topics as requested by the Commission members:

- a) The three sign and façade referrals sent to HRAC by email in July and August 2018.
- b) Heritage colour palate for downtown buildings following the Sonic Movie production.
- c) Town recourse where permits were not obtained for downtown sign and façade alterations.

4. SIGN/FAÇADE APPLICATIONS

None.

5. HERITAGE PROJECT(S)

a) Metal Collage on First Avenue

Members discussed the scope of the improvements needed for the metal collage on First Avenue. It was proposed that:

- The street side (west side) show photos of the logging industry;
- The RBC side (east side) show photos of coal mining;
- The street side and RBC side each have its own legend;
- The existing legend be reviewed for accuracy and corresponding numbers be added to the photos;
- Commission members present new photos at the November HRAC meeting;
- That the photos be printed on metal such that the plexi-glass cover is not required;
- The improvements to the collage be completed in two stages: stage 1 – updating the photos; stage 2 – updating the legend to reflect new photos.
- Stage 1 be completed by Heritage Week, February 2019.



6. **NEW BUSINESS/UPDATES**

Commission members discussed the following new business and update topics:

- a) Heritage B.C. Awards Nomination (to be further discussed at the November meeting),
- b) Status of the Town's Commission review,
- c) The Commission's priorities for heritage projects in 2019 (to be further discussed at the November meeting), and
- d) The Ladysmith & District Historical Society's recent success with publications in two magazines.

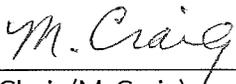
It was moved, seconded and carried that the Heritage Revitalization Advisory Commission recommend to Council that Council send a letter recognizing the success of the Ladysmith & District Historical Society in regards to the publication of an article on the Great War in the BC History magazine, and the publication of an article on a series of heritage videos (*Lives and Legends*) in the BC Museums Association's Roundup magazine.

7. **NEXT MEETING**

The next HRAC meeting is scheduled for Thursday, November 15, 2018 at 5:00 p.m. in Council Chambers.

8. **ADJOURNMENT**

It was moved, seconded and carried that the meeting be adjourned at 6:20 p.m.



Chair (M. Craig)

RECEIVED:



Corporate Officer (J. Winter)

MINUTES

Heritage Revitalization Advisory Commission (HRAC)

Thursday, November 15, 2018 at 5:00 p.m.

Council Chambers, City Hall

PRESENT: Chair: Marnie Craig; Members: Tamara Hutchinson, Marina Sacht, Bob Darling, Harald Cowie; Council Liaison – Councillor Marsh Stevens; Staff Liaisons – Julie Thompson (Planner & Recorder), Lisa Brinkman (Senior Planner); Alternate LDHS Liaison – Lesley Moore

REGRETS: Bernardien Knol

GUESTS: Lacey Williams (Public Arts Strategy Team), Sue Glenn, Councillor Rob Johnson

The meeting was called to order at 5:10 p.m.

1. **PRESENTATION**

Ladysmith Public Arts Strategy

Lacey Williams from the Public Arts Strategy Team presented about possible options for how Ladysmith could engage in public art while incorporating heritage values.

2. **AGENDA**

It was moved, seconded and carried that the Agenda of November 15, 2018 be approved with the following additions:

5 (a) Sign/Façade Applications – 30 Roberts Street

3. **MINUTES**

It was moved, seconded and carried that the Minutes of October 18, 2018 be adopted.

4. **COUNCIL REFERRALS/UPDATES**

None.

5. **SIGN/FAÇADE APPLICATIONS**

a) 30 Roberts Street – Signage

HRAC members requested that a letter be sent to the owner of 30 Roberts Street to advise them of the required process to obtain a sign permit for new signs.

6. **HERITAGE PROJECT(S)**

a) Heritage Projects in 2019

Members discussed the proposed 2019 budget and the Heritage Inventory Update project.

b) Photos for metal collage on First Avenue

Members discussed priorities for the metal collage project including:

- Landscaping on the street side of the collage
- Updating the legend – one photo space on the street side of the collage can be used for the legend
- Putting a legend on both sides of the collage



- Removing the duplicate photo
- Having all the photos printed on metal
- Having photos from the coal mining era on sidewalk side, and logging era on street side of the collage

Members chose 8 new photos to be included on the collage. The photos selected are:

- 9 – Coal miners with loaded coal car
- 12 – Comox booming ground Ladysmith
- 13 – First Nation workers with one of the first gas chain saws
- 20 – Saw filler shack in one of the logging camps
- 24 – Laying down on the job
- 26 – Hand falling 1930s
- 28A – 2 miners
- 30 – Comox “Cat” logging

It was moved, seconded and carried that the Heritage Revitalization Advisory Commission recommend to Council that the Ladysmith and District Historical Society take on the project of updating the metal collage on the Commission’s behalf with a budget of up to \$3000.

c) Heritage Week 2019

Members discussed not having a deadline for completion of the metal collage project by Heritage Week. Lesley Moore provided an update of the LDHS proposed activities for Heritage Week 2019.

7. NEW BUSINESS/UPDATES

a) Heritage B.C. Awards Nomination

Members discussed nominating possible nominations for the Heritage B.C. Awards.

8. NEXT MEETING

The next HRAC meeting is scheduled for Thursday, December 20, 2018 at 5:00 p.m. in Council Chambers.

9. ADJOURNMENT

It was moved, seconded and carried that the meeting be adjourned at 7:02 p.m.

Chair (M. Craig)

RECEIVED:

Corporate Officer (J. Winter)

STAFF REPORT TO COUNCIL

From: Joanna Winter, Manager of Legislative Services
Meeting Date: December 3, 2018
File No: 0360-00
RE: REVIEW OF COMMISSION AND COMMITTEE STRUCTURE – NEXT STEPS

RECOMMENDATIONS:

That Council, having received the consultant’s report and recommendations on the Town of Ladysmith Committee and Commission Review:

1. Direct staff to implement the following recommendations specific to existing Committees and Commissions:

Advisory Planning Commission	Develop Terms of Reference for a Community Planning Committee that includes: <ul style="list-style-type: none"> • A mandate to consider heritage matters when reviewing land use applications, and adjust membership accordingly • A mandate to include an advisory design function • Appropriate membership to address these matters
Parks, Recreation and Culture Advisory Committee	Revise the Terms of Reference to include oversight of the Invasive Species Strategy and to include youth in the membership
Invasive Species Advisory Committee	Disband this committee
Protective Services Committee	Create Terms of Reference for this Committee after consulting with committee members and other local governments
Liquid Waste Management Committee	Draft Terms of reference for a Liquid Waste Management Plan Monitoring Committee to replace the Liquid Waste Management Committee
Economic Development Commission	Repeal the establishing bylaw for the Economic Development Commission bylaw to disband the commission



Heritage Revitalization Advisory Commission	Repeal the establishing bylaw for the Heritage Revitalization Advisory Commission to disband the commission
Environment Commission	Repeal the establishing bylaw for the Environment Commission to disband the commission

2. Refer identification of opportunities for new Task Forces or Ad Hoc Committees to an upcoming Municipal Services Committee.
3. Refer discussion of appointments to external organizations to an upcoming meeting of the Municipal Services Committee.
4. Direct staff to recruit members for appointment to revised Town of Ladysmith Commissions and Committees by February 1, 2019.
5. Direct staff to review the Service Agreement with the Ladysmith and District Historical Society and recommend appropriate amendments to permit the Society to undertake initiatives referred by Council.
6. Direct staff to review the Agreement with the Ladysmith and District Chamber of Commerce and recommend appropriate amendments to permit the Chamber of Commerce to undertake heritage tourism promotion initiatives in addition to overall tourism marketing on behalf of the Town.
7. Direct staff to develop a communications plan to support implementation of the recommendations of the Commission and Committee review.
8. Schedule a volunteer appreciation session for current and new appointees to Town of Ladysmith Commissions and Committees by the end of March 2019.

PURPOSE:

The purpose of this report is to provide recommendations to Council with respect to next steps in implementing the recommendations contained in the final report on the review of the Town’s Commission and Committee structure.

PREVIOUS COUNCIL DIRECTION

Enhance communications/engagement with a comprehensive review of commissions/committees is one of the action items adopted by Council under the strategic priority of “Communications and Engagement” in the 2016 to 2019 Strategic Plan, and re-confirmed as an action item for 2017.

The review commenced in the spring of 2018. At that time, Council extended the terms of current appointees to Town Commissions and committees to January 31, 2019, to allow time for consideration of the recommendations and implementation of next steps.

INTRODUCTION/BACKGROUND:

The Town engaged Koning Consulting Services to conduct a review of Town Commissions and Committees, and appointments to community organizations. The consultant, Ms. Helen Koning, will present the findings and recommendations the report at tonight's meeting.

The recommendations resulting from the review can be broken into three main areas:

- Guiding principles for all Town commissions and committees
- Specific recommendations for Town commissions and committees
- Guiding principles for appointments to community organizations

It is recommended that Council begin implementing the recommendations contained in the consultant's report immediately, for two reasons. First, terms of members on Town Commissions and Committees were extended to January 31, 2019 due to this review, and it is not recommended that terms be further extended. Second, implementing the recommendations is an important first step in broadening public engagement and involvement in Town business.

There is no doubt that, should Council accept the majority of recommendations of the Commission and Committee review, the structure of Town Commissions and Committees will look quite different going forward. However, as the consultant points out in the report, the recommendations were developed after consultation, based on the consultant's own experience, and are designed to address issues with recruitment, overlap, duplication and lack of role clarity. In addition, the recommendation to create Task Forces to help Council address specific issues provides an opportunity to engage a wide spectrum of citizens to provide input for Council.

ALTERNATIVES:

Council can choose to implement some, all or none of the recommendations in the final report from the Review of Commissions and Committees.

FINANCIAL IMPLICATIONS:

Staff have not identified any financial implications.

LEGAL IMPLICATIONS:

Council has authority under the *Community Charter* to create committees and commissions. As long as any applicable legislation is followed in the creation or dissolution of committees or commissions there are no legal implications.

CITIZEN/PUBLIC RELATIONS IMPLICATIONS:

The intent of the review of commissions and committees was to ‘enhance communications and engagement...’ As the report concludes, there are numerous ways that Council can engage community members in the business of the Town above and beyond the traditional committee and commission model.

A recent recommendation from the Heritage Revitalization Advisory Commission illustrates and supports the recommendations put forward by the consultant in the Commission and Committee Review. The Commission made the following recommendation, as considered by Council earlier in the meeting:

It was moved, seconded and carried that the Heritage Revitalization Advisory Commission recommend to Council that the Ladysmith and District Historical Society take on the project of updating the metal collage on the Commission’s behalf with a budget of up to \$3000.

The Commission itself recognized that there is an organization better suited to undertaking key initiatives to preserve and celebrate the Town’s heritage. Further, the Town already has a Service Agreement with the Ladysmith and District Historical Society for operating the Ladysmith Museum and Archives. This agreement is intended to offer “sufficient flexibility so as to satisfy the Society’s mandate...” in order for the Society to collect, preserve, insure and interpret the collections of the Museum and Archives on behalf of the Town of Ladysmith and its citizens...”

In late 2017, Council directed the Mayor and staff to work with the Chamber of Commerce to develop an agreement whereby the Chamber provides tourism marketing services on behalf of the Town. The opportunity to request that the chamber also include heritage in its marketing services will help to avoid duplication, contribute to a cohesive tourism marketing approach and provide a more efficient use of the Town’s marketing funds.

Referring Town initiatives to local organizations for development and implementation, and requesting that they report back to Council on a regular basis, actually engages *more* community members in Town business. Equally importantly, as pointed out in the consultant’s report, this approach also reduces overlap and/or outright duplication of efforts. This is a more effective use of Town (and taxpayer) resources.

INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS:

All departments will be involved in the implementation of these recommendations, with Legislative Services and the CAO’s office taking the lead.

ALIGNMENT WITH SUSTAINABILITY VISIONING REPORT:

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

ALIGNMENT WITH STRATEGIC PRIORITIES:

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

SUMMARY:

In spring 2018, the Town engaged Koning Consulting to carry out a review of the Town's Commissions and Committees. The purpose of the review was to address one of Council's action items under its strategic priority of Communications and Engagement (Enhance communications/engagement with a comprehensive review of commissions/committees). A series of immediate next steps are presented for Council's consideration as a follow-up to the report presented earlier in the meeting by the consultant, Helen Koning.



Joanna Winter, Manager of Legislative Services

November 27, 2018

I concur with the recommendation.



Guillermo Ferrero, City Manager

November 19, 2018

To: Ladysmith Mayor and Council

Ladysmith's first open Municipal Council meeting on November 19, 2018 after having immediately risen from the preceding 'Closed session' will be our "first indication as residents of the Town of thinking, and direction that our new Council is heading."

Your agenda for the night contains a couple of controversial issues.

Foremost of those in my opinion, is to ensure that any new increases in the Town's expenditures considered for approval tonight go toward the greater Public Good versus into increased compensation and benefits for Council.

As senior citizens who live on a limited income we will always support reasonable tax increase that enhance 'Quality of Life for our Town residents many over the few and make the following requests as listed below.

Agenda Item- 10.7

Council Remuneration Policy

We request Ladysmith Council to '**Lead by Example**' and **vote against its proposed Council Remuneration Increase,**' given this is the first term of service for the majority of you.

It is a matter of public record that;

My refusal as a former elected official to vote for an increase in Mayor and Council's remuneration or accept the increase after the motion was passed by the rest of Council effective January 2016 forward required staff to redraft the bylaw and add in a section as follows to respect my wishes and position on the matter that now allows you to choose individually and collectively to vote against **first, second and third reading of Bylaw 1986 for a proposed increase to Council compensation and instead vote to spend taxpayers money more efficiently, effectively and appropriately on Agenda items 6.1 Public Safety and Security and 10.3 Lot 108 Park development. (See attached pdf TOL Bylaw 1901 and UBCM Resolution B 148 below)**

E-mail Town manager to Councilor Arnett

Subject: RE: Open meeting agenda item 8.1 Bylaw amendment 1901 1.3 - add a new section 7

Hi Steve,

You've made it very clear that you do not want to accept an increase and as discussed at the Council meeting, staff committed to find a way to follow Council direction and also legally give permission in a bylaw to comply with your personal request. The bylaw to meet these objectives is in front of Council this evening.

The authority to authorize the change is made by bylaw, not by resolution. Bylaws always come into effect the **latest** of the effective date specified in the bylaw or the date of adoption of the bylaw. In this case, it will take effect on the date of the adoption of the bylaw as Council is not proposing to increase it at a future date. You will fill out your form, as outlined in the bylaw and then you will NOT get paid, as permitted in the bylaw. Therefore the current salary of all council members remains same until the bylaw is passed and then staff will process the increase for those members of council who do not complete the form. Staff will manage it so that your wishes are followed before the payroll date and give you the specific dates by which to comply. There will be no 'administrative repayment', you will sign the form before the changes are made and if for some reason you didn't (like you were out of the country) it would not be paid to you under my direction as you've been very clear about your wishes.

To answer your other query, the report to Council outlined the current compensation for council ' is \$12,470 and the recommendation of Council was to increase it to \$14,475. Council gave direction by motion to make this change and the bylaw to pay the change is before Council tonight, including provision to honor your request.

So in summary, the wage for those Council members who fill out the form will remain at the Dec 2015 amount of \$12,470 and those that don't will increase to \$14,475.

I trust this answers your queries,

Ruth Mali

Ladysmith council approves a raise

- Chronicle - Jan. 25, 2016 8:00 p.m.

Ladysmith Council, with the exception of Steve Arnett, has accepted a raise recommended by a select committee to its Jan 18 meeting.

The select committee, established March 16 to consider how much the mayor and council should be paid and what benefits they should receive, said it's always difficult for municipal governments to vote themselves an increase.

"The committee members wish to acknowledge that the remuneration of council is always a controversial topic," said the introductory paragraph of their report.

But the four members, which included Mike Hooper, Jan Christenson, Renee Hutchinson and Coun. Rob Hutchins, recommended – retroactive to July 1, 2015:

- Mayor Aaron Stone be paid \$30,515 annually; (\$6343 more per year x 3 = \$19,029)

- The councillors be paid \$14,475. (\$2303 more per year x 3 = \$6909 x 5 Councilors was(\$34,545)

Total additional cost to the taxpayer = \$53,574:

Council accepted the increase, but decided against making it retroactive to July 1, instead making it effective Jan. 1, 2016.

Coun. Arnett objected, arguing that Councilors knew what their compensation was to be when they took on their positions, and should not be awarding themselves an increase part way through their term.

"I will be voting against this, and if it goes ahead I will not be accepting the money," he said during debate on the select committee's recommendations.

"Jan Christensen. "I don't want people sitting here for the money," she said. "You want people to be here because they want to be here, not because they want 'X' number of dollars in their jeans."

B148

Remuneration for Local Government Elected Officials

Coquitlam

Whereas local governments currently set remuneration for elected officials through a variety of ways, without the benefit of parameters or a consistent, province-wide approach;

And whereas the concept of elected officials voting on their own salaries raises many concerns among residents, and can have the effect of diminishing trust in local government;

And whereas an independent process available province wide could give citizens more confidence that for elected local government officials is determined in a fair and reasonable way:

Therefore be it resolved that UBCM examine the issue of local government elected -official remuneration and establish an independent process that can assist local governments in setting fair and equitable remuneration for elected officials.

Conference decision: **Resolution Passed**

2017 BC CHAMBER of Commerce RECOMMENDS

That the Provincial Government:

1. provide control and oversight on the level of property taxation levied to all taxpayer groups to ensure fair, transparent, and sustainable taxation practices; and
2. Commission a study by the Auditor General of Local Governments to assess municipal property taxation with the goal of developing a more sustainable structure related to value for money.

As I See It

By Rob Johnson - June 2, 2011

"Any day now you will receive your property tax bill. You may be shocked to see what you have to pay this year."

Alternatively we request that Council;

Please demonstrate leadership and progressive thinking in the form of voting unequivocally to budget 70% of the salary costs for that the new staff member as requested by the detachment directly out of Town revenues effective April 1, 2019.

Agenda Item- 6.1

Delegations

Vote for public safety and security in support of our local RCMP detachment as requested by the Detachment Sargent in his report.

And;

Please vote for enhanced public recreation and Sports Tourism economic benefits in support of developing Lot 108 facilities for sports and healthy living along with voting for a grant application for an Arts Hub Concept Plan.

Agenda Item- 10.3

Investing in Canada Fund Options

'For the public record we also do not support supplying and service contracts for cell phones for Council out of resident tax dollars.'

Thank you for council's consideration our requests and views.

Steve and Cathy Arnett

1177 Stillin Drive

Ladysmith BC

TOWN OF LADYSMITH

BYLAW NO. 1986

A Bylaw to provide for Council member remuneration.

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

Remuneration

1. There shall be paid in monthly installments out of the annual revenue, remuneration to Council members for discharge of the duties of office as follows:
 - a. Commencing January 1, 2019,
 - i. The Mayor will be paid the sum of \$34,320 per annum;
 - ii. Each Councillor will be paid the sum of \$14,940 per annum.
 - b. For the calendar year 2020, and for each subsequent year thereafter, the annual remuneration set out in subsection (a) shall be increased from the remuneration for the immediately preceding calendar year by a percentage based on the immediately preceding three year Victoria Consumer Price Index average to the current compensation amount to a maximum of 2 per cent

Expenses and Other Benefits

2. Council may, from time to time, establish policies for reimbursement of expenses related to Town of Ladysmith business and other benefits, services and use of equipment to assist Council members in fulfilling their duties.

Repeal of Previous Bylaw

3. The Town of Ladysmith Council Remuneration and Expenses Bylaw 2001, No.1427, and all amendments thereto, are hereby repealed.

Citation

4. This bylaw may be cited for all purposes as "Council Remuneration Bylaw 2018, No. 1986."

READ A FIRST TIME	on the	19 th	day of November	, 2018
READ A SECOND TIME	on the	19 th	day of November	, 2018
READ A THIRD TIME	on the	19 th	day of November	, 2018
ADOPTED	on the		day of	, 2018

Mayor (A. Stone)

Corporate Officer (J. Winter)

INFORMATION REPORT TO COUNCIL

From: Erin Anderson, Director of Financial Services
Meeting Date: December 3, 2018
File No:
RE: REVENUE ANTICIPATION BYLAW

RECOMMENDATION:

That Council give first three readings to the bylaw title 2019 Revenue Anticipation Borrowing Bylaw 2018, No. 1987.

PURPOSE:

The purpose of this report is to obtain approval to borrow, if necessary, up to 75% of the Property Taxes levied in 2018 for \$6.2 million dollars.

PREVIOUS COUNCIL DIRECTION

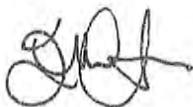
Annually, this bylaw has been approved by Council.

DISCUSSION:

Each year, Council may grant approval to borrow money to meet budgeted financial obligations prior to the property tax levy. Some of these obligations occur prior to the annual property tax levy. This bylaw allows for short-term borrowing up to 75% of the 2018 property tax levy.

SUMMARY POINTS

- Each year, a revenue anticipation bylaw is prepared in advance of the annual property tax levy.
- This borrowing is permitted under Section 177 titled Revenue Anticipation Borrowing of the *Community Charter*. This borrowing differs from regular borrowing as electoral ascent is not required.
- Historically, the Town has not executed any of these bylaws, but it is wise financial management to have this bylaw in place in case of an emergency.



Erin Anderson, Director of Financial Services

November 26, 2018

I concur with the recommendation.

A handwritten signature in black ink, consisting of a series of loops and a long horizontal stroke.

Guillermo Ferrero, City Manager

ATTACHMENT(S)

TOWN OF LADYSMITH

BYLAW NO. 1987

A Bylaw to Provide for the Borrowing of Money in Anticipation of Revenue

WHEREAS the Town of Ladysmith does not have sufficient money on hand to meet the current lawful expenditures of the municipality;

AND WHEREAS it is provided by Section 177 of the *Community Charter* that Council may, without the assent of the electors or the approval of the Inspector of Municipalities, provide for the borrowing of such sums of money as may be necessary to meet the current lawful expenditures of the municipality provided that the total of the outstanding liabilities does not exceed the sum of:

The whole amount remaining unpaid of the taxes for all purposes levied during the current year, provided that prior to the adoption of the annual property tax bylaw in any year, the amount of the taxes during the current year for this purpose shall be deemed to be 75% of the taxes levied for all purposes in the immediately preceding year.

AND WHEREAS the total amount of liability that Council may incur is six million and two hundred thousand dollars (\$6,200,000);

AND WHEREAS there are no liabilities outstanding under Section 177;

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

1. The Council shall be and is hereby empowered and authorized to borrow upon the credit of the Town of Ladysmith an amount or amounts not exceeding the sum of six million and two hundred thousand dollars (\$6,200,000).
2. The form of obligation to be given as acknowledgement of the liability shall be a promissory note or notes bearing the corporate seal and signed by the authorized Signing Officers.
3. All unpaid taxes and the taxes of the current year when levied or so much thereof as may be necessary shall, when collected, be used to repay the money so borrowed.

CITATION

4. This bylaw may be cited as "2019 Revenue Anticipation Borrowing Bylaw 2018, No. 1987."

READ A FIRST TIME on the day of , 2018

READ A SECOND TIME on the day of , 2018

READ A THIRD TIME on the day of , 2018

ADOPTED on the day of , 2018

Mayor
(A. Stone)

Corporate Officer
(J. Winter)

STAFF REPORT TO COUNCIL

From: Felicity Adams, Director of Development Services
 Meeting Date: December 3, 2018
 File No: 3800-01
 RE: **REVIEW OF BUILDING PERMIT FEES & CHARGES**

RECOMMENDATION:

That Council:

1. Proceed with first, second and third reading of Bylaw 1988 cited as "Town of Ladysmith Building and Plumbing Bylaw 1994, No 1119, Amendment Bylaw (No.21) 2018, No. 1988".

PURPOSE:

The purpose of this staff report is to present for Council's consideration an amendment to the schedule of fees and charges for building permits.

PREVIOUS COUNCIL DIRECTION:

None.

INTRODUCTION/BACKGROUND:

As part of the periodic review of fees and charges, staff has reviewed the current fees for building permits in Ladysmith. The last amendment to these fees and charges was in 2013. Some of the fees have not changed since the Bylaw was adopted in 1994.

DISCUSSION:

Comparator fees and charges were reviewed for neighbouring municipalities and the CVRD. An average sized residential house was used to compare potential building permit fees and charges. Ladysmith's current building permit fee for this example house would be \$2,105 which is at the lowest end of fees as compared to our neighbours.

Example House (1561 sq.ft. rancher with bonus room over an attached double garage)

Ladysmith BP Fee	CVRD	North Cowichan	Duncan	Lake Cowichan	Nanaimo
\$2,105	\$2,586	\$2,895	\$2,697	\$2,586	\$2,450

Should the building permit fees be increased as recommended below, the adjusted fee for the example house in Ladysmith would be \$2,557, which is still on par with our neighbours as shown in the table below.



Proposed Building Permit Fee

Ladysmith	CVRD	North Cowichan	Duncan	Lake Cowichan	Nanaimo
\$2,557	\$2,586	\$2895	\$2,697	\$2,586	\$2,450

Under the Building and Plumbing Bylaw, building permit fees for single and two-family residential dwellings are based on a calculated construction value. The construction value is split out for standard building components such as main floor, basement, garage etc. Staff is recommending the adjustment of some of the construction values which have not changed since 2013 or earlier. These values are not intended to reflect actual construction cost per square foot, but rather to provide a way to establish a building permit fee.

Residential Construction Values (per square foot)	Current	Proposed
Main Floor	\$100	\$120
Additional Floors	\$50	\$70
Garage	\$30	\$35
Secondary Suite	\$23	\$25

Staff are also recommending some amendments to the cost of some of the other fees and charges listed below many of which have not changed since the Building and Plumbing Bylaw was adopted in 1994.

Other Fees & Charges	Current	Proposed
Driveway Access Permit Fee	\$25	\$50
Water Service Inspection Fee	\$25	\$50
Sanitary Service Inspection Fee	\$25	\$50
Storm Drain Inspection Fee	\$25	\$50
Demo a building	\$50	\$100
Demo a building over 186 sq m	\$100	\$250
Move a Mobile Home	\$25	\$100
File review fees	\$42 per hour	\$50 per hour
Survey Certificate, file review	\$42	\$50
Building Envelope	\$50	\$250
Damage Deposit	\$1,000	\$1,500

Other recommended amendments are:

- Establish in the Bylaw that the higher of the building valuation calculation or the declared value on the building permit application is used when establishing the building permit fee.
- Confirm that for large residential and complex buildings (e.g. multi-family, commercial, industrial), an architect's estimate as part of the building permit

application or verification by a valuation service would determine the value of construction for the purposes of determining the building permit fee.

- A minimum building permit fee of \$100. Currently there is no minimum.
- Increase the re-inspection fee from \$30 to \$50 where work was incomplete or improperly done.
- Remove the fee reduction for a pre-existing secondary suite which expired on September 19, 2016.

As a result of the Builders' Forums conducted in 2016, staff is also recommending a building permit fee discount when the applicant is using a registered professional on their project. A 5% reduction in the building permit fee is recommended with no maximum. Some of the neighbouring communities have established a \$500 maximum. If this discount applied to the example house, the building permit fee would be \$2,429.

ALTERNATIVES:

Council can choose to keep the building permit fees and charges at their present values.

FINANCIAL IMPLICATIONS:

While the amended fee for the example house is an increase of about \$450, this change will have a small impact on the overall cost of new residential construction, like our example house, of approximately 0.2%. The estimated increase in building permit fee revenue is approximately \$20,000 per year which would contribute to funding building inspection services.

LEGAL IMPLICATIONS:

None.

CITIZEN/PUBLIC RELATIONS IMPLICATIONS:

Balancing funding from taxation and from user fees and charges is important to the community. The reduction for using a registered professional was recommended through the Builders' Forums.

INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS:

The Engineering Department provided input into engineering and infrastructure related fees.

ALIGNMENT WITH SUSTAINABILITY VISIONING REPORT:

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

ALIGNMENT WITH STRATEGIC PRIORITIES:

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

- Natural & Built Infrastructure
- Partnerships
- Not Applicable

SUMMARY:

The fees and charges in the Building Bylaw have not been reviewed since 2013. An increase to some of the fees and charges is recommended to stay current with neighbouring communities.



Felicity Adams, Director of Development Services

November 27, 2018.

I concur with the recommendation.



Guillermo Ferrero, City Manager

ATTACHMENTS:

Bylaw 1988

**TOWN OF LADYSMITH
BYLAW NO. 1988**

A bylaw to amend "Building and Plumbing Bylaw 1994, No. 1119"

WHEREAS the *Community Charter* empowers the Municipal Council to amend the Building and Plumbing Bylaw;

AND WHEREAS the Town of Ladysmith has adopted and wishes to amend the "Town of Ladysmith Building and Plumbing Bylaw 1994, No. 1119";

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

1. "Town of Ladysmith Building and Plumbing Bylaw 1994, No. 1119", as amended, is hereby further amended by deleting Schedule J and replacing it with the following Schedule J:

<u>BUILDING PERMITS</u>	
<u>Building Valuation:</u> For single and two family dwellings, factory built homes, mobile homes and moved buildings, and buildings accessory thereto, the value of construction used to determine the permit fee shall be calculated based on the values as specified in the table or the value of construction stated on the building permit application whichever is higher. All other building types, based on the Architect's Estimate of the value of construction or verified by a valuation service such as Marshall Swift.	
1. Main Floor	\$120/sq. ft.
2. Additional Floor(s).....	\$70/sq. ft.
3. Garage.....	\$35/sq. ft.
4. Carport.....	\$20/sq. ft.
5. Sundeck.....	\$20/sq. ft.
6. Basement.....	\$40/sq. ft.
7. Secondary Suite	\$25/sq. ft.
<u>Building Permit Fees and Inspection Charges:</u>	
All except Mobile Home/Manufactured Home: Percent of building valuation calculated above:	
Minimum Building Permit Fee	1.10%
Mobile Home/Manufactured Home Flat Rate:	\$100
Driveway Access Permit Fee	\$300
Plumbing Permit Fee: Minimum # of fixtures – 1 or 2	\$50
3 or more fixtures	\$24
Water Service Inspection Fee.....	\$12/fixture
Sanitary Sewer Inspection Fee.....	\$50
Storm Drain Inspection Fee	\$50
<u>Permit Fee to Wreck or Demolish a Building</u>	
- building floor area of 186.0 sq.m. (2,000 sq.ft.) or less	\$100
- building floor area larger than 186 sq.m.	\$250
<u>Double Fee:</u> If any work for which a permit is required is commenced before a permit has been obtained, the fee payable shall be doubled.	
<u>Re-Inspection Fee:</u> For building or plumbing inspection required as a result of a call back where work was incomplete or improperly done	
Permit Fee to Move a Building (within the municipality).....	\$50
For building inspections prior to a move:	
- building floor area of 93.0 sq.m. or less.....	\$300
- building floor area or larger than 93.0 sq.m. (1000 sq.ft.)	\$50
Note: This fee is in addition to permit fee required for the moved building and the construction undertaken at the new site.	\$100
Permit Fee to Move a Mobile Home Located Within Ladysmith to Another Site Within Ladysmith	\$100
<u>Other Fees:</u> File review fees	\$50/hr
Survey certificate, file review	\$50
Mobile home parks.....	\$50/site
Sprinkler systems – First head	\$30
Sprinkler systems – 2-50 head	\$1.00 per head
Sprinkler systems – Each additional head.....	\$0.30 per head
Damage deposit (non-interest bearing)	\$1500
Building Envelope Remediation Administration Fee.....	\$250
<u>Fee Reduction for Registered Professional</u>	5%

2. **CITATION**
This Bylaw may be cited for all purposes as "Town of Ladysmith Building and Plumbing Bylaw 1994, No. 1119, Amendment Bylaw (No. 21) 2018, No. 1988".

READ A FIRST TIME on the day of

READ A SECOND TIME on the day of

READ A THIRD TIME on the day of

ADOPTED on the day of

Mayor (A. Stone)

Corporate Officer (J. Winter)

November 19, 2018

Attn: Ladysmith City Council:

I wish to draw your attention to a dangerous traffic situation occurring due to an engineering problem with the corner of 3rd and High Streets.

When traveling Southbound on 3rd Ave, and stopped at the stop sign at High Street, visibility Eastbound (downhill) is severely limited when **large pickup trucks are angle parked in front of the United Church.**

Recently, on a dark and stormy night, (sorry ;-)) I nearly had the front taken off my vehicle by a large, diesel pickup roaring up the hill. He was impossible to see until he was nearly on top of me in the middle of the intersection due to the totally obscured sight line caused by long vehicles angle parked in front of the United Church. I challenge any councilors to undertake the same maneuver in the same circumstances safely.

My wife and I made a written presentation (including numerous suggested solutions) to the past council addressed to Duck Paterson on Apr 28th 2016 regarding another safety problem on the highway. We still have had no written word on whether or not it was even received by council, so I hope this new council will take a more receptive stance when Ladysmith citizens communicate with them.

I will leave it up to your operations department, should this request make it that far, to come up with solutions, as the last attempt at providing solutions to safety challenges (see Apr 28th 2016) went nowhere.

Please forward this email to city council for inclusion into the agenda for a future meeting.

Stan Skelton

Ladysmith BC

Dear Ladysmith Mayor and Council,

On behalf of the Ladysmith Resources Centre Association (LRCA), I am requesting priority consideration of amendments to the Town of Ladysmith *Not-for-Profit Rental Housing Development Cost Charges Reduction Bylaw 2012, No 1804* in order to:

- a) Permit 100% of the dwelling units in the proposed LRCA Affordable Housing Project (314 Buller St.) to be subject to DCC reductions, and
- b) Align definitions of affordability with that of the BC government

Defining Not for Profit Housing

Issue:

Under the current bylaw 2012 No. 1804, the LRCA Affordable Housing project would not be fully eligible for the DCC reductions despite it being a social housing project meeting provincial policy requirements. BC's Community Housing Fund requires 30% of units be for "moderate income" families and individuals whereas bylaw 1804 may only allows DCC reductions on 70% of the units.

Background:

a) Requirements and Benefits of BC's Community Housing Fund (CHF)

Part of the BC Government's housing agenda is to address the "missing middle", which the BC Housing Service Plan (2018) defines as housing for middle income and working households. Due to severe shortfalls in available housing for this group, as well as a for those with lower incomes, BC Housing has incorporated housing for the missing middle as part of their suite of social and subsidized government housing programs.

There are two added benefits to this approach. First, it reduces the need for the Provincial Government to provide on-going operational subsidies, in addition to capital subsidies, as higher rents can be cross-subsidized to address financial viability pressures created by providing below market rents (in other words, an internal subsidization approach versus obtaining external subsidies from the provincial or federal governments). Secondly, it facilitates mixed income communities, which are often deemed healthier and reduce concerns by neighbouring residents.

To obtain funding for the LRCA's affordable housing objectives, the LRCA has applied for funding from the BC Housing *Community Housing Fund (CHF)*. The CHF requires that 30% of dwelling units be designated for "moderate income" with income testing on move-in only; 50% for low-income (rent to income clients) and 20% as deep subsidies (both requiring annual income testing). The 30% moderate income requirement facilitates the financial viability of providing deep subsidy housing for those who live on social assistance or assistance for a disability only.

It is also important to note the CHF, should funding be offered to the LRCA, would require a 60-year housing agreement that would ensure, for the life of the building, that the building remains social housing and that it abide by the conditions of the program. This, in addition to its legal standing as a charitable and non-profit organization, would prevent the LRCA from being able to convert or sell this property for 60 years for any other purpose.

b) Provisions under Bylaw 1804 for DCC reductions

Section 1 (a) the bylaw 1804 reads:

[Not-for-profit-housing means units that]... are operated as rental housing for tenants who are capable of independent living and meet eligibility criteria related to income, health or other similar criteria

Section 3 (b) reads:

...the owner submits an annual report to the Town of Ladysmith no later than January 15 of each year the Eligible Development Housing Agreement is in effect, confirming that each individual dwelling unit met the definition of not-for-profit rental housing as well as the eligibility criteria in section 3(a) for the previous calendar year.

Bylaw 2012 No 1804 can be understood in its current form as not permitting 100% of the units for projects under the CHF to be eligible for reduced Development Costs Charges (DCCs). This bylaw is based on “dwelling units” and the requirement of annual reporting that includes meeting eligibility criteria “to income, health or other similar criteria”. This can be interpreted as requiring each unit be considered a low-income unit and that the owner be able to demonstrate every year that the unit is occupied by such a client. As such, *Bylaw 2012 No 1804*, may only permit 70% of dwelling units under the provincial CHF to be available for DCC reductions either due to the definition of low income or the need for annual reporting on each unit.

There is some disconnect between the definition of affordability and an affordable housing unit (the former is related to a percentage of income to pay for rent and the latter is the relationship between the rent charged and the average market rent). Bylaw 1804 states that maximum monthly rents will be calculated by multiplying the median housing income by 2%. Assuming a medium income of \$67,674 (last census) then an affordable unit would be defined as having a rent at or below \$1,353 per month (note: there is no variation based on unit size). This likely exceeds the amount the LRCA Affordable Housing project would likely charge for moderate income renter (current monthly estimates are \$1228 for a two bedroom unit). As such, one may argue that all the units in the proposed LRCA Affordable Housing project are affordable but only 70% meet the definition of affordability (30% or less of household income) or the Provincial definition of “Household Income Limit (HIL)”.

c) Recommendations to address limits on DCC reductions

It is understood that there may be concerns with loosening the conditions of Bylaw 2012 No 1804, which could in turn be used by other developers to reduce their obligations to pay DCCs. To prevent that, it is recommended consideration be given to:

- Redefining “Not-for-profit rental housing” on a project basis (versus per unit) where a minimum of 70% of the units must be below market rents or deemed affordable by provincial definitions or include the option of defining it either on a unit or a project basis;
- When defined as an “Affordable Housing” project require the proposed project be subject to a subsidized housing contract or covenant with the provincial and/or federal government which is over ten years and requires rents do not exceed certain thresholds;
- Limit annual reporting related to household income either to units deemed “affordable” to the renter or on a project basis recognizing that data concerning residents with a moderate household income is unavailable.

Affordable Housing or Affordability

Issue:

Affordable Housing and Housing Affordability are two different concepts that often are confused in part because there is inconsistent usage even on official government sites. Affordable Housing is often defined as: ***Affordable rental housing is housing with rents equal to, or lower than, average rates in the private-market*** (<https://www.bchousing.org/housing-assistance/rental-housing/affordable-rental-housing>). Whereas Housing Affordability usually refers to: ***when a household spends less than 30 per cent of its gross (before-tax) income on acceptable shelter*** (<https://auma.ca/advocacy-services/programs-initiatives/housing-hub/what-affordable-housing>). The interplay of definitions between the province and the Town can create challenges.

Background

As noted above *Bylaw 2012 No 1804* states that Not-for-Profit Housing is defined by multiplying the medium income by 2 percent. While this definition works as a threshold for affordable housing, it takes no account for unit size or actual affordability. The Housing agreement (*Bylaw 1984*) and possibly the agreement related to *Bylaw 1804* utilize BC’s HILs defines **limits** on household’s eligibility for units where rents will be adjusted to ensure affordability to the renter. Layer on top of this, we also have defined formulas for affordability such as Rent-Geared to Income ratios.

The challenge is ensuring clarity on the different types of definitions, what they mean, and that they can work together under most circumstances. For example, in an economic recession/depression, medium incomes could theoretically fall below BC’s HIL and RGI amounts (unlikely but possible).

Recommendation

- A. *Bylaw 1804* clearly defines (in contrast to housing affordability) what is Affordable Rental Housing or Below Market Rental Housing.
- B. *Bylaw 1804* recognize that HILs are the maximum amount income amount for those eligibility to receive rental subsidy.
- C. Definitions within *Bylaw 1804* related to Affordable Rental Housing, Housing Affordability and eligibility for low-income housing units be consistent with those that are applied by the province.

The LRCA recognizes the potential work-load impacts of a request to amend *Bylaw 2012 No 1804*, especially in light of other work that is the focus of Town staff. Despite this, we ask that *Bylaw 2012 No 1804* be amended on a priority basis as delays in moving forward with the LRCA Affordable Housing project means those most in need are left without appropriate housing (or in some cases, no housing) for longer, which in turn has significant impacts on their health and wellbeing. We also understand that a delay in the rezoning/design/building permit processes may impact the timing of when we can obtain funding from the BC government to undertake this project.

Thank you for considering this request,

A handwritten signature in black ink, appearing to read "Guido Weisz". The signature is fluid and cursive, with the first name "Guido" being more prominent than the last name "Weisz".

Guido Weisz
Chair, Building Committee
LRCA

November 21, 2018

TOWN OF LADYSMITH

BYLAW NO. 1804

A Bylaw to Reduce Development Cost Charges for Not-for-Profit Rental Housing

WHEREAS Council is permitted by section 933.1 of the Local Government Act to waive or reduce a development cost charge by bylaw for not-for-profit rental housing, including supportive living housing;

WHEREAS Council wishes to provide for a reduction of a development cost charge where the monthly rent for a not-for-profit rental housing unit is equal to or less than the figure calculated by multiplying the median housing income of the Town of Ladysmith by 2%, which is the equivalent of households within 80% of the median household income paying 30% of their household income annually toward the cost of housing;

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

DEFINITIONS

1. In this Bylaw:

'Eligible Development Housing Agreement' means an Agreement under section 905 of the *Local Government Act* between the Town of Ladysmith and an owner of land seeking a reduction in development cost charges.

'Not-for-profit rental housing' means one or more rental dwelling units:

- (a) that are operated as rental housing for tenants who are capable of independent living and meet eligibility criteria related to income, health or other similar criteria;
- (b) that are subsidized by the Province of British Columbia or by an incorporated not-for-profit organization; and,
- (c) that are publicly owned or owned and operated by an incorporated not-for-profit organization.

including, but not limited to, units within a development assessed as Class 3 for purposes of the *Assessment Act*.

ELIGIBLE DEVELOPMENT

2. For the purposes of this Bylaw, not-for-profit rental housing that meets the conditions in section 3 constitutes a class of eligible development.
3. To be eligible for the reduction in development cost charges, the not-for-profit rental housing shall meet the following conditions:
 - (a) there is an Eligible Development Housing Agreement for a period of not less than 20 years, requiring that the monthly rent charged for each individual dwelling unit shall not exceed the figure calculated by multiplying the median household income for the Town of Ladysmith, as reported by Statistics Canada in the most recent census, by 2%; and
 - (b) the owner submits an annual report to the Town of Ladysmith no later than January 15 of each year the Eligible Development Housing Agreement is in effect, confirming that each individual dwelling unit met the definition of not-for-profit rental housing as well as the eligibility criteria in section 3(a) for the previous calendar year.
4. A reduction of development cost charges granted under this Bylaw is subject to the condition that if at any time during the period of the Eligible Development Housing

Agreement referenced in section 3, a dwelling unit no longer meets the definition of not-for-profit rental housing or no longer fulfills the conditions in section 3:

- (a) it shall no longer be an eligible development under this Bylaw, and
- (b) the owner of the land shall be liable for repayment of development cost charges in accordance with section 6.

REDUCTION

- 5. The Town of Ladysmith development cost charge will be reduced by 100% in respect of a dwelling unit that meets the definition of not-for-profit rental housing in this Bylaw and is an eligible development as defined in section 3.

REPAYMENT

- 6. The full amount of development cost charges that would have been payable on the date the building permit was approved, had the reduction not applied, plus interest at the rate of 3% per year calculated monthly since the date of the waiver compounded annually, shall immediately become due and payable to the Town for a dwelling unit that no longer qualifies as an eligible development under this Bylaw, as referenced in section 3.

PERPETUAL WAIVER

- 7. Once the period of the Eligible Development Housing Agreement has concluded, being a period of not less than 20 years, the development cost charges that would have applied to the original construction of the dwelling units that were part of the eligible development are thereafter waived in perpetuity and unconditionally.

FURTHER DCCS PAYABLE

- 8. Despite section 7, an applicant for further or additional development of the land in respect of which development cost charges have been waived under this Bylaw shall pay development cost charges that may be payable under a bylaw, as a result of such further or additional development during or after the term of the Eligible Development Housing Agreement, calculated in accordance with the bylaws applicable at the time of application for a development approval.

SEVERABILITY

- 9. If any part, paragraph or phrase in this Bylaw is for any reason held to be invalid by the decision of a court of competent jurisdiction, that portion shall be severed and the remainder of this Bylaw shall continue in force.

CITATION

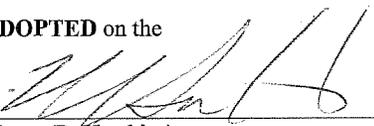
- 10. This Bylaw may be cited as "Town of Ladysmith Not-for-Profit Rental Housing Development Cost Charges Reduction Bylaw, 2012, No. 1804".

READ A FIRST TIME on the 7th day of May, 2012

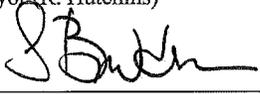
READ A SECOND TIME on the 7th day of May, 2012

READ A THIRD TIME on the 7th day of May, 2012

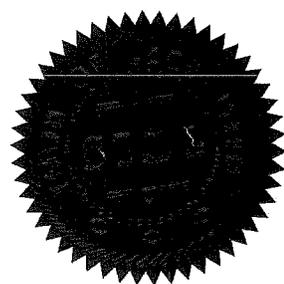
ADOPTED on the 22nd day of May, 2012



Mayor (R. Hutchins)



Director of Corporate Services (S. Bowden)



STAFF REPORT TO COUNCIL

From: Geoff Goodall, Director of Infrastructure Services
 Meeting Date: May 7, 2018
 File No:
 RE: **BOLLARDS ON FIRST AVE.**

RECOMMENDATION:

That Council:

1. Direct staff to move forward with the installation of 9 bollards on 1st Ave. utilizing ductile iron decorative bollard R-7592 from Reliance Foundry.
2. Confirm that the first nine bollards will be installed across the frontage of 528 1st Ave.
3. Continue to budget \$30,000 each year until all 160 bollards on 1st Ave. have been installed.

PURPOSE:

To have Council approve construction of the first 9 angled parking bollards on 1st Ave across the frontage of 528 1st Ave utilizing the Reliance Foundry ductile iron bollard R7592. Further that \$30,000 is budgeted each year until all 160 bollards have been installed.

PREVIOUS COUNCIL DIRECTION

Resolution	Meeting Date	Resolution Details
CS 2016-031	2016-01-29	That Council direct staff to investigate and report back on options for the installation of bollards or other safety improvements to prevent vehicles from running onto sidewalks.

INTRODUCTION/BACKGROUND:

Over the years there have been a number of accidents involving cars jumping the curb and impacting buildings along 1st Ave. These accidents seem to occur during the process of parking in the angled parking spots on 1st Ave. To mitigate this risk staff were directed to investigate the installation of bollards that would be located at the end of each angled parking spot on 1st Ave. There are 160 angled parking spots on 1st Ave.

Investigations of bollard installation have confirmed that bollards can be installed at the approximate center line of each angled parking spot. The bollard would be located either on the edge of the sidewalk or curb. Many services exist underground along this corridor and some modification to location may be required to avoid these utilities. The general



layout will be as shown in Attachment A. Keeping the bollard as close to the curb as possible will reduce interference with pedestrians and the Town sidewalk snow cleaning unit. The proposed installation will follow the design provided by Herold Engineering (Attachment B).

The cost estimate for a single installation including the purchase of the decorative bollard is \$3,000. Based on the existing budget of \$30,000 staff is recommending Council proceed with the installation of 9 bollards this year.

ALTERNATIVES:

Council can choose to:

1. Increase the budget in subsequent years to speed up the overall completion of the 160 bollard installations.
2. Direct staff to install a different bollard than the R7592.

FINANCIAL IMPLICATIONS:

Council has budgeted \$30,000 in its 2018 budget for the installation of Bollards on 1st Ave. increasing the budget in subsequent years could be considered during the 2019 budget process.

LEGAL IMPLICATIONS:

Staff has not identified any legal issues.

CITIZEN/PUBLIC RELATIONS IMPLICATIONS:

Due to the potential for injury to persons and structures it is felt that the addition of bollards will be viewed positively by the public. The bollards are attractive and in a style in keeping with the light standards on the street. The installation should minimize interference with daily pedestrian movement.

INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS:

Currently the plan is that the installations will be completed by Town forces.

ALIGNMENT WITH SUSTAINABILITY VISIONING REPORT:

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

ALIGNMENT WITH STRATEGIC PRIORITIES:

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

SUMMARY:

Due to a number of incidents involving vehicles impacting buildings along 1st Ave., Council directed staff to investigate the installation of bollards at the end of each angled parking spot on 1st Ave. esthetically pleasing bollards can be installed with minimal impact to the pedestrian public. The cost of installation of a bollard would be approximately \$3,000 including the cost of the bollard.



Geoff Goodall, Director of Infrastructure Services

April 20, 2018

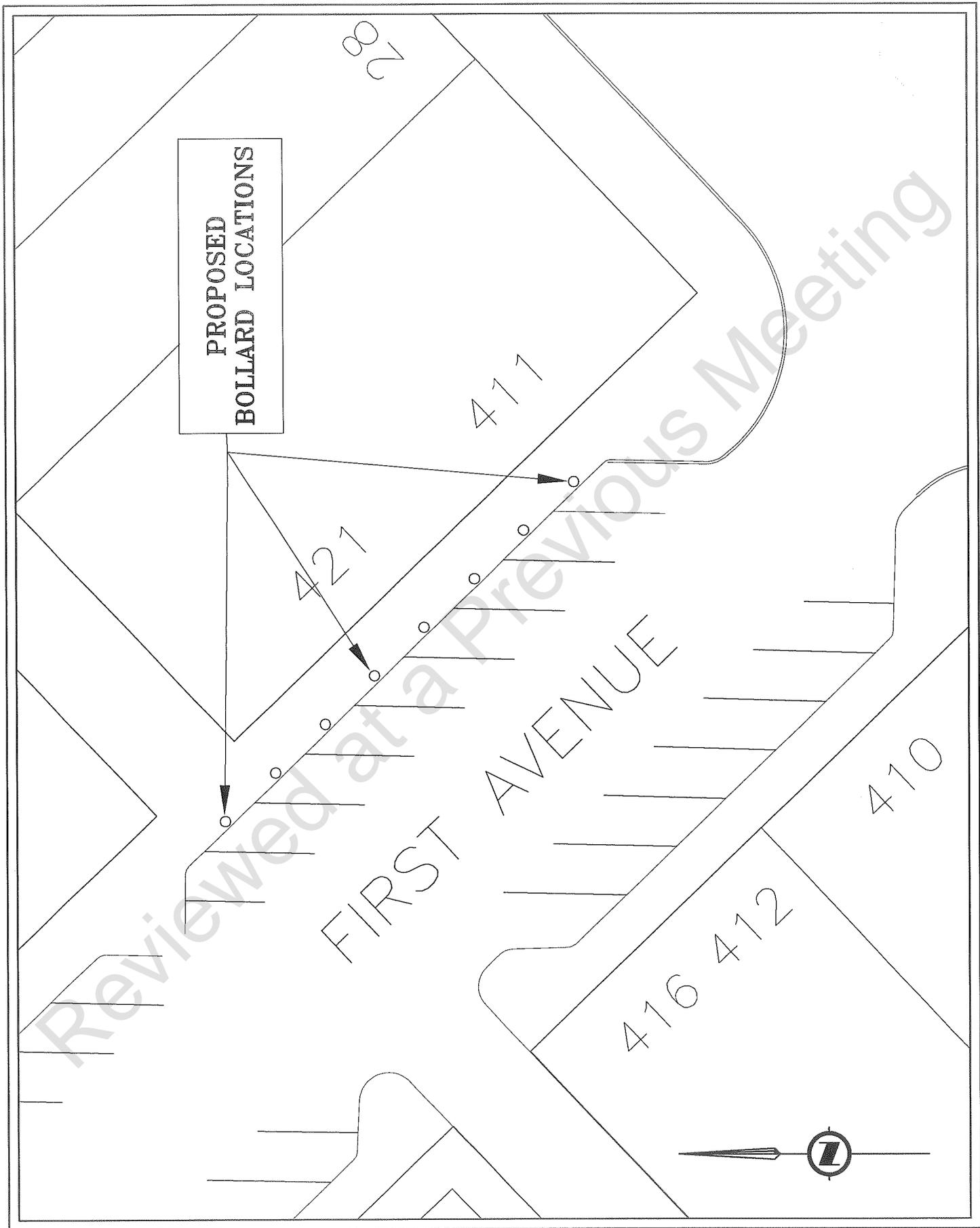
I concur with the recommendation.

Guillermo Ferrero, City Manager

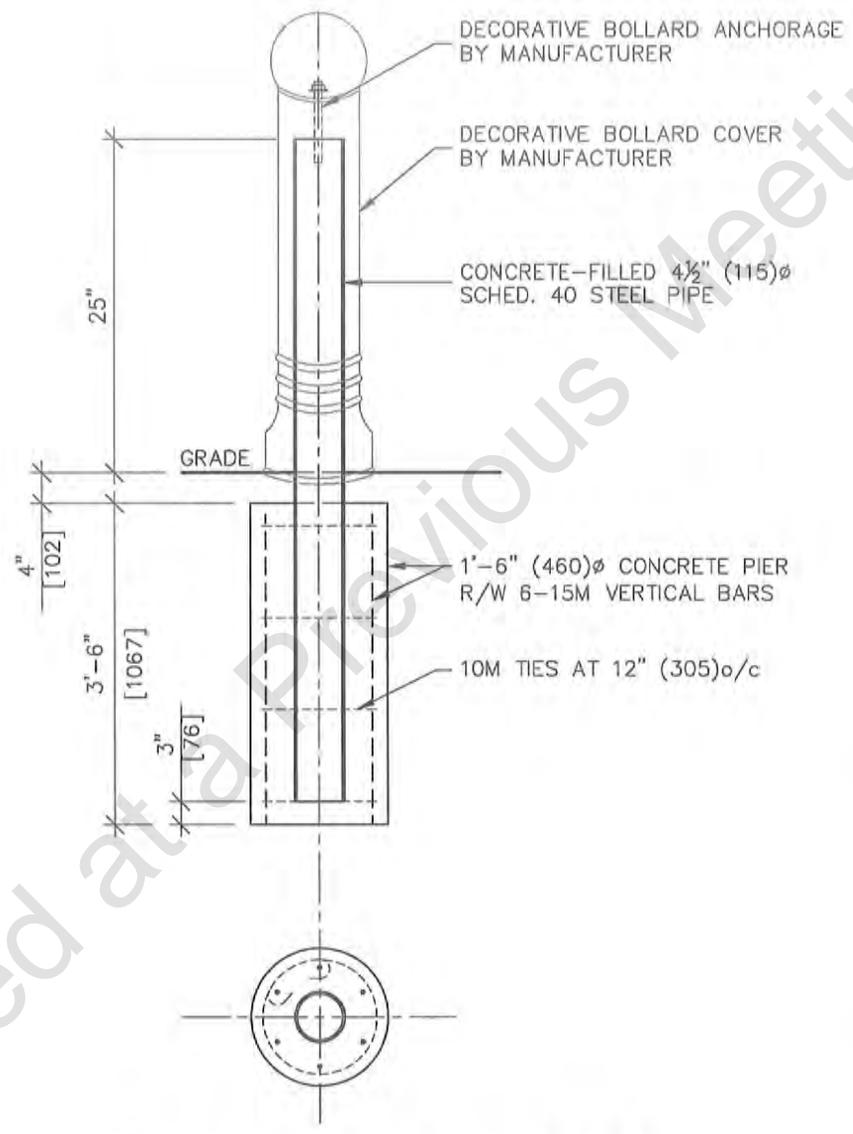
ATTACHMENTS:

- A: Proposed Bollard Locations
- B: Bollard Detail
- C: Bollard Design
- D: Solar Power Option

Reviewed at a Previous Meeting



File: H:\Projects\0037-075 4th Avenue Culvert Replacement\0037-075-SK#01-04.dwg Plot Time: Apr. 17, 18 10:53 AM User: Evan Cheung
 © Copyright reserved. This drawing remains the exclusive property of Herold Engineering Limited and may not be reused or reproduced without written consent of Herold Engineering Limited.



TYPICAL BOLLARD DETAIL
 NOT TO SCALE

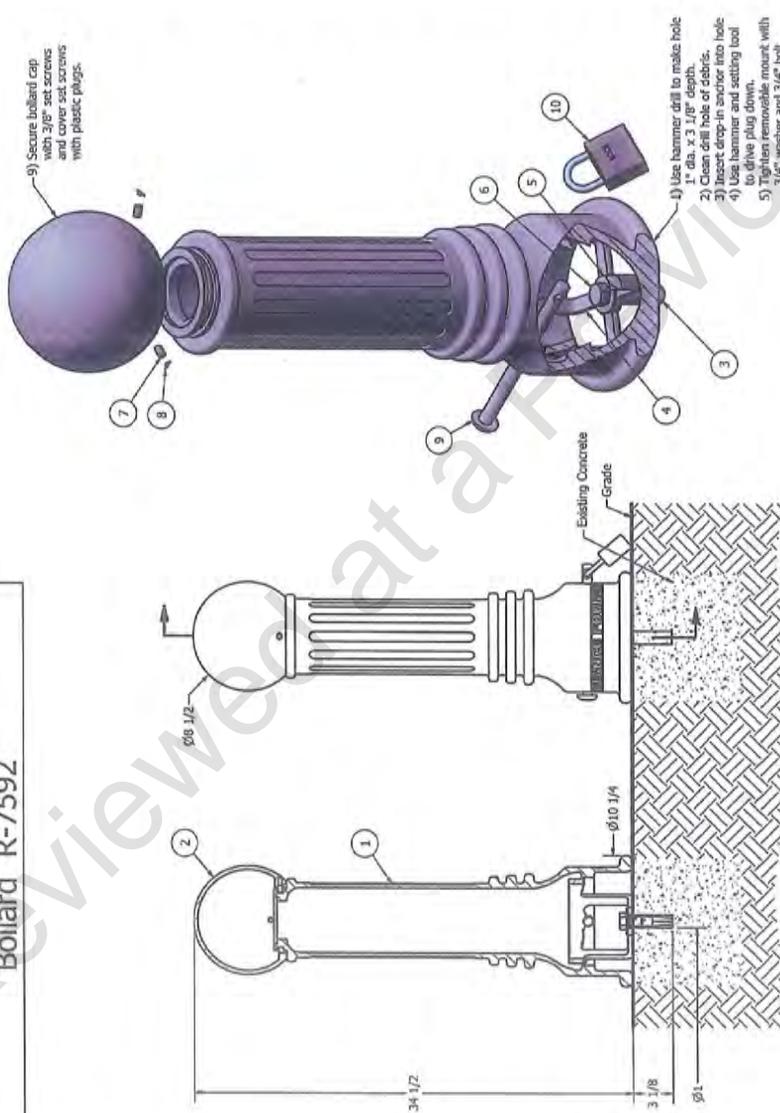


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 Email: mail@heroldengineering.com

TOWN OF LADYSMITH DECORATIVE BOLLARDS				BOLLARD DETAILS			
PROJECT No. 0037-076	DESIGNED SM/SH	DESIGN REVIEW	DRAFTED EC	DRAFTING REVIEW	SCALE AS SHOWN	DRAWING No. SK#01	REV.

DESTROY ALL DRAWINGS SHOWING PREVIOUS REVISION

Bollard R-7592



- Notes:**
- 1) Bollard post is provided as shown. Concrete foundation and/or installation ordered separately or provided by others.
 - 2) Minimum foundation sizes depend on local soil conditions, weather conditions, and engineering requirements.
 - 3) Dimensions provided herein is for reference only. Please consult Reliance Foundry sales professionals if any dimension is critical to your particular installation.
 - 4) Reliance Foundry reserves the right to amend design and specifications without prior notice for product improvement.

- Tools needed:**
- 1) Measuring tape
 - 2) 1/2" wrench
 - 3) 3/8" hex key
 - 4) Hammer
 - 5) 1" Masonry drill bit
 - 6) Hammer
 - 7) Drop-in concrete insert setting tool

General Description:
The R-7592 Decorative Bollard features a classic design, suitable for traditional and contemporary environments. R-7592 bollards are made from a versatile ductile iron, featuring decorative fluting and large spherical top castings. Bollard surfaces are protected by a durable powder coating. The bollard is designed to prevent damage to property and security posts. Removable mountings are available.

Specifications:
Height: 34 1/2"
Base Diameter: 3 1/8"
Weight: 75 lbs (Bollard Only)
Material: Ductile Iron
Max. Inset Security Post Size: 4 1/2" x 25" (Diameter x Height)

Finish Options:
© Polyester Powdercoated
See Reliance Foundry's standard color options at: www.reliance-foundry.com/bollards/bollards

Installation Options:

- Fixed - Anchor Casting in New Concrete (see sheet 2 of 12)
- Fixed - Concrete Insert Anchor in Existing Concrete (see sheet 3 of 12)
- Fixed - Adhesive Anchor in Existing Concrete (see sheet 4 of 12)
- Fixed - Anchor Casting with Concrete Form (see sheet 5 of 12)
- Post Cover - New Post in New Concrete (see sheet 6 of 12)
- Post Cover - New Post in Existing Concrete (see sheet 7 of 12)
- Post Cover - Existing Post with Adhesive Anchor (see sheet 8 of 12)
- Post Cover - Existing Post with Concrete Anchor (see sheet 9 of 12)
- Removable - Anchor Casting in New Concrete (see sheet 10 of 12)
- Removable - Concrete Insert Anchor in Existing Concrete (see sheet 11 of 12)
- Removable - Adhesive Anchor in New Concrete (see sheet 12 of 12)

Care and Maintenance:
Reliance's line of bollards are finished with a long-lasting powder-coating. Proper care and maintenance are required to ensure that a bollard retains its aesthetic appeal and does not become damaged by the elements.
See Reliance Foundry's maintenance guide at: www.reliance-foundry.com/pollards/maintenance-bollard

RELIANCE FOUNDRY
— SINCE 1910 —

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www.reliance-foundry.com

Bollard R-7592

REV	REV
C	R/7592
SIZE	C4

PARTS LIST		DESCRIPTION	MATERIAL	WEIGHT
1	R7592B	Bollard Base	Ductile Iron Powder Coated	60 lbs
2	R7592C	R7592 Cap	Ductile Iron Powder Coated	15 lbs
3		Drop-in Concrete Insert 3/4" - requires 1" x 3 1/8" hole (dia. x depth)	Steel Plated	1/2 lbs
4	R759200M 1"	R759200 Removable Mount 1"	Steel Hot Dip Galvanized	4 5/8 lbs
5		Washer 3/4" OD 2" Thick 1/8"	Steel Plated	1/8 lbs
6		Hex Bolt 3/4" x 1 1/4" - requires 1 1/8" wrench	Stainless Steel	1/4 lbs
7		Hexagon Socket Set Screw 3/8" x 5/8" - requires 3/16" hex key	Stainless Steel	
8		Polyethylene Plug 3/8"	LDPE Black	
9		R759200 Lock Pin 3/4" x 10"	Steel Powder Coated	1 1/2 lbs
10		Optional Padlock (Brass or Stainless Steel)	Choice of Brass or Stainless Steel	5/8 lbs



R-7539
Ductile Iron
Height: 35-3/4"
 [Item Drawing](#)

Quantity	Price
1	\$484.00
2	\$474.00
3	\$463.00
4	\$455.00
5 - 9	\$447.00
10 - 24	\$439.00
25 - 49	\$431.00
50 - 99	\$423.00
100 +	\$415.00



R-7539-AL
Aluminum
Height: 35-3/4"
 [Item Drawing](#)

Quantity	Price
1	\$534.00
2	\$523.00
3	\$512.00
4	\$503.00
5 - 9	\$494.00
10 - 24	\$485.00
25 - 49	\$477.00
50 - 99	\$468.00
100 +	\$459.00



R-7551
Ductile Iron
Height: 35-3/4"
 [Item Drawing](#)

Quantity	Price
1	\$484.00
2	\$474.00
3	\$463.00
4	\$455.00
5 - 9	\$447.00
10 - 24	\$439.00
25 - 49	\$431.00
50 - 99	\$423.00
100 +	\$415.00



R-7589
Ductile Iron
Height: 35"
 [Item Drawing](#)

Quantity	Price
1	\$605.00
2	\$593.00
3	\$581.00
4	\$571.00
5 - 9	\$562.00
10 - 24	\$552.00
25 - 49	\$543.00
50 - 99	\$533.00
100 +	\$523.00



R-7589-AL
Aluminum
Height: 35"
 [Item Drawing](#)

Quantity	Price
1	\$640.00
2	\$628.00
3	\$615.00
4	\$605.00
5 - 9	\$595.00
10 - 24	\$585.00
25 - 49	\$575.00
50 - 99	\$565.00
100 +	\$555.00



R-7561
Ductile Iron
Height: 35"
 [Item Drawing](#)

Quantity	Price
1	\$605.00
2	\$593.00
3	\$581.00
4	\$571.00
5 - 9	\$562.00
10 - 24	\$552.00
25 - 49	\$543.00
50 - 99	\$533.00
100 +	\$524.00



R-7592
Ductile Iron
Height: 35"
 [Item Drawing](#)

Quantity	Price
1	\$495.00
2	\$484.00
3	\$473.00
4	\$465.00
5 - 9	\$457.00
10 - 24	\$449.00
25 - 49	\$440.00
50 - 99	\$432.00
100 +	\$424.00

base
10 size



R-7555
Ductile Iron
Height: 35"
 [Item Drawing](#)

Quantity	Price
1	\$495.00
2	\$484.00
3	\$473.00
4	\$465.00
5 - 9	\$457.00
10 - 24	\$449.00
25 - 49	\$441.00
50 - 99	\$432.00
100 +	\$424.00



R-7582
Ductile Iron
Height: 34"
 [Item Drawing](#)

Quantity	Price
1	\$615.00
2	\$603.00
3	\$591.00
4	\$581.00
5 - 9	\$571.00
10 - 24	\$562.00
25 - 49	\$552.00
50 - 99	\$543.00
100 +	\$533.00



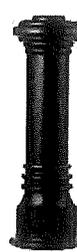
R-7591
Ductile Iron
Height: 32"
 [Item Drawing](#)

Quantity	Price
1	\$509.00
2	\$498.00
3	\$487.00
4	\$479.00
5 - 9	\$470.00
10 - 24	\$462.00
25 - 49	\$454.00
50 - 99	\$445.00
100 +	\$437.00



R-7591-AL
Aluminum
Height: 32"
 [Item Drawing](#)

Quantity	Price
1	\$555.00
2	\$544.00
3	\$532.00
4	\$523.00
5 - 9	\$514.00
10 - 24	\$505.00
25 - 49	\$496.00
50 - 99	\$487.00
100 +	\$478.00



R-7553
Ductile Iron
Height: 32"
 [Item Drawing](#)

Quantity	Price
1	\$509.00
2	\$498.00
3	\$487.00
4	\$479.00
5 - 9	\$471.00
10 - 24	\$462.00
25 - 49	\$454.00
50 - 99	\$445.00
100 +	\$437.00



R-7581
Ductile Iron
Height: 31"
 [Item Drawing](#)

Quantity	Price
1	\$629.00
2	\$617.00
3	\$605.00
4	\$595.00
5 - 9	\$585.00
10 - 24	\$575.00
25 - 49	\$565.00
50 - 99	\$556.00
100 +	\$546.00



R-7581-AL
Aluminum
Height: 31"
 [Item Drawing](#)

Quantity	Price
1	\$662.00
2	\$649.00
3	\$636.00
4	\$626.00
5 - 9	\$615.00
10 - 24	\$605.00
25 - 49	\$595.00
50 - 99	\$585.00
100 +	\$574.00

Solar Lighting Bollards

Solar bollard lights provide year-round outdoor lighting

Solar bollards capture energy from the sun during the day to illuminate open spaces and pathways for added safety and wayfinding when it's dark. Internal solar panels house high-capacity LED batteries, which keep lights on all night—and for up to 14 days without direct sunlight.

Reliance Foundry's solar powered bollards are suitable for municipal, commercial, industrial, and hospitality applications, and more.

[Read more about solar bollard lights.](#)

Prices shown in USD\$
[Change to CAD\\$](#)



R-9811
Steel

Height: 36"

[Item Drawing](#)

Quantity	Price
1	\$1,289.00
2	\$1,225.00
3	\$1,194.00
4	\$1,172.00
5 - 9	\$1,152.00
10 - 24	\$1,131.00
25 - 49	\$1,114.00
50 - 99	\$1,098.00
100 +	\$1,083.00



R-9811-B
Steel

Height: 36"

[Item Drawing](#)

Quantity	Price
1	\$1,502.00
2	\$1,434.00
3	\$1,400.00
4	\$1,375.00
5 - 9	\$1,352.00
10 - 24	\$1,329.00
25 - 49	\$1,309.00
50 - 99	\$1,291.00
100 +	\$1,273.00



R-9811-FL
Steel

Height: 36"

[Item Drawing](#)

Quantity	Price
1	\$1,325.00
2	\$1,260.00
3	\$1,229.00
4	\$1,205.00
5 - 9	\$1,186.00
10 - 24	\$1,164.00
25 - 49	\$1,146.00
50 - 99	\$1,130.00
100 +	\$1,115.00



R-9811-FL-B
Steel

Height: 36"

[Item Drawing](#)

Quantity	Price
1	\$1,539.00
2	\$1,469.00
3	\$1,435.00
4	\$1,408.00
5 - 9	\$1,386.00
10 - 24	\$1,362.00
25 - 49	\$1,342.00
50 - 99	\$1,323.00
100 +	\$1,305.00

Prices subject to change without notice.

Want to see more? See [all of Reliance Foundry's bollards](#), which can be used for wayfinding, path definition, and road delineation.

SOLAR-POWERED SAVINGS

Solar powered bollard lights provide illumination all night, every night, with minimal environmental impact. Self-contained solar lighting systems can be installed anywhere, with no expensive trenching and ground wiring required.

The combined design, installation, and fixture costs result in a savings of 50% when solar powered bollard lighting is used compared to AC wired lights. The lithium battery is encased in polyurethane, and requires no maintenance or changes for up to 10 years.



Solar lighting bollards are easy and inexpensive to install on pathways as they do not require ground wiring.

INTELLIGENT ENERGY MANAGEMENT

Maintain optimal lighting all night, in all seasons. Reliance Foundry's solar-powered light fixtures use a proprietary energy management system (EMS) to conserve energy and maintain optimal energy output. EMS analyses regional weather patterns and available daylight hours to determine the ideal light intensity for every season.

Fully charged solar bollard cells can operate for 14 days without sunlight. Bollard location, available sunlight hours, and long-term weather patterns influence overall performance.



Solar panels collect energy to give off light all night—not just for a few hours.

DURABLE CONSTRUCTION AND SIMPLE INSTALLATION

Solar light bollards are self-contained, and can be installed to add light anywhere with access to direct sunlight. Each solar bollard holds a self-contained, self-powered lighting source that requires minimal maintenance and is immune to power outages. LED bulbs are energy efficient and long-lasting—delivering 50,000 hours under normal operating conditions.

Solar lighting bollards are constructed of steel, aluminum, and polycarbonate, and are powder-coated for added protection and durability against weather, vandalism, and other impacts in high-traffic, outdoor areas. Solar panels are covered in a protective polycarbonate shield, able to withstand the toughest impacts without shattering.



Solar lighting bollards can be powder coated in various colors to complement the surroundings.

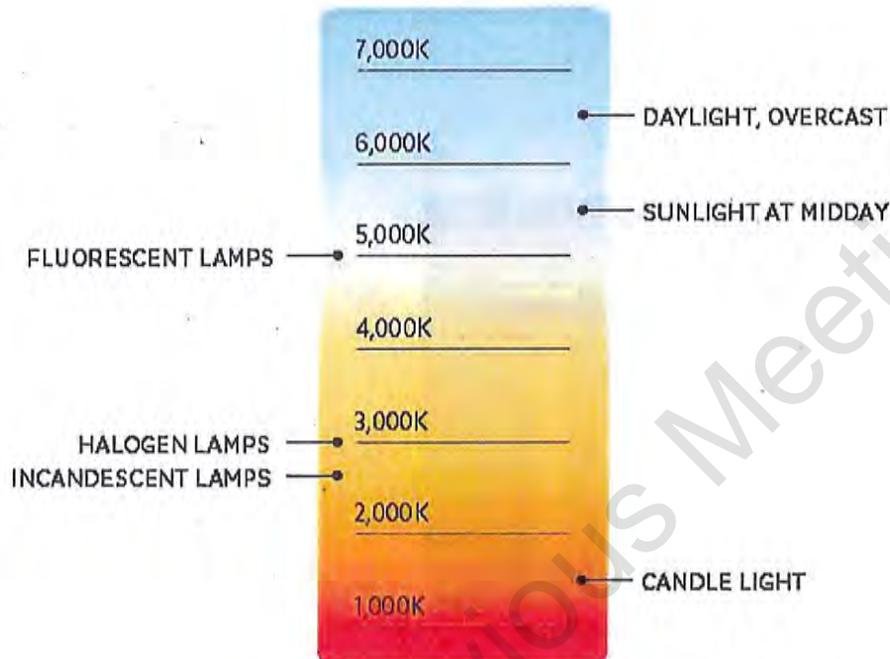
TECHNICAL LIGHTING SPECIFICATIONS

Refer to the table below to compare light color, distribution, and schedule options. Please note that these options must be decided at time of sale and cannot be modified after the order is placed.

Need help understanding a term? See our [glossary of solar and photometric terms](#) for more information.

<p>Light color</p>	
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KELVIN COLOR TEMPERATURE CHART



Select solar lighting according to kelvin temperature.

Neutral light (4,500 K) is the most common type of lighting. It creates a comfortable, natural white light with a slight blue cast. Neutral lighting provides excellent visibility, and is commonly used for headlights, parking lots, and warehouses.

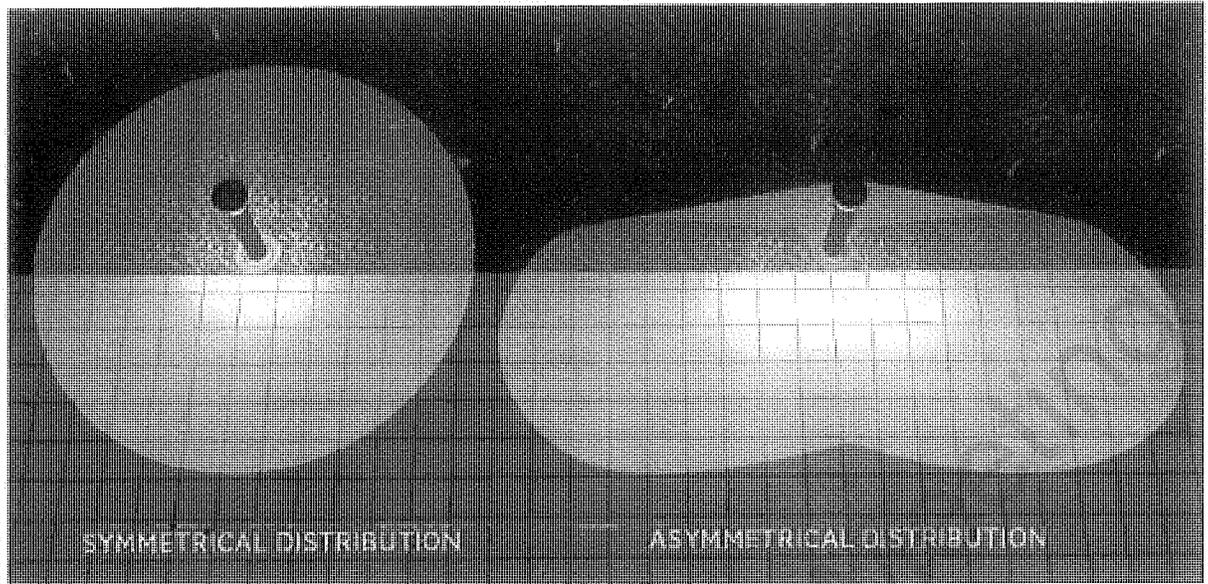
Warm light (3,000 K) emits a slight yellow cast to produce softer ambiance—similar to an incandescent bulb. Warm lighting uses slightly less energy, but doesn't provide the same visibility as neutral lighting. Warm lighting fixtures are often used to accent building or landscape architecture.

Light distribution

Solar bollards distribute light downwards and to each side to illuminate the ground—less than 2.5 percent of total emitted light escapes above 90 degrees.

Symmetrical configurations disperse light in a circular pattern, reaching up to 14 feet in all directions. It creates a condensed and even distribution. Symmetrical lighting is ideal for contained or open areas and medians.

Asymmetrical configurations emit directional light to one side, creating elongated, skewed distribution that reaches up to 20 feet. Asymmetrical lighting is ideal for narrow sidewalks and pathways.



Select lighting distribution at time of order.

Solar lighting bollards have an average luminous output of 200–300 lumens. To avoid breaks between lit areas, asymmetrical distributions should be placed within 12 feet of one another. Symmetrical distributions are generally used to provide accent lighting and wayfinding, and do not need to provide uniform illumination. These can be spaced at varying distances based on the application.

For more exact performance, a lighting specialist, engineer, or architect can help determine average and minimum illuminance values based on the weather patterns and daylight hours typical to your region; this will inform optimal placement of solar bollards. View the [LEED credit submittal](#) form for a summary of lighting intensities at different points within each distribution pattern.

Lighting schedule

Select 1 of 5 program schedules. EMS will conserve energy when less light is required, prolonging optimal output in adverse weather.

Program 1

- On at sunset: Maximum illumination
- At 5 hours: 30 percent illumination
- 1 hour before sunrise: Maximum illumination
- Off at sunrise

Program 3

- On at sunset: Maximum illumination
- Off at 6 hours

Program 5

- On at sunset: Maximum illumination
- Off at 5 hours
- On 1 hour before sunrise
- Off at sunrise

Program 2

- On at sunset: Maximum illumination
- Off at sunrise

Program 4

- On at sunset: Maximum illumination
- At 6 hours: 30 percent illumination
- Off at sunrise