

**A PUBLIC HEARING AND REGULAR MEETING  
OF THE TOWN OF LADYSMITH COUNCIL  
AGENDA  
6:00 P.M.**

**Tuesday, November 16, 2021  
City Hall Council Chambers  
410 Esplanade**

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**Pages**

**1. CALL TO ORDER AND ACKNOWLEDGEMENT**

The Town of Ladysmith acknowledges with gratitude that this meeting takes place on the traditional, unceded territory of the Stz'uminus First Nation.

**1.1. INFORMATION ON HOW TO VIEW / ATTEND THE MEETING**

Members of the public may attend meetings in person in accordance with COVID-19 safety protocols. Masks are mandatory. As space in the Council Chamber is limited, public attendance will be on a first-come, first-served basis as space permits.

View the livestream on YouTube:

<https://www.youtube.com/channel/UCH3qHAExLiW8YrSuJk5R3uA/featured>.

**2. AGENDA APPROVAL**

Recommendation

That Council approve the agenda for this Public Hearing and Regular Meeting of Council for November 16, 2021.

**3. PUBLIC HEARING**

**3.1. "Town of Ladysmith Zoning Bylaw 2014, No. 1860, Amendment Bylaw (No. 45) 2021, No. 2091"**

**Subject Property:** 431 1st Avenue (Lot 10, District Lot 56, Oyster District, Plan 703, Except That Part Lying to the North West of a Line Drawn Parallel to the North Westerly Boundary from a Point on the South Westerly Boundary, Distant 63 Feet from the Westerly Corner Thereof.)

- 3.1.1. Outline of Public Hearing Process - Mayor Stone
- 3.1.2. Introduction of Bylaw and Statutory Requirements - Planner, Development Services
- 3.1.3. Submissions
- 3.1.4. Call for Submissions to Council (Three Times) - Mayor Stone
- 3.1.5. Declaration that the Public Hearing for Bylaw No. 2091 is Closed - Mayor Stone

#### 4. BYLAWS - OFFICIAL COMMUNITY PLANNING AND ZONING (SUBJECT OF PUBLIC HEARING)

- 4.1. "Town of Ladysmith Zoning Bylaw 2014, No. 1860, Amendment Bylaw (No. 45) 2021, No. 2091"

8

##### Recommendation

That, subject to any additional matters raised at the Public Hearing, Council:

- 1. Give third reading to "Town of Ladysmith Zoning Bylaw 2014, No. 1860, Amendment Bylaw (No. 45) 2021, No. 2091"; and
- 2. Direct staff to refer Bylaw No. 2091 to the Ministry of Transportation and Infrastructure pursuant to section 52 of the *Transportation Act*.

#### 5. MINUTES

- 5.1. Minutes of the Regular Meeting of Council held November 2, 2021

9

##### Recommendation

That Council approve the minutes of the Regular Meeting of Council held November 2, 2021.

- 5.2. Minutes of the Special Meeting of Council held November 9, 2021

18

##### Recommendation

That Council approve the minutes of the Special Meeting of Council held November 9, 2021.

## **6. PROCLAMATIONS**

### **6.1. Adoption Awareness Month**

20

Mayor Stone has proclaimed November 2021 as Adoption Awareness Month in the Town of Ladysmith.

## **7. 2022 BUDGET WORKSHOP: FINALIZE WATER AND SEWER UTILITY AND INTRODUCE CAPITAL BUDGET**

### **7.1. Budget Presentation**

21

### **7.2. 2022 Water, Sewer and Preliminary Capital Plan**

51

#### Recommendation

That Council direct staff to prepare an amendment to "Waterworks Regulation Bylaw 1999, No.1298" to increase each consumption rate by 5%, effective January 1, 2022.

#### Recommendation

That Council direct staff to prepare the following bylaws:

1. 2022 Sewer Parcel Tax Bylaw at \$350; and
2. 2022 Water Parcel Tax Bylaw at \$459.

### **7.3. Public Input and Questions**

## **8. DEVELOPMENT APPLICATIONS**

### **8.1. Development Variance Permit Application – 643 John Wilson Place**

76

#### Recommendation

That Council:

1. Issue Development Variance Permit 3090-21-12 to allow a secondary suite on a parcel with a frontage of 10.0m at 643 John Wilson Place; and
2. Authorize the Mayor and Corporate Officer to sign Development Variance Permit 3090-21-12.

## 9. COMMITTEE MINUTES

### 9.1. Public Art Task Group - September 28, 2021 83

#### Recommendation

That Council receive for information the minutes of the September 28, 2021 meeting of the Public Art Task Group.

### 9.2. Parks, Recreation and Culture Advisory Committee - October 20, 2021 86

#### Recommendation

That Council receive for information the minutes of the October 20, 2021 meeting of the Parks, Recreation and Culture Advisory Committee.

### 9.3. Committee of the Whole Recommendations - November 9, 2021 89

For your convenience, supporting documents from the November 9, 2021 Committee of the Whole Meeting have been attached.

#### Recommendation

That Council:

1. Approve the Water Conservation Plan Policy as presented in the staff report dated November 9, 2021.
2. Direct staff to create a policy for setting security deposit amounts for work on Town streets as described in the staff report dated November 9, 2021.
3. Approve the “Themed Lighting Policy” as presented in the staff report dated November 9, 2021, and that the lights over the sidewalk chess board area on 1<sup>st</sup> Avenue be included as one of the locations where lighting was installed in 2021.
4. Direct staff to prepare a report outlining the process and timeline required to establish a Poverty Reduction Task Group as recommended in the Poverty Reduction Strategy final report presented to Council on August 20, 2021.

## **10. REPORTS**

### **10.1. Council Chambers Audio-Visual System at Seniors Centre 109**

#### Recommendation

That Council allocate \$100,000 from the COVID-19 Safe Restart Reserve and amend the 2021-2025 Financial Plan accordingly in order to fund the installation of a new audio-visual system to enable Council Meetings to be held at the Seniors Centre at 630 2<sup>nd</sup> Avenue.

## **11. BYLAWS**

### **11.1. Bylaw No. 2092 (Council Procedure Bylaw Amendment) 117**

#### Recommendation

That Council adopt "Council Procedure Bylaw 2009, No. 1666, Amendment Bylaw (#4) 2021, No. 2092".

### **11.2. Bylaw No. 2094 (Dog Licence Fees) 121**

#### Recommendation

That Council give first, second and third readings to "Dog Licencing, Control and Pound Bylaw 1995, No. 1155, Amendment Bylaw 2021, No. 2094."

### **11.3. Bylaw Status Sheet 123**

## **12. CORRESPONDENCE**

### **12.1. Ladysmith Resources Centre Association 124**

Shelter Services Transition Plan Update

#### Recommendation

That Council receive for information the Shelter Services Transition Plan Update dated November 3, 2021, from the Ladysmith Resources Centre Association.

**12.2. Ladysmith Healthcare Auxilliary** 126

Donation of 6 AEDs

Recommendation

That the Mayor, on behalf of Council, write a letter to the Ladysmith Healthcare Auxilliary expressing gratitude for their generous donation of \$11,077.50, as indicated in their letter dated November 4, 2021, for the purchase of 6 AEDs to be installed at the Frank Jameson Community Centre, Transfer Beach, Ladysmith Seniors Centre, Ladysmith Community Marina and the Ladysmith Resources Centre Association.

**12.3. Cowichan Valley Regional District** 127

Request for a letter of support

Recommendation

That Council, in response to correspondence received November 8, 2021, provide a letter of support to the Cowichan Valley Regional District for its application to renew the two percent Municipal and Regional District Tax on accommodation within the boundaries of the CVRD to support tourism marketing and development initiatives.

**12.4. Ladysmith Family and Friends** 182

"It Takes a Village" fundraiser

Recommendation

That Council determine whether it wishes to use funds from the Grants in Aid budget to donate to the Ladysmith Family and Friends "It Takes a Village" fundraiser, as requested in their letter dated November 9, 2021.

**13. NEW BUSINESS**

**14. UNFINISHED BUSINESS**

**14.1. Standing and Community Committee Representatives (Referred from November 9, 2021 Special Council Meeting)**

- Committee of the Whole
- Waterfront Implementation Committee
- Community Planning Advisory Committee
- Protective Services
- Parks, Recreation & Culture Advisory Committee

- Official Community Plan Steering Committee
- Arts & Heritage Hub Design Steering Committee
- Liquid Waste Management Plan
- Youth Advisory Committee
- Public Art Task Group
- Stocking Lake Advisory Committee
- Celebrations Committee (Ladysmith Days)
- Festival of Lights
- Chamber of Commerce
- Ladysmith Downtown Business Association
- Social Planning Cowichan
- Ladysmith Community Justice Program

## 15. QUESTION PERIOD

- A maximum of 15 minutes is allotted for questions.
- Persons wishing to address Council during "Question Period" must be Town of Ladysmith residents, non-resident property owners, or operators of a business.
- Individuals must state their name and address for identification purposes. Alternately, questions can be submitted via email at [info@ladysmith.ca](mailto:info@ladysmith.ca) during the meeting.
- 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.

## 16. ADJOURNMENT

## TOWN OF LADYSMITH

### BYLAW NO. 2091

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

The Council of the Town of Ladysmith in open meeting assembled enacts that "Town of Ladysmith Zoning Bylaw 2014, No. 1860" is amended as follows:

1. Schedule A – Zoning Bylaw Text is amended by adding a new subsection under subsection 10.f) in Site Specific Regulations under Section 11.2 – Downtown Commercial (C-2) zone:
  - “iii) Despite section 11.2.4(c), the *Floor Space Ratio* shall not exceed 1.7.
  - iv) Despite section 11.2.5(c), the minimum Rear *Parcel Line Setback* for a *Principal Building* is 2.6 metres.”

#### Citation

2. This Bylaw may be cited for all purposes as "Town of Ladysmith Zoning Bylaw 2014, No. 1860, Amendment Bylaw (No. 45) 2021, No. 2091".

<b>READ A FIRST TIME</b> on the	19 <sup>th</sup>	day of ,	October,	2021
<b>READ A SECOND TIME</b> on the	19 <sup>th</sup>	day of	October,	2021
<b>PUBLIC HEARING HELD</b> on the	day of	,		
<b>READ A THIRD TIME</b> on the	day of	,		
<b>APPROVED</b> by the Ministry of Transportation & Infrastructure on the	day of	,		
<b>ADOPTED</b> on the	day of	,		

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

\_\_\_\_\_  
Corporate Officer (D. Smith)



## MINUTES OF A PUBLIC HEARING AND REGULAR MEETING OF COUNCIL

Tuesday, November 2, 2021

6:00 P.M.

This meeting was held electronically

### Council Members Present:

Mayor Aaron Stone  
Councillor Amanda Jacobson  
Councillor Rob Johnson  
Councillor Tricia McKay

Councillor Duck Paterson  
Councillor Marsh Stevens  
Councillor Jeff Virtanen

### Staff Present:

Allison McCarrick  
Erin Anderson  
Chris Barfoot  
Jake Belobaba  
Geoff Goodall

Donna Smith  
Ryan Bouma  
Christina Hovey  
Mike Gregory  
Sue Bouma

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## 1. CALL TO ORDER AND ACKNOWLEDGEMENT

Mayor Stone called the Public Hearing and Regular Meeting of Council to order at 6:00 p.m., recognizing with gratitude that it was taking place on the traditional unceded territory of the Stz'uminus First Nation.

## 2. AGENDA APPROVAL

### CS 2021-343

That Council approve the agenda for this Public Hearing and Special Meeting of Council for November 2, 2021 with the following amendments:

- Item 3.1.3, "Submissions" - add four additional public submissions received after publication of the agenda; and
- Item 8.7. "Standing and Community Committee Representatives" - refer this item to the November 9th Special Meeting of Council.

*Motion Carried*

### **3. PUBLIC HEARING**

#### **3.1 “Official Community Plan Bylaw 2003, No. 1488, Amendment Bylaw (No. 68) 2021, No. 2087” and “Town of Ladysmith Zoning Bylaw 2014, No. 1860, Amendment Bylaw (No. 44) 2021, No. 2088”**

Members of the public present: 20

##### **3.1.1 Outline of Public Hearing Process - Mayor Stone**

Mayor Stone outlined the Public Hearing process and stated that the public would have the opportunity to provide their comments to Council about Bylaw Nos. 2087 and 2088, related to the subject property 1260 Churchill Place.

He advised that staff would introduce the proposed bylaw amendments, followed by public submissions. He reminded the public that the content of submissions would be made public and form a part of the public record for the Hearing, and that the function of Council at a Public Hearing is to listen rather than to debate the merits of the proposed Bylaws, although they may ask clarifying questions. He advised that once everyone had an opportunity to be heard, the Public Hearing would be closed and no further submissions or comments could be accepted by members of Council.

##### **3.1.2 Introduction of Bylaw and Statutory Requirements - Director, Development Services**

Jake Belobaba, Director of Development Services, introduced the following bylaws as the subjects of the Public Hearing:

1. “Official Community Plan Bylaw 2003, No. 1488, Amendment Bylaw (No. 68) 2021, No. 2087”
2. "Town of Ladysmith Zoning Bylaw 2014, No. 1860, Amendment Bylaw (No. 44) 2021, No. 2088"

Mr. Belobaba advised that Bylaw No. 2087 would amend the Official Community Plan to designate a portion of 1260 Churchill Place, the subject property, as a multi-family development permit area. He advised that Bylaw No. 2088 would rezone the western portion of the subject property to 'Single Dwelling Residential Small Lot C, and the area between the proposed road and proposed park

would be rezoned as 'Medium Density Residential' (R-3). He also advised that Council is considering "Housing Agreement Bylaw 2021, No. 2089" in conjunction with Bylaw Nos. 2087 and 2088, which requires the provision of an affordable housing unit when the site is developed.

Mr. Belobaba also confirmed the Public Hearing notification and engagement process. Notice of the Public Hearing was published in the Ladysmith Chronicle on October 21 & 28, 2021, was posted on the Town's website as well as on various community notice boards, and mailed and delivered to all properties located within 60 metres of the subject property. A copy of the Notice, the proposed Bylaws, and background information was made available at the front counter of City Hall and Development Services, and on the Town's website for the Notice period. Staff in the Development Services office were available to respond to questions prior to the Public Hearing. The Town received five written submission relating to Bylaw Nos. 2087 and 2088.

### **3.1.3 Submissions**

#### **3.1.4 Call for Submissions to Council (Three Times) - Mayor Stone**

Mayor Stone invited the applicants to make a submission to Council, but they declined.

Mayor Stone called for submissions to Council.

Susan Berry enquired about the size of the multi-family buildings and the placement of the park.

Cindy LaFleur expressed concerns that lower income housing might affect property values, while higher population density could invite more crime to the area.

Jodie spoke in support of the bylaws and expressed her desire to see more affordable housing.

Roxanne Beatty expressed concern that added traffic in the area could become a problem.

Lindsay Cote expressed concerns regarding the impact on traffic in the area, particularly as there are many young families on Davidson Road.

Mayor Stone called for submissions to Council a second time.

Mayor Stone called for submissions to Council a third and final time.

Mayor Stone asked the Corporate Officer, D. Smith, if any submissions had been received via email. The Corporate Officer advised that no submissions had been received.

### **3.1.5 Declaration that the Public Hearing for Bylaw Nos. 2087 and 2088 is Closed - Mayor Stone**

Hearing no more comments and receiving no further submissions, Mayor Stone called the Public Hearing for Bylaw Nos. 2087 and 2088 closed and stated that no further submissions or comments from the public or interested persons could be accepted by members of Council.

## **4. BYLAWS- OFFICIAL COMMUNITY PLANNING AND ZONING**

### **4.1 "Official Community Plan Bylaw 2003, No. 1488, Amendment Bylaw (No. 68) 2021, No. 2087"**

#### **CS 2021-344**

That Council give third reading to "Official Community Plan Bylaw 2003, No. 1488, Amendment Bylaw (No. 68) 2021, No. 2087".

*Motion Carried*

### **4.2 "Town of Ladysmith Zoning Bylaw 2014, No. 1860, Amendment Bylaw (No. 44) 2021, No. 2088"**

#### **CS 2021-345**

That Council:

1. Give third reading to "Town of Ladysmith Zoning Bylaw 2014, No. 1860, Amendment Bylaw (No. 44) 2021, No. 2088"; and
2. Direct staff to refer Bylaw No. 2088 to the Ministry of Transportation and Infrastructure pursuant to section 52 of the *Transportation Act*.

*Motion Carried*

**5. RISE AND REPORT- Items from Closed Session**

The following item from the Closed Meeting of Council held October 19, 2021 was reported:

**CE 2021-125**

That Council:

1. Receive the Fire Department Excellence Review dated September 3, 2021, conducted by Genesis 20/20 Solutions Inc.; and
2. Rise with report on Recommendation No. 1 immediately.

**6. MINUTES**

**6.1 Minutes of the Regular Meeting of Council held October 19, 2021**

**CS 2021-346**

That Council approve the minutes of the Regular Meeting of Council held October 19, 2021.

*Motion Carried*

**7. PROCLAMATIONS**

**7.1 Louis Riel Day**

Mayor Stone proclaimed November 16, 2021 as "Louis Riel Day" in the Town of Ladysmith.

**7.2 Complex Regional Pain Syndrome Awareness Month**

Mayor Stone proclaimed the month of November as "Complex Regional Pain Syndrome Awareness Month" in the Town of Ladysmith.

**CS 2021-347**

That Council approve the request from Jennifer Montesano to illuminate City Hall with orange lights from November 8-15, 2021 in support of Complex Regional Pain Syndrome Awareness Month.

**CS 2021-348**

**AMENDMENT**

That resolution CS 2021-347 be amended to include the illumination of the “Ladysmith” sign at Bob Stuart Park in addition to City Hall.

*Amendment Carried*

**Resolution CS 2021-347, as amended reads:**

That Council approve the request from Jennifer Montesano to illuminate City Hall and the “Ladysmith” sign at Bob Stuart Park with orange lights from November 8-15, 2021 in support of Complex Regional Pain Syndrome Awareness Month.

*Main Motion, as Amended, Carried.*

**8. ANNUAL APPOINTMENTS**

**8.1 Deputy Mayor**

Mayor Stone made the following appointments for Deputy Mayor:

- November 2, 2021 to April 30, 2022, Councillor McKay
- May 1, 2022 to October 31, 2022, Councillor Stevens

**8.2 Parcel Tax Review Panel**

**CS 2021-349**

That the following members of Council be appointed to the Parcel Tax Review Panel:

- Mayor Stone
- Councillor Johnson
- Councillor Paterson

*Motion Carried*

**8.3 Cowichan Valley Regional District Director**

**CS 2021-350**

That Mayor Stone be appointed as Director to the Cowichan Valley Regional District Board.

*Motion Carried*

#### **8.4 Cowichan Valley Regional District Alternate Director**

##### **CS 2021-351**

That Councillor Stevens be appointed as Alternate Director to the Cowichan Valley Regional District Board.

*Motion Carried*

#### **8.5 Vancouver Island Regional Library Board Director**

##### **CS 2021-352**

That Councillor Virtanen be appointed as Director to the Vancouver Island Regional Library Board.

*Motion Carried*

#### **8.6 Vancouver Island Regional Library Board Alternate Director**

##### **CS 2021-353**

That Mayor Stone be appointed as Alternate Director to the Vancouver Island Regional Library Board.

*Motion Carried*

### **9. DEVELOPMENT APPLICATIONS**

#### **9.1 Development Variance Permit Application for Renovation to Single Detached Dwelling at 110 5th Avenue**

##### **CS 2021-354**

That Council:

1. Issue Development Variance Permit 3090-21-11 to decrease the minimum setback from the rear parcel line from 4.5 metres to 0.7 metres at 110 5th Avenue; and
2. Authorize the Mayor and Corporate Officer to sign Development Variance Permit 3090-21-11.

*Motion Carried*

## **10. 2022 BUDGET WORKSHOP - PRELIMINARY OPERATING BUDGET**

### **10.1 2022-2026 Preliminary Financial Plan Discussions**

### **10.2 Presentation and Council Discussion**

Staff gave a presentation outlining the draft 2022 Operational Budget, and responded to questions from Council.

### **10.3 Public Input and Questions**

There were no questions submitted by the public.

## **11. REPORTS**

### **11.1 Animal Control Agreement – Coastal Animal Services**

#### **CS 2021-355**

That Council:

1. Waive “Purchasing Policy 5-1790-D” and enter into a three year agreement with Coastal Animal Control Services of BC Ltd. for an average annual cost of \$48,500; and
2. Direct staff to prepare an amendment to section 4 of the “Dog Licensing, Control and Pound Bylaw 1995, No. 1155” to increase each of the fees listed for dog licenses by five dollars.

*Motion Carried*

## **12. BYLAWS**

### **12.1 Bylaw Status Sheet**

## **13. CORRESPONDENCE**

### **13.1 Association of Vancouver Island Coastal Communities (AVICC) 2022 Convention Resolutions and Executive Committee Nominations**

#### **CS 2021-356**

That Council receive for information the correspondence dated October 19, 2021 from the Association of Vancouver Island and Coastal Communities regarding nominations to the AVICC Executive Committee and proposals for presentations.

*Motion Carried*

**14. QUESTION PERIOD**

There were no questions submitted by the public.

**15. ADJOURNMENT**

**CS 2021-357**

That this Regular Meeting of Council be adjourned at 7:44 p.m.

*Motion Carried*

CERTIFIED CORRECT:

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Mayor (A. Stone)

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Corporate Officer (D. Smith)



## MINUTES OF A SPECIAL MEETING OF COUNCIL

Tuesday, November 9, 2021

6:00 P.M.

City Hall Council Chambers  
410 Esplanade

### **Council Members Present:**

Mayor Aaron Stone  
Councillor Amanda Jacobson  
Councillor Rob Johnson (via phone)  
Councillor Tricia McKay

Councillor Duck Paterson  
Councillor Marsh Stevens  
Councillor Jeff Virtanen

### **Staff Present:**

Allison McCarrick  
Erin Anderson  
Chris Barfoot  
Jake Belobaba  
Geoff Goodall

Donna Smith  
Ryan Bouma  
Mike Gregory  
Sue Bouma

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### **1. CALL TO ORDER AND ACKNOWLEDGEMENT**

Mayor Stone called the Special Meeting of Council to order at 6:05 p.m., recognizing with gratitude that it was taking place on the traditional unceded territory of the Stz'uminus First Nation.

### **2. AGENDA APPROVAL**

#### **CS 2021-350**

That Council approve the agenda for this Special Meeting of Council for November 9, 2021 with the following amendment:

- Refer item 4.1., "Standing and Community Committee Representatives" to the November 16<sup>th</sup> Regular Meeting of Council.

*Motion Carried*

### **3. 2022 BUDGET WORKSHOP - WATER AND SEWER UTILITY INTRODUCTION**

#### **3.1 Presentation and Council Discussion**

Staff presented details of the proposed sewer and water budgets for 2022, and responded to Council's questions.

#### **3.2 Public Input and Questions**

A member of the public submitted a question regarding the nature of the proposed debt, noted on slide 21 of the presentation, and commented that irrigation upgrades as noted on slide 31 would be unnecessary if the Town were to bag trees and plan xeriscape landscaping appropriate to upcoming warm seasons.

### **4. ADJOURNMENT**

#### **CS 2021-351**

That this Special Meeting of Council be adjourned at 6:31 p.m.

*Motion Carried*

CERTIFIED CORRECT:

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Mayor (A. Stone)

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Corporate Officer (D. Smith)



TOWN OF LADYSMITH

## PROCLAMATION

### ADOPTION AWARENESS MONTH

- WHEREAS:** *adoptive families in British Columbia provide children with the love and support of a permanent family; and*
- WHEREAS:** *the Town of Ladysmith wishes to recognize the care, compassion and unselfish commitment of British Columbia adoptive families; and*
- WHEREAS:** *there continues to be a need for adoptive families to nurture the growth and development of children, especially those with special needs because of physical, mental or emotional disabilities; and*
- WHEREAS:** *there is a need to remind citizens during this time that there are many children and sibling groups in the province who are available for adoption.*
- THEREFORE,** *I, Aaron Stone, Mayor of the Town of Ladysmith, do hereby proclaim November 2021 as Adoption Awareness Month in the Town of Ladysmith, British Columbia.*

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Mayor A. Stone

November 1, 2021

An aerial photograph of Ladysmith, British Columbia, taken during the golden hour of sunset. The town is nestled in a valley, surrounded by forested mountains. A large body of water, likely the Fraser River, is visible in the foreground, with several small islands and peninsulas. The sky is a warm orange, and the water reflects the light. The text "Budget 2022" is overlaid in large white letters.

# Budget 2022

Budget Workshop #3 - November 16th, 2021

# Outline

- Review from previous meetings
- Provide direction to prepare the amendment bylaws
- Introduction of capital budgets
- Next meeting





## Review of November 9<sup>th</sup>, 2021

## Impact to Average Household Utilities - Water

Water Rates	2021	2022	Difference
Per Quarter	\$ 125.82	\$ 132.11	\$ 6.29
Per Year	\$ 503.28	\$ 528.45	\$ 25.17

*\*Based on  
90m<sup>3</sup> SFD*

Water Parcel Tax	2021	2022	Difference
Per Year	\$ 459	\$ 459	\$ 0

## Impact to Average Household Utilities - Sewer

Sewer Rates	2021	2022	Difference
Per Month	\$ 30.19	\$ 30.19	\$0
Per Billing Cycle	\$ 90.56	\$ 90.56	\$0
Per Year	\$ 362.25	\$ 362.25	\$0

Sewer Parcel Tax	2021	2022	Difference
Per Year	\$ 350	\$ 350	\$ 0

# Council resolution required

That Council:

Direct staff to prepare an amendment to the Water Rates Bylaw 1999, No. 1298 to increase each consumption rate by 5%, effective January 1, 2022.



## 2022 Capital Projects



## General Capital & Reserve Contribution

- A minimum of 10% prior year's municipal tax levy will be transferred to General Capital projects
  - \$756,528
- A further 5% prior year's municipal tax levy will be transferred to General Capital reserve
  - \$378,264

# 2022 Financial Plan – Proposed Capital List

(included in agenda package)

*Does not include Carry Forward Projects*

# Department: Development Services

## Area: Waterfront

Project	Risk	Priority	Total Cost (\$)	
Waterfront Area Plan: Business Plan	High Risk	Important but not critical	\$ 30,000	*
Waterfront Park Master Plan	Medium Risk	Optional	\$ 75,000	
Community Advisory Panel	Low Risk	Optional	\$ 5,000	
Waterfront Phase 2 Remediation	Medium Risk	Important but not critical	\$ 400,000	*

\* Requires early budget approval



# Department: Parks, Recreation & Culture

## Area: Facility Maintenance

Project	Risk	Priority	Total Cost (\$)
Asbestos Survey for TOL Buildings	Very High Risk	Critical	\$ 35,000 *
Fire hall vehicle exhaust systems	Medium Risk	Critical	\$ 60,000
Replace Rolling Doors @ Eco Tourism Building	High Risk	Important but not critical	\$ 13,535 *
Loci Shop Roof	Medium Risk	Important but not critical	\$ 62,500 *
Car Shop Repairs	Medium Risk	Important but not critical	\$ 20,000 *
Food Bank - Demolition	Medium Risk	Important but not critical	\$ 45,000 *
Concession Building @ Transfer Beach - Demolition	Medium Risk	Important but not critical	\$ 40,000 *
Flag Poles	Medium Risk	Important but not critical	\$ 35,000
Security Camera System - FJCC	Medium Risk	Important but not critical	\$ 20,000
PW Building Roof - Phase 2 (section 1A & 3B)	Medium Risk	Important but not critical	\$ 50,000 *
Themed Lighting - Aggie & Anchor	Low Risk	Optional	\$ 10,420



# Department: Parks, Recreation & Culture

## Area: Recreation

Project	Risk	Priority	Total Cost (\$)	
Photocopier (FJCC)	Medium Risk	Optional	\$ 15,000	*
Score Board for 3 local fields	Low Risk	Important but not critical	\$ 50,000	



# Department: Parks, Recreation & Culture

## Area: Parks & Playgrounds

Project	Risk	Priority	Total Cost (\$)
Kay Grouhel Recognition	Low Risk	Important but not critical	\$ 8,000 *
Golf Course Netting	High Risk	Important but not critical	\$ 20,000 *
Turf Field Crumb Rubber Finish - Forrest Field	High Risk	Critical	\$ 30,000 *
Trail Counters	Low Risk	Optional	\$ 9,000



# Department: Public Works

## Area: Equipment

Project	Risk	Priority	Total Cost (\$)
Commercial Rotary Tri-Mower	Medium Risk	Important but not critical	\$ 125,000



# Department: Public Works

## Area: Engineering

Project	Risk	Priority	Total Cost (\$)
GIS Stage 3 Implementation	Medium Risk	Important but not critical	\$ 60,000 *

\* Requires early budget approval



# Department: Public Works

## Area: Parks & Playgrounds

Project	Risk	Priority	Total Cost (\$)
Stairs - Oyster Bay Rd/Boat Ramp	High Risk	Critical	\$ 12,000
Lower Holland Creek Trail Boardwalk Repairs	High Risk	Critical	\$ 4,500
FJCC Fence Repairs	Medium Risk	Important but not critical	\$ 20,000
Blaire Place Ocean Access	Medium Risk	Optional	\$ 20,000



# Department: Public Works

## Area: Storm

Project	Risk	Priority	Total Cost (\$)
Storm main - Kitchener to Gatacre	High Risk	Critical	\$ 40,000
Storm Water Manhole Replacement Program	High Risk	Critical	\$ 20,000

# Department: Public Works

## Area: Roads/Sidewalks – Part 1

Project	Risk	Priority	Total Cost (\$)
Marina Access (LMS Wall)	Very High Risk	Critical	\$ 350,000
Roundabout - Ludlow & Rocky Cr	Medium Risk	Critical	\$ 1,600,000 *
Electric Vehicle Charging Station	High Risk	Important but not critical	\$ 25,000 *
Conduit Replacement - 1st Ave (pending grant)	Medium Risk	Important but not critical	\$ 62,100
Bike racks & benches (pending grant)	Medium Risk	Important but not critical	\$ 23,805
Interlocking Bricks Replacement - Roberts to High (pending grant)	Medium Risk	Important but not critical	\$ 196,363



# Department: Public Works

## Area: Roads/Sidewalks – Part 2

Project	Risk	Priority	Total Cost (\$)
2nd Ave Slope Stability Study	Medium Risk	Important but not critical	\$ 35,000
Interlocking Bricks Replacement - Buller to Kitchener (pending grant)	Medium Risk	Important but not critical	\$ 64,688
Interlocking Bricks Replacement - High to Buller (pending grant)	Medium Risk	Important but not critical	\$ 65,838
Bollards - 1st Avenue	Low Risk	Important but not critical	\$ 30,000
Wayfinding signs - (pending grant)	Low Risk	Important but not critical	\$ 117,784
Street light tops on old decorative lights replacements (pending grant)	Medium Risk	Optional	\$ 12,696



# Department: Protective Services

## Area: Fire

Project	Risk	Priority	Total Cost (\$)
Mobile Computer Aided Dispatch	Medium Risk	Critical	\$ 60,000
Turnout Gear Dryer	High Risk	Important but not critical	\$ 15,000
Ladder Truck (1997)	Medium Risk	Important but not critical	\$ 1,700,000



# Department: Waterfront

Area: Waterfront

Project	Risk	Priority	Total Cost (\$)
Waterfront projects	Low Risk	Critical	\$ 250,000



# Use of Reserves

Reserve	Project	Reserve Funding	Estimated balance at Dec 31, 2022 *
IT Equipment	GIS Stage 3 Implementation	\$ 60,000	\$ 192,287
Policing/Protective Serv	Mobile Computer Aided Dispatch	\$ 60,000	\$ 936,595
	Security Camera System - FJCC	\$ 20,000	
Waterfront Area Plan	Waterfront Area Plan: Business Plan	\$ 30,000	\$ 178,435
	Community Advisory Panel	\$ 5,000	
	Marina Access (LMS Wall)	\$ 60,000	
PW - Future Projects	Roundabout - Ludlow & Rocky Cr	\$ 100,000	\$ 59,639
PRC - Future Projects	Photocopier (FJCC)	\$ 15,000	\$ 99,862
PRC - Building	Loci Shop Roof	\$ 62,500	\$ 164,794
	Car Shop Repairs	\$ 20,000	
Vehicle Equipment Reserve	Commercial Rotary Tri-Mower	\$ 125,000	\$ 560,136
Fire Hall Building	Fire hall vehicle exhaust systems	\$ 60,000	\$ 185,499
PW - Consulting	2nd Ave Slope Stability Study	\$ 5,950	\$ 19,000

# Use of Reserves (Town portion of grant application)

Project	Reserve Funding	Estimated balance Dec 31, 2022 *
Gen Government - Future Projects		
Wayfinding signs - (pending grant)	\$ 29,446	\$ 156,908
Infrastructure Reserve		
Interlocking Bricks Replacement - Roberts to High (pending grant)	\$ 49,091	\$ 649,642
Interlocking Bricks Replacement - High to Buller (pending grant)	\$ 16,460	
Interlocking Bricks Replacement - Buller to Kitchener (pending grant)	\$ 16,172	
Street light tops on old decorative lights replacements (pending grant)	\$ 3,174	
Conduit Replacement - 1st Ave (pending grant)	\$ 15,525	
Bike racks & benches (pending grant)	\$ 5,951	

## Use of Reserves (water & sewer)

Project	Reserve Funding	Estimated balance Dec 31, 2022 *
Water Capital Reserve		
Flow Instrumentation - Banon Creek & Holland Dam Ph1	\$ 75,000	\$ 1,236,828
Chicken Ladder Flood Hardening	\$ 400,000	
Sewer Reserve		
Ludlow Pump Station Upgrade	\$ 375,000	\$ 200,369
Rocky Creek Sanitary Upgrade - Boundary to Ludlow	\$ 337,500	

# Use of Reserves – Real Property Reserve

Current Balance (Nov 05, 2021) \$1,131,152

Less committed Funding for in 2021:

Churchill Rezoning (remaining) 22,907

Waterfront Projects 2019/2020 143,710

Arts & Heritage Hub (non-grant portion) 234,212

Committed funding for 2022

Portion of waterfront salary 103,670

Waterfront project 2022 296,330

Projected balance at Dec 31, 2022 \$ 330,323

*Churchill debt repayment (2023) 940,000*

*Selling Churchill*

*Selling S. Davis Lots*



# Use of Gas Tax

Current Balance (Nov 05, 2021)	\$ 2,157,558
Less committed funding for 2021	1,235,905
2022:	
Anticipated funding	+ 433,786
Oyster Bay Stairs	12,000
Waterfront Master Plan	<u>75,000</u>
Projected balance at Dec 31, 2022	\$ 1,268,439



## Use of DCC's

Current Balance (Nov 05, 2021) \$ 6,764,043

Less committed funding for 2021 \$ 1,246,395

### 2022:

Flow Instrumentation - Banon Creek & Holland Dam Ph1	75,000	<b>Water DCC</b>
Rocky Creek Sanitary Upgrade - Boundary to Ludlow	337,500	<b>Sewer DCC</b>
Ludlow Pump Station Upgrade	375,000	<b>Sewer DCC</b>
Holland Creek Development Downstream (offsite improvements)	42,085	<b>Sewer DCC</b>
Roundabout - Ludlow & Rocky Cr	890,000	<b>Roads DCC</b>
Environmental Impact Study Y2	50,000	<b>Sewer DCC</b>
WWTP Debt	43,000	<b>Sewer DCC</b>

Projected balance at Dec 31, 2021 \$ 3,705,063

# Council resolution required

That Council direct staff to prepare the :

- 2022 Sewer Parcel Tax Bylaw at \$350; and
- 2022 Water Parcel Tax Bylaw at \$459



# Next Meeting – Nov 30<sup>th</sup>, 2021

- Provide early budget approval for select capital projects



## WE VALUE YOUR FEEDBACK

If you have any comments, questions or suggestions, we want to hear from you. Send us an e-mail to [info@ladysmith.ca](mailto:info@ladysmith.ca) or by call City Hall at [250.245.6400](tel:250.245.6400).

### WE WANT TO HEAR WHAT YOU HAVE TO SAY. CONNECT WITH US:



Send an E-mail to [info@ladysmith.ca](mailto:info@ladysmith.ca)



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



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## 2022 Financial Plan - Proposed Capital List

### Development Services

#### Waterfront

*Project Name* **Waterfront Area Plan: Business Plan**

<i>Description</i>	Jointly prepared business plan with SFN as part of WAP implementation	YEAR	2022
		<b>Amounts</b>	<b>\$30,000</b>
<i>Purpose</i>	Assess costs, revenues of implementing the WAP and business strategy for developing. Costs to be split between SFN and Town	<b><u>Funding Sources:</u></b>	
		Taxation	0
		Water Utility	0
		Sewer Utility	0
		Reserve	30,000
		DCC	0
		Gas Tax	0
		Carry-forward	0
		Borrow	0
		Donation/Other	0
		Grant-confirmed	0
		Grant - TBD	0
<i>Consequence of not funding</i>	Unlikely WAP will be implemented		
<i>Priority</i>	Important but not critical		
<i>Strategic Priority</i>	Waterfront		
<i>Risk Level</i>	High Risk	<input checked="" type="checkbox"/> Early Budget Approval	

*Project Name* **Waterfront Park Master Plan**

<i>Description</i>		YEAR	2022
		<b>Amounts</b>	<b>\$75,000</b>
<i>Purpose</i>		<b><u>Funding Sources:</u></b>	
		Taxation	0
		Water Utility	0
		Sewer Utility	0
		Reserve	0
		DCC	0
		Gas Tax	75,000
		Carry-forward	0
		Borrow	0
		Donation/Other	0
		Grant-confirmed	0
		Grant - TBD	0
<i>Consequence of not funding</i>			
<i>Priority</i>	Optional		
<i>Strategic Priority</i>	Waterfront		
<i>Risk Level</i>	Medium Risk	<input type="checkbox"/> Early Budget Approval	

## 2022 Financial Plan - Proposed Capital List

Project Name **Community Advisory Panel**

Description Broad-based input for implementation

YEAR

2022

**Amounts**

**\$5,000**

Purpose To be consistent with Project charter

**Funding Sources:**

Taxation 0

Water Utility 0

Sewer Utility 0

Reserve 5,000

DCC 0

Gas Tax 0

Carry-forward 0

Borrow 0

Donation/Other 0

Grant-confirmed 0

Grant - TBD 0

Consequence of not funding Inconsistent with WAP

Priority Optional

Strategic Priority Waterfront

☐ Early  
Budget  
Approval

Risk Level Low Risk

## 2022 Financial Plan - Proposed Capital List

### Parks & Rec

#### Facility Maintenance

**Project Name** Asbestos Survey for TOL Buildings

<b>Description</b>	To meet WorkSafe recommendations to have all buildings pre 1992 complete asbestos survey	<b>YEAR</b>	2022
		<b>Amounts</b>	<b>\$35,000</b>
<b>Purpose</b>	For any future work that is to be done at theses site, we will have the necessary information	<b>Funding Sources:</b>	
		Taxation	35,000
		Water Utility	0
		Sewer Utility	0
		Reserve	0
		DCC	0
		Gas Tax	0
		Carry-forward	0
		Borrow	0
		Donation/Other	0
		Grant-confirmed	0
		Grant - TBD	0
<b>Consequenc eof not funding</b>	Costly to do independent test per job; risky.		
<b>Priority</b>	Critical		
<b>Strategic Priority</b>	Infrastructure		
<b>Risk Level</b>	Very High Risk	<input checked="" type="checkbox"/> Early Budget Approval	

**Project Name** Fire hall vehicle exhaust systems

<b>Description</b>	Originally a 2021 project though quotes for the work were more than budget. Current system removing vehicle exhaust is outdated and in need of repairs. The two new bays also	<b>YEAR</b>	2022
		<b>Amounts</b>	<b>\$60,000</b>
<b>Purpose</b>	To remove exhaust from the vehicles as they are running indoors	<b>Funding Sources:</b>	
		Taxation	0
		Water Utility	0
		Sewer Utility	0
		Reserve	60,000
		DCC	0
		Gas Tax	0
		Carry-forward	0
		Borrow	0
		Donation/Other	0
		Grant-confirmed	0
		Grant - TBD	0
<b>Consequenc eof not funding</b>	Could become an OHS issue with the staff and volunteers in the detachment		
<b>Priority</b>	Critical		
<b>Strategic Priority</b>	Operations		
<b>Risk Level</b>	Medium Risk	<input type="checkbox"/> Early Budget Approval	

## 2022 Financial Plan - Proposed Capital List

Project Name **Replace Rolling Doors @ Eco Tourism Bldg**

Description	Replace end of life rolling doors	YEAR	2022
		<b>Amounts</b>	<b>\$13,535</b>
Purpose	Safety/issues with the locking mechanism creating challenges trying to get to needed equipment in that area as there is no other access point other than the rolling doors.	<b><u>Funding Sources:</u></b>	
		Taxation	13,535
		Water Utility	0
		Sewer Utility	0
		Reserve	0
		DCC	0
		Gas Tax	0
		Carry-forward	0
		Borrow	0
		Donation/Other	0
		Grant-confirmed	0
		Grant - TBD	0
Consequenc eof not funding	Continue repair expense. Security of the building can be compromised. Emergency calls.		
Priority	Important but not critical		
Strategic Priority	Waterfront		
	<input checked="" type="checkbox"/> Early Budget Approval		
Risk Level	High Risk		

Project Name **Loci Shop Roof**

Description	Roof Replacement with localized repairs	YEAR	2022
		<b>Amounts</b>	<b>\$62,500</b>
Purpose	To ensure protection of aging asset.	<b><u>Funding Sources:</u></b>	
		Taxation	0
		Water Utility	0
		Sewer Utility	0
		Reserve	62,500
		DCC	0
		Gas Tax	0
		Carry-forward	0
		Borrow	0
		Donation/Other	0
		Grant-confirmed	0
		Grant - TBD	0
Consequenc eof not funding	Further deterioration of structure due to water damage may occur		
Priority	Important but not critical		
Strategic Priority	Infrastructure		
	<input checked="" type="checkbox"/> Early Budget Approval		
Risk Level	Medium Risk		

## 2022 Financial Plan - Proposed Capital List

### Project Name **Car Shop Repairs**

Description	Cladding and window Repairs and replacement and doors	YEAR	2022
		<b>Amounts</b>	<b>\$20,000</b>
Purpose	To ensure protection of aging asset.	<b><u>Funding Sources:</u></b>	
		Taxation	0
		Water Utility	0
		Sewer Utility	0
Consequence of not funding	Building will continue to deteriorate.	Reserve	20,000
		DCC	0
		Gas Tax	0
		Carry-forward	0
Priority	Important but not critical	Borrow	0
		Donation/Other	0
Strategic Priority	Infrastructure	Grant-confirmed	0
	<input checked="" type="checkbox"/> Early Budget Approval	Grant - TBD	0
Risk Level	Medium Risk		

### Project Name **Food Bank - Demolition**

Description	Building is decrepit. Space can be better used. Will need to be demolished for the eventual City Hall.	YEAR	2022
		<b>Amounts</b>	<b>\$45,000</b>
Purpose	To demolish the old food bank building on Buller Street	<b><u>Funding Sources:</u></b>	
		Taxation	45,000
		Water Utility	0
		Sewer Utility	0
Consequence of not funding	The site will continue to look neglected. The spot cannot be used. A structural assessment is required to determine if building is salvageable - estimate cost of assessment \$10k.	Reserve	0
		DCC	0
		Gas Tax	0
		Carry-forward	0
Priority	Important but not critical	Borrow	0
		Donation/Other	0
Strategic Priority	Infrastructure	Grant-confirmed	0
	<input checked="" type="checkbox"/> Early Budget Approval	Grant - TBD	0
Risk Level	Medium Risk		

## 2022 Financial Plan - Proposed Capital List

Project Name **Concession Building @ Transfer Beach - Demolition**

Description	Demo of the Concession Building (Transfer Beach)	YEAR	2022
		<b>Amounts</b>	<b>\$40,000</b>
Purpose	To repurpose the concrete slab and have an area with accessibility access for everyone including picnic tables which the area needs more of.	<b><u>Funding Sources:</u></b>	
		Taxation	40,000
		Water Utility	0
		Sewer Utility	0
		Reserve	0
		DCC	0
		Gas Tax	0
		Carry-forward	0
		Borrow	0
		Donation/Other	0
		Grant-confirmed	0
		Grant - TBD	0
Consequenc eof not funding	Continue to have a building not able to be used for original intent as a concession building, does not meet current health and safety codes.		
Priority	Important but not critical		
Strategic Priority	Waterfront		
	<input checked="" type="checkbox"/> Early Budget Approval		
Risk Level	Medium Risk		

Project Name **Flag Poles**

Description	Replace All Flag Poles	YEAR	2022
		<b>Amounts</b>	<b>\$35,000</b>
Purpose	All the flag poles have issues with the mechanical parts which raise and lower the flags. Some of the poles themselves are in poor condition.	<b><u>Funding Sources:</u></b>	
		Taxation	35,000
		Water Utility	0
		Sewer Utility	0
		Reserve	0
		DCC	0
		Gas Tax	0
		Carry-forward	0
		Borrow	0
		Donation/Other	0
		Grant-confirmed	0
		Grant - TBD	0
Consequenc eof not funding	Continued issues with operations of the flags, some vandalism issues may continue to happen and some poles aesthetically in poor shape.		
Priority	Important but not critical		
Strategic Priority	Infrastructure		
	<input type="checkbox"/> Early Budget Approval		
Risk Level	Medium Risk		

## 2022 Financial Plan - Proposed Capital List

**Project Name** **Security Camera System - FJCC**

<b>Description</b>	Updating outdated camera system at FJCC and install additional cameras	<b>YEAR</b>	<b>2022</b>
		<b>Amounts</b>	<b>\$20,000</b>
<b>Purpose</b>	To replace the cameras and add additional high definition/digital options to system	<b><u>Funding Sources:</u></b>	
		Taxation	0
		Water Utility	0
		Sewer Utility	0
<b>Consequence of not funding</b>	continued vandalism, theft and building damage	Reserve	20,000
		DCC	0
		Gas Tax	0
		Carry-forward	0
<b>Priority</b>	Important but not critical	Borrow	0
		Donation/Other	0
<b>Strategic Priority</b>	Operations	Grant-confirmed	0
	<input type="checkbox"/> Early Budget Approval	Grant - TBD	0
<b>Risk Level</b>	Medium Risk		

**Project Name** **PW Building Roof - Phase 2 (section 1A & 3B)**

<b>Description</b>	replace roof at PW near end of life	<b>YEAR</b>	<b>2022</b>
		<b>Amounts</b>	<b>\$50,000</b>
<b>Purpose</b>	recommended report to replace these roofs at Public Roofs. The reason for phasing these replacements is based on the assessment report.	<b><u>Funding Sources:</u></b>	
		Taxation	5,000
		Water Utility	0
		Sewer Utility	0
<b>Consequence of not funding</b>	Eventual roof failure and water damage to building. Higher costs to repair more than just the roof.	Reserve	0
		DCC	0
		Gas Tax	0
		Carry-forward	45,000
<b>Priority</b>	Important but not critical	Borrow	0
		Donation/Other	0
<b>Strategic Priority</b>	Infrastructure	Grant-confirmed	0
	<input checked="" type="checkbox"/> Early Budget Approval	Grant - TBD	0
<b>Risk Level</b>	Medium Risk		

## 2022 Financial Plan - Proposed Capital List

Project Name **Themed Lighting - Aggie & Anchor**

Description	Propose install of themed lighting at Aggie Hall & Anchor	YEAR	2022
		<b>Amounts</b>	<b>\$10,420</b>
Purpose	To recognize and support key important events, cultural occasions, bring awareness to a cause or simply convey the mood of the Town to it's residents and visitors.	<b><u>Funding Sources:</u></b>	
		Taxation	10,420
		Water Utility	0
		Sewer Utility	0
		Reserve	0
		DCC	0
		Gas Tax	0
		Carry-forward	0
		Borrow	0
		Donation/Other	0
		Grant-confirmed	0
		Grant - TBD	0
Consequenc eof not funding	none		
Priority	Optional		
Strategic Priority	Community		
Risk Level	Low Risk	<input type="checkbox"/> Early Budget Approval	

### Recreation

Project Name **Score Board for 3 local fields**

Description	The Ladysmith Eagles (FOE #2101 Aerie) are donating funds for 3 score boards. These clocks will be installed at the Aggie Field, Holland Creek Ball field and Forrest Field.	YEAR	2022
		<b>Amounts</b>	<b>\$50,000</b>
Purpose	To install score boards at Aggie Field, Holland Creek Ball field and Forrest Field using donated funds.	<b><u>Funding Sources:</u></b>	
		Taxation	0
		Water Utility	0
		Sewer Utility	0
		Reserve	0
		DCC	0
		Gas Tax	0
		Carry-forward	0
		Borrow	0
		Donation/Other	50,000
		Grant-confirmed	0
		Grant - TBD	0
Consequenc eof not funding	Status Quo		
Priority	Important but not critical		
Strategic Priority	Community		
Risk Level	Low Risk	<input type="checkbox"/> Early Budget Approval	

## 2022 Financial Plan - Proposed Capital List

Project Name **Photocopier (FJCC)**

Description Replace photocopier at FJCC

YEAR

2022

**Amounts**

**\$15,000**

Purpose Replacement

**Funding Sources:**

Taxation 0

Water Utility 0

Sewer Utility 0

Reserve 15,000

DCC 0

Gas Tax 0

Carry-forward 0

Borrow 0

Donation/Other 0

Grant-confirmed 0

Grant - TBD 0

Consequence of not funding Higher copier costs

Priority Optional

Strategic Priority Operations

☒ Early Budget Approval

Risk Level Medium Risk

### Parks & Playgrounds

Project Name **Turf Field Crumb Rubber Finish - Forrest Field**

Description Recent testing at Forrest Field identified the field is in need of additional maintenance to ensure safety levels are maintained.

YEAR

2022

**Amounts**

**\$30,000**

Purpose Testing is completed regularly to ensure sports field meets safety standards.

**Funding Sources:**

Taxation 30,000

Water Utility 0

Sewer Utility 0

Reserve 0

DCC 0

Gas Tax 0

Carry-forward 0

Borrow 0

Donation/Other 0

Grant-confirmed 0

Grant - TBD 0

Consequence of not funding Potential liability and injury to users.

Priority Critical

Strategic Priority Infrastructure

☒ Early Budget Approval

Risk Level High Risk

## 2022 Financial Plan - Proposed Capital List

Project Name **Golf Course Netting**

Description	Protecting neighbours from golf balls.	YEAR	2022
		<b>Amounts</b>	<b>\$20,000</b>
Purpose	Netting along property line protecting homes on Dogwood	<b><u>Funding Sources:</u></b>	
		Taxation	20,000
		Water Utility	0
		Sewer Utility	0
Consequence of not funding	Ongoing issues with golf balls in neighbours yard potential for damage & injury.	Reserve	0
		DCC	0
		Gas Tax	0
		Carry-forward	0
Priority	Important but not critical	Borrow	0
		Donation/Other	0
Strategic Priority	Community	Grant-confirmed	0
	<input checked="" type="checkbox"/> Early Budget Approval	Grant - TBD	0
Risk Level	High Risk		

Project Name **Kay Grouhel Recognition**

Description	Installation of historical interpretive sign & poem recognizing Kay Grouhel	YEAR	2022
		<b>Amounts</b>	<b>\$8,000</b>
Purpose	To recognize former Mayor	<b><u>Funding Sources:</u></b>	
		Taxation	8,000
		Water Utility	0
		Sewer Utility	0
Consequence of not funding	No recognition	Reserve	0
		DCC	0
		Gas Tax	0
		Carry-forward	0
Priority	Important but not critical	Borrow	0
		Donation/Other	0
Strategic Priority	Community	Grant-confirmed	0
	<input checked="" type="checkbox"/> Early Budget Approval	Grant - TBD	0
Risk Level	Low Risk		

## 2022 Financial Plan - Proposed Capital List

Project Name **Trail Counters**

Description	Utilizing trail counters on the Town's many trail systems will assist in identifying high use areas and assist staff in allocating appropriate resources.	YEAR	2022
		<b>Amounts</b>	<b>\$9,000</b>
Purpose	Trail counters will provide staff with valuable information necessary to prioritize maintenance schedules, identify use and volume of users in specific areas.	<b><u>Funding Sources:</u></b>	
Consequence of not funding	Understanding the demand/popularity of Town trails.	Taxation	9,000
		Water Utility	0
		Sewer Utility	0
		Reserve	0
		DCC	0
		Gas Tax	0
		Carry-forward	0
Priority	Optional	Borrow	0
Strategic Priority	Community	Donation/Other	0
		Grant-confirmed	0
Risk Level	Low Risk	Grant - TBD	0
	<input type="checkbox"/> Early Budget Approval		

## 2022 Financial Plan - Proposed Capital List

Public Works				
Equipment				
Project Name	<u>Commercial Rotary Tri-Mower</u>			
Description	Replacement of 2011 Toro Lawn Mower	YEAR	2022	
		Amounts	\$125,000	
Purpose	To replace 2011 Toro Lawn Mower. Utilize funds from the replacement reserve for Units #16 and #92.	<u>Funding Sources:</u>		
		Taxation	0	
		Water Utility	0	
		Sewer Utility	0	
Consequence of not funding	Costly repairs of servicing existing equipment as well the associated downtime	Reserve	125,000	
		DCC	0	
		Gas Tax	0	
		Carry-forward	0	
Priority	Important but not critical	Borrow	0	
Strategic Priority	Operations	Donation/Other	0	
		Grant-confirmed	0	
		Grant - TBD	0	
Risk Level	Medium Risk	<input type="checkbox"/> Early Budget Approval		

Engineering				
Project Name	<u>GIS Stage 3 Implementation</u>			
Description	GIS System construction and Implementation	YEAR	2022	
		Amounts	\$60,000	
Purpose	Continue to build the GIS system, adding additional assets and planning tools. Installation of docking station and remote GIS access for the water/sewer utility vehicle.	<u>Funding Sources:</u>		
		Taxation	0	
		Water Utility	0	
		Sewer Utility	0	
Consequenc eof not funding	Limited information on-site including emergencies such as water main breaks, valve locations.	Reserve	60,000	
		DCC	0	
		Gas Tax	0	
		Carry-forward	0	
Priority	Important but not critical	Borrow	0	
Strategic Priority	Infrastructure	Donation/Other	0	
		Grant-confirmed	0	
		Grant - TBD	0	
Risk Level	Medium Risk	<input checked="" type="checkbox"/> Early Budget Approval		

## 2022 Financial Plan - Proposed Capital List

### Parks & Playgrounds

**Project Name** **Stairs - Oyster Bay Rd/Boat Ramp**

**Description** Connection to Ludlow to Oyster Bay Rd

YEAR

2022

**Amounts**

**\$12,000**

**Purpose** To provide stairs to connect Oyster Bay Rd to existing stairs to Boat Ramp

**Funding Sources:**

Taxation	0
Water Utility	0
Sewer Utility	0
Reserve	0
DCC	0
Gas Tax	12,000
Carry-forward	0
Borrow	0
Donation/Other	0
Grant-confirmed	0
Grant - TBD	0

**Consequence of not funding** Lack of connection to Waterfront

**Priority** Critical

**Strategic Priority** Waterfront

**Risk Level** High Risk

☐ Early  
Budget  
Approval

**Project Name** **Lower Holland Creek Trail Boardwalk Repairs**

**Description** Repair Holland Creek Boardwalk

YEAR

2022

**Amounts**

**\$4,500**

**Purpose** To replace rotten wood that is becoming a safety risk to the public users of the trail.

**Funding Sources:**

Taxation	4,500
Water Utility	0
Sewer Utility	0
Reserve	0
DCC	0
Gas Tax	0
Carry-forward	0
Borrow	0
Donation/Other	0
Grant-confirmed	0
Grant - TBD	0

**Consequence of not funding** The boardwalk is in poor condition, repairs to the rotten wood components will continue, at some point the board walk may need to be closed if replacement funding is not made available.

**Priority** Critical

**Strategic Priority** Infrastructure

**Risk Level** High Risk

☐ Early  
Budget  
Approval

## 2022 Financial Plan - Proposed Capital List

Project Name **FJCC Fence Repairs**

Description		YEAR	2022
		Amounts	\$20,000
Purpose	Fence along skate park and upper filed is failing and needs significant repair	<b><u>Funding Sources:</u></b>	
		Taxation	20,000
		Water Utility	0
		Sewer Utility	0
		Reserve	0
		DCC	0
		Gas Tax	0
		Carry-forward	0
		Borrow	0
		Donation/Other	0
		Grant-confirmed	0
		Grant - TBD	0
Consequenc eof not funding	fence will fall resulting in need for full replacement.		
Priority	Important but not critical		
Strategic Priority	Community		
	<input type="checkbox"/> Early Budget Approval		
Risk Level	Medium Risk		

Project Name **Blaire Place Ocean Access**

Description		YEAR	2022
		Amounts	\$20,000
Purpose	Limited parking at current access point for Gourlay Jane Park is on Chemainus Rd. Public ocean access existing off Blair Pl can provide additional access to Park. Project includes	<b><u>Funding Sources:</u></b>	
		Taxation	20,000
		Water Utility	0
		Sewer Utility	0
		Reserve	0
		DCC	0
		Gas Tax	0
		Carry-forward	0
		Borrow	0
		Donation/Other	0
		Grant-confirmed	0
		Grant - TBD	0
Consequenc eof not funding	Continued use of private property to access Gourlay jane Park at the west end of Blair Place.		
Priority	Optional		
Strategic Priority	Infrastructure		
	<input type="checkbox"/> Early Budget Approval		
Risk Level	Medium Risk		

## 2022 Financial Plan - Proposed Capital List

Storm				
Project Name	<b><u>Storm Water Manhole Replacement Program</u></b>			
Description	Storm water manholes collect sediment before entering into the storm water main	YEAR	2022	
		Amounts	<div>\$20,000</div>	
Purpose	To continue with upgrades to the storm water system, manhole replacement is required.	<b><u>Funding Sources:</u></b>		
		Taxation	20,000	
		Water Utility	0	
		Sewer Utility	0	
		Reserve	0	
		DCC	0	
		Gas Tax	0	
		Carry-forward	0	
		Borrow	0	
		Donation/Other	0	
		Grant-confirmed	0	
		Grant - TBD	0	
Consequenc eof not funding	The storm water system will continue to be deficient in some areas			
Priority	Critical			
Strategic Priority	Infrastructure			
	<input type="checkbox"/>	Early Budget Approval		
Risk Level	High Risk			

Project Name	<b><u>Storm main - Kitchener to Gatacre</u></b>			
Description	Storm water mains collect storm water run off	YEAR	2022	
		Amounts	<div>\$40,000</div>	
Purpose	To replace aging infrastructure that no longer has the capacity to deal with large volumes of storm water	<b><u>Funding Sources:</u></b>		
		Taxation	40,000	
		Water Utility	0	
		Sewer Utility	0	
		Reserve	0	
		DCC	0	
		Gas Tax	0	
		Carry-forward	0	
		Borrow	0	
		Donation/Other	0	
		Grant-confirmed	0	
		Grant - TBD	0	
Consequenc eof not funding	Infrastructure will continue to inadequately deal with large volumes of storm water run off and potential flooding of public & private property.			
Priority	Critical			
Strategic Priority	Infrastructure			
	<input type="checkbox"/>	Early Budget Approval		
Risk Level	High Risk			

## 2022 Financial Plan - Proposed Capital List

### Roads/Sidewalks

Project Name **Marina Access (LMS Wall)**

Description Existing retaining wall adjacent to the parking lots is failing and starting to impact the electrical building located in the LMS parking area.

YEAR

2022

**Amounts**

**\$350,000**

Purpose Mitigating the failing retaining wall on the road to the LMS parking lot.

**Funding Sources:**

Taxation 290,000

Water Utility 0

Sewer Utility 0

Reserve 60,000

DCC 0

Gas Tax 0

Carry-forward 0

Borrow 0

Donation/Other 0

Grant-confirmed 0

Grant - TBD 0

Consequence of not funding wall will continue to fail into the building

Priority Critical

Strategic Priority Waterfront

☐ Early Budget Approval

Risk Level Very High Risk

Project Name **Roundabout - Ludlow & Rocky Cr**

Description DCC (2019) Project

YEAR

2022

**Amounts**

**\$1,600,000**

Purpose DCC Project

**Funding Sources:**

Taxation 10,000

Water Utility 0

Sewer Utility 0

Reserve 100,000

DCC 890,000

Gas Tax 0

Carry-forward 0

Borrow 0

Donation/Other 600,000

Grant-confirmed 0

Grant - TBD 0

Consequence of not funding DCC

Priority Critical

Strategic Priority Infrastructure

☒ Early Budget Approval

Risk Level Medium Risk

## 2022 Financial Plan - Proposed Capital List

Project Name **Electric Vehicle Charging Station**

Description can no longer get parts for existing station

YEAR

2022

**Amounts**

**\$25,000**

Purpose Replace Electric Charging Station

**Funding Sources:**

Taxation 25,000

Water Utility 0

Sewer Utility 0

Reserve 0

DCC 0

Gas Tax 0

Carry-forward 0

Borrow 0

Donation/Other 0

Grant-confirmed 0

Grant - TBD 0

Consequence of not funding Existing station will be inoperable

Priority Important but not critical

Strategic Priority Infrastructure

☒ Early  
Budget  
Approval

Risk Level High Risk

Project Name **Conduit Replacement - 1st Ave (pending grant)**

Description

YEAR

2022

**Amounts**

**\$62,100**

Purpose To Replace the underground conduit along 1st Ave - Kitchener to Roberts St

**Funding Sources:**

Taxation 0

Water Utility 0

Sewer Utility 0

Reserve 15,525

DCC 0

Gas Tax 0

Carry-forward 0

Borrow 0

Donation/Other 0

Grant-confirmed 0

Grant - TBD 46,575

Consequence of not funding Failing lights; photo sensors not working

Priority Important but not critical

Strategic Priority Economy

☐ Early  
Budget  
Approval

Risk Level Medium Risk

## 2022 Financial Plan - Proposed Capital List

Project Name **Bike racks & benches (pending grant)**

Description	Part of the wester Div. grant - downtown refresh	YEAR	2022
		<b>Amounts</b>	<b>\$23,805</b>
Purpose	Refurbish Bike racks & benches on 1st Ave	<b><u>Funding Sources:</u></b>	
		Taxation	0
		Water Utility	0
		Sewer Utility	0
Consequenc eof not funding	Aesthetics of downtown suffer	Reserve	5,951
		DCC	0
		Gas Tax	0
		Carry-forward	0
Priority	Important but not critical	Borrow	0
		Donation/Other	0
Strategic Priority	Economy	Grant-confirmed	0
	<input type="checkbox"/> Early Budget Approval	Grant - TBD	17,854
Risk Level	Medium Risk		

Project Name **Interlocking Bricks Replacement - Roberts to High (pending grant)**

Description	Reduce tripping hazards, better accessibility for mobility, reduction maintenance costs.	YEAR	2022
		<b>Amounts</b>	<b>\$196,363</b>
Purpose	Replacement of interlocking bricks	<b><u>Funding Sources:</u></b>	
		Taxation	0
		Water Utility	0
		Sewer Utility	0
Consequenc eof not funding	Tripping hazards and continued high maintenance	Reserve	49,091
		DCC	0
		Gas Tax	0
		Carry-forward	0
Priority	Important but not critical	Borrow	0
		Donation/Other	0
Strategic Priority	Economy	Grant-confirmed	0
	<input type="checkbox"/> Early Budget Approval	Grant - TBD	147,272
Risk Level	Medium Risk		

## 2022 Financial Plan - Proposed Capital List

### Project Name **2nd Ave Slope Stability Study**

Description	2nd Ave between Symonds and Buller has some slope stability issues that require further investigation.	YEAR	2022
		<b>Amounts</b>	<b>\$35,000</b>
Purpose	complete Geotechnical investigation on 2nd Ave between Symonds and Buller	<b><u>Funding Sources:</u></b>	
		Taxation	29,050
		Water Utility	0
		Sewer Utility	0
Consequence of not funding	Study needed to determine future action, if necessary	Reserve	5,950
		DCC	0
		Gas Tax	0
		Carry-forward	0
Priority	Important but not critical	Borrow	0
		Donation/Other	0
Strategic Priority	Infrastructure	Grant-confirmed	0
	<input type="checkbox"/> Early Budget Approval	Grant - TBD	0
Risk Level	Medium Risk		

### Project Name **Interlocking Bricks Replacement - Buller to Kitchener (pending grant)**

Description	Reduce tripping hazards, better accessibility for mobility, reduction maintenance costs.	YEAR	2022
		<b>Amounts</b>	<b>\$64,688</b>
Purpose	Replacement of interlocking bricks	<b><u>Funding Sources:</u></b>	
		Taxation	0
		Water Utility	0
		Sewer Utility	0
Consequence of not funding	Tripping hazards and continued high maintenance	Reserve	16,172
		DCC	0
		Gas Tax	0
		Carry-forward	0
Priority	Important but not critical	Borrow	0
		Donation/Other	0
Strategic Priority	Economy	Grant-confirmed	0
	<input type="checkbox"/> Early Budget Approval	Grant - TBD	48,516
Risk Level	Medium Risk		

## 2022 Financial Plan - Proposed Capital List

**Project Name** Interlocking Bricks Replacement - High to Buller (pending grant)

<b>Description</b>	Reduce tripping hazards, better accessibility for mobility, reduction maintenance costs.	<b>YEAR</b>	<b>2022</b>
		<b>Amounts</b>	<b>\$65,838</b>
<b>Purpose</b>	Replacement of interlocking bricks	<b><u>Funding Sources:</u></b>	
		Taxation	0
		Water Utility	0
		Sewer Utility	0
<b>Consequence of not funding</b>	Tripping hazards and continued high maintenance	Reserve	16,460
		DCC	0
		Gas Tax	0
		Carry-forward	0
<b>Priority</b>	Important but not critical	Borrow	0
		Donation/Other	0
<b>Strategic Priority</b>	Economy	Grant-confirmed	0
	<input type="checkbox"/> Early Budget Approval	Grant - TBD	49,378
<b>Risk Level</b>	Medium Risk		

**Project Name** Bollards - 1st Avenue

<b>Description</b>	continue bollard installation on 1st Ave	<b>YEAR</b>	<b>2022</b>
		<b>Amounts</b>	<b>\$30,000</b>
<b>Purpose</b>	Install Bollards on 1st Ave per CS2018-144	<b><u>Funding Sources:</u></b>	
		Taxation	30,000
		Water Utility	0
		Sewer Utility	0
<b>Consequence of not funding</b>	Possibility of accidents	Reserve	0
		DCC	0
		Gas Tax	0
		Carry-forward	0
<b>Priority</b>	Important but not critical	Borrow	0
		Donation/Other	0
<b>Strategic Priority</b>	Economy	Grant-confirmed	0
	<input type="checkbox"/> Early Budget Approval	Grant - TBD	0
<b>Risk Level</b>	Low Risk		

## 2022 Financial Plan - Proposed Capital List

**Project Name** Wayfinding signs - (pending grant)

<b>Description</b>	Replace all existing wayfinding signs in downtown area	<b>YEAR</b>	2022
		<b>Amounts</b>	<b>\$117,784</b>
<b>Purpose</b>	Downtown signs are faded	<b><u>Funding Sources:</u></b>	
		Taxation	0
		Water Utility	0
		Sewer Utility	0
<b>Consequence of not funding</b>	Aesthetics of downtown core.	Reserve	29,446
		DCC	0
		Gas Tax	0
		Carry-forward	0
<b>Priority</b>	Important but not critical	Borrow	0
		Donation/Other	0
<b>Strategic Priority</b>	Infrastructure	Grant-confirmed	0
	<input type="checkbox"/> Early Budget Approval	Grant - TBD	88,338
<b>Risk Level</b>	Low Risk		

**Project Name** Street light tops on old decorative lights replacements (pending grant)

<b>Description</b>	Existing glass heads are damaged and need replacement of entire unit.	<b>YEAR</b>	2022
		<b>Amounts</b>	<b>\$12,696</b>
<b>Purpose</b>	Replace 6-8 streetlight heads on old decorative light standards	<b><u>Funding Sources:</u></b>	
		Taxation	0
		Water Utility	0
		Sewer Utility	0
<b>Consequence of not funding</b>	Aesthetics	Reserve	3,174
		DCC	0
		Gas Tax	0
		Carry-forward	0
<b>Priority</b>	Optional	Borrow	0
		Donation/Other	0
<b>Strategic Priority</b>	Infrastructure	Grant-confirmed	0
	<input type="checkbox"/> Early Budget Approval	Grant - TBD	9,522
<b>Risk Level</b>	Medium Risk		

## 2022 Financial Plan - Proposed Capital List

### Protective Services

#### Fire

Project Name **Mobile Computer Aided Dispatch**

Description	Mobile CAD units for fire apparatus	YEAR	2022
		<b>Amounts</b>	<b>\$60,000</b>
Purpose	To replace end of life incompatible ipads with mobile CAD units to be compatible with new dispatch	<b><u>Funding Sources:</u></b>	
		Taxation	0
		Water Utility	0
		Sewer Utility	0
		Reserve	60,000
		DCC	0
		Gas Tax	0
		Carry-forward	0
		Borrow	0
		Donation/Other	0
		Grant-confirmed	0
		Grant - TBD	0
Consequenc eof not funding	Information not compatible with dispatch for mapping, preplans and dispatch notes		
Priority	Critical		
Strategic Priority	Community		
Risk Level	Medium Risk	<input type="checkbox"/> Early Budget Approval	

Project Name **Turnout Gear Dryer**

Description	cabinet for the drying of turnout gear after washing	YEAR	2022
		<b>Amounts</b>	<b>\$15,000</b>
Purpose	Contaminated turnout gear must be washed after calls. Air-drying takes days; this cabinet will dry 6 sets of gear in 3 hours.	<b><u>Funding Sources:</u></b>	
		Taxation	15,000
		Water Utility	0
		Sewer Utility	0
		Reserve	0
		DCC	0
		Gas Tax	0
		Carry-forward	0
		Borrow	0
		Donation/Other	0
		Grant-confirmed	0
		Grant - TBD	0
Consequenc eof not funding	Wet turnout gear cannot be used. Currently using other areas within the hall for drying.		
Priority	Important but not critical		
Strategic Priority	Infrastructure		
Risk Level	High Risk	<input type="checkbox"/> Early Budget Approval	

## 2022 Financial Plan - Proposed Capital List

Project Name **Ladder Truck (1997)**

Description New Ladder Truck required

YEAR

2022

**Amounts**

**\$1,700,000**

Purpose Replace the 1997 Ladder Truck

**Funding Sources:**

Taxation 0

Water Utility 0

Sewer Utility 0

Reserve 0

DCC 0

Gas Tax 0

Carry-forward 0

Borrow 1,700,000

Donation/Other 0

Grant-confirmed 0

Grant - TBD 0

Consequence of not funding At end of the 25yr life

Priority Important but not critical

Strategic Priority Community

☐ Early  
Budget  
Approval

Risk Level Medium Risk

## 2022 Financial Plan - Proposed Capital List

Waterfront				
Waterfront				
Project Name	<u>Waterfront projects</u>			
Description	Annual allotment of waterfront projects	YEAR	2022	
		Amounts	\$250,000	
Purpose	To implement the Waterfront Area Plan	<u>Funding Sources:</u>		
		Taxation	0	
		Water Utility	0	
		Sewer Utility	0	
Consequence of not funding	Inconsistent with WAP	Reserve	250,000	
		DCC	0	
		Gas Tax	0	
		Carry-forward	0	
Priority	Critical	Borrow	0	
Strategic Priority	Waterfront	Donation/Other	0	
		Grant-confirmed	0	
Risk Level	Low Risk	Grant - TBD	0	
		<input type="checkbox"/> Early Budget Approval		

Project Name	<u>Waterfront Phase 2 Remediation</u>			
Description	Continuation of remediation of waterfront lands	YEAR	2022	
		Amounts	\$400,000	
Purpose		<u>Funding Sources:</u>		
		Taxation	0	
		Water Utility	0	
		Sewer Utility	0	
Consequence of not funding		Reserve	400,000	
		DCC	0	
		Gas Tax	0	
		Carry-forward	0	
Priority	Important but not critical	Borrow	0	
Strategic Priority	Waterfront	Donation/Other	0	
		Grant-confirmed	0	
		Grant - TBD	0	
Risk Level	Medium Risk	<input checked="" type="checkbox"/> Early Budget Approval		

## 2022 Financial Plan - Proposed Capital List

		ANNUAL TOTAL	\$5,943,229		
Taxation	754,505	DCC	890,000	Grant - TBD	407,455
Water Utility	0	Reserve	1,409,269	Borrow	1,700,000
Sewer Utility	0	Gas Tax	87,000	Donation/Other	650,000
C/F	45,000	Grant-confirmed	0		

## STAFF REPORT TO COUNCIL

**Report Prepared By:** Julie Thompson, Planner  
**Reviewed By:** Jake Belobaba, Director of Development Services  
**Meeting Date:** November 16, 2021  
**File No:** DVP 3090-21-12  
**Re:** Development Variance Permit Application – 643 John Wilson Place

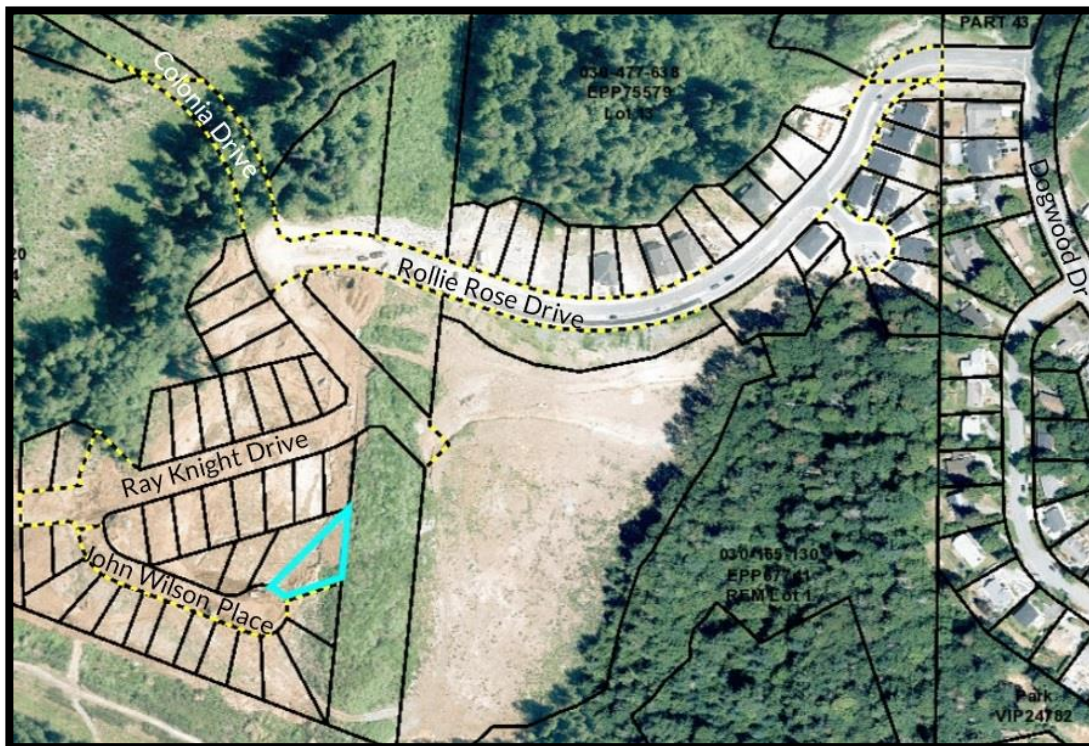
**RECOMMENDATION:**

That Council:

1. Issue Development Variance Permit 3090-21-12 to allow a secondary suite on a parcel with a frontage of 10.0m at 643 John Wilson Place; and
2. Authorize the Mayor and Corporate Officer to sign Development Variance Permit 3090-21-12.

**EXECUTIVE SUMMARY:**

A secondary suite is proposed at 643 John Wilson Place, which requires a variance as the parcel does not meet the minimum frontage requirement for secondary suites in the R1-HCA zone. Staff recommend approval of DVP 3090-21-12 as the secondary suite is not expected to have a negative impact on the neighbourhood.



**PREVIOUS COUNCIL DIRECTION:**

Resolution # Date	Council Resolution
CS 2019-253 July 15, 2019	That Council not support Development Variance Permit 3090-19-06 <i>Motion carried</i> OPPOSED: Councillors Jacobson and Johnson

In 2019, an application was received to vary the minimum frontage in the Single Dwelling Residential - Holland Creek Area (R-1-HCA) zone from 18.28m to 9.0m to allow for a secondary suite on an existing parcel at 120 Kinsmen Place. Staff recommended denial of DVP 19-06 as the applicant did not provide, in staff's opinion, appropriate on-site parking considering that the parcel was located on a cul-de-sac. The application was denied by Council.

**INTRODUCTION/BACKGROUND:**

The subject property, 643 John Wilson Place, is located on a cul-de-sac within the new Holland Creek area subdivision between Dogwood Drive and Colonia Drive. The parcel is 994.1m<sup>2</sup> in size and has a frontage of 10.006m according to the subdivision plan. The applicant is proposing to construct a single unit dwelling with a secondary suite. The minimum frontage required to construct a secondary suite in the R-1-HCA zone is 18.28m so a DVP is required. The proposed single unit dwelling contains two storeys and the proposed suite would be located within the lower storey, which is a walk-out basement. The applicant intends to provide separate parking for the suite tenant next to the suite entrance, within the parcel's side yard.

**DISCUSSION:*****Official Community Plan (OCP):***

The subject property is located in the Single-Family designation in the Holland Creek Local Area Plan (HCLAP) in "Official Community Plan Bylaw 2003, No. 1488". Residential land use policies in the HCLAP support secondary suites on larger single family parcels where on-site parking can be accommodated. The subject property is 994.1m<sup>2</sup> in size, and larger than typical single-family parcels in Ladysmith. OCP policies support a secondary suite use on the subject property.

***Zoning Bylaw:***

The subject property is located in the Single Dwelling Residential – Holland Creek Area (R-1-HCA) zone in "Town of Ladysmith Zoning Bylaw 2014, No. 1860". The R-1-HCA zone does not permit secondary suites unless a parcel is at least 668m<sup>2</sup> in size with a minimum frontage of 18.28m. The subject property meets the minimum parcel size to allow a secondary suite but does not meet the minimum frontage as it is located on a cul-de-sac and has a frontage of 10.006m. The applicant has applied to vary the R-1-HCA zone minimum frontage requirement to allow a secondary suite on the subject property.

***Parking:***

The Zoning Bylaw parking regulations require two off-street parking spaces for single unit dwellings containing a secondary suite which are permitted to be located in tandem, one in front of the other. However, on a cul-de-sac where there is little space for on-street parking and there is the risk of parking-related bylaw enforcement issues, staff recommend that the proposed secondary suite parking be located separately from the primary dwelling parking such that the parking spaces are not arranged in tandem. The applicant has agreed to provide parking in this manner, and this is captured as a condition in proposed DVP 21-12 (see Attachment B for applicant site plan).

***Stormwater Management:***

The Town's Engineering Department noted a stormwater management concern due to the overall increase in non-permeable surfaces with the addition of a separate parking area for the proposed suite. To address this concern, DVP 21-12 contains a condition requiring that the suite parking area consist of a permeable material, excluding gravel. This condition has been discussed with the applicant who is supportive of using a permeable material.

***Proposed DVP 21-12:***

As proposed, DVP 21-12 would vary the minimum frontage required for a secondary suite use from 18.28m to 10.0m for the subject property at 643 John Wilson Place, subject to the following conditions:

- The off-street parking space required for the secondary suite must be located in the side yard closest to the secondary suite entrance; and
- The off-street parking area provided for the secondary suite must be surfaced with a permeable or porous material, excluding gravel.

**ALTERNATIVES:**

Council can choose to not issue DVP 3090-21-12.

**FINANCIAL IMPLICATIONS:**

N/A

**LEGAL IMPLICATIONS:**

The *Local Government Act* allows Council to vary zoning regulations excluding regulations of use, density and rental tenure through issuance of a DVP.

**CITIZEN/PUBLIC RELATIONS IMPLICATIONS:**

Notice of the proposed variance was issued in accordance with the requirements of the *Local Government Act* and "Town of Ladysmith Development Approval Procedures Bylaw 2008, No. 1667". On November 3, 2021 a notice was sent to the property owners/residents within 60m of the subject property. At the time of writing, the Town has not received any submissions from the public regarding DVP 3090-21-12. Any submissions will be brought forward for Council's consideration.

**INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS:**

The application has been referred to the Fire Chief and the Engineering and Building Inspection departments. Their comments have been incorporated into the draft permit and/or will be addressed through the building permit stage.

**ALIGNMENT WITH SUSTAINABILITY VISIONING REPORT:**

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

**ALIGNMENT WITH STRATEGIC PRIORITIES:**

- |   |   |
|---|---|
| <input type="checkbox"/> Infrastructure       | <input type="checkbox"/> Economy        |
| <input checked="" type="checkbox"/> Community | <input type="checkbox"/> Not Applicable |
| <input type="checkbox"/> Waterfront           |   |

***I approve the report and recommendations.***

**Allison McCarrick, Chief Administrative Officer**

**ATTACHMENTS:**

- A. Draft DVP 3090-21-12
- B. Applicant Site Plan



# TOWN OF LADYSMITH DEVELOPMENT VARIANCE PERMIT

(Section 498 *Local Government Act*)

FILE NO: 3090-21-12

DATE: November 16, 2021

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Name of Owner(s) of Land (Permittee): Wayne Daniel Briggs & Janice Ellen Briggs

Applicant: Scott Lovely (Lovely Ventures)

Subject Property (Civic Address): 643 John Wilson Place

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1. This Development Variance Permit is issued subject to compliance with all of the bylaws of the Town of Ladysmith applicable thereto, except as specifically varied or supplemented by this Permit.
2. This Development Variance 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 17 District Lot 103 Oyster District Plan EPP98461 – PID: 031-374-298 (643 John Wilson Place)**
3. Section 10.3.d) in the “Single Dwelling Residential – Holland Creek Area (R-1-HCA” zone of the “Town of Ladysmith Zoning Bylaw 2014, No. 1860”, as amended, is varied for the subject property to reduce the minimum *Frontage* from 18.28 metres to 10.0 metres for a *Secondary Suite Use*, provided that the following conditions are met:
  - i. The minimum off-street parking required for a *Secondary Suite* in accordance with “Town of Ladysmith Zoning Bylaw 2014, No. 1860” “Part 8: Parking and Loading Regulations”, must be provided in the *Side Yard* closest to the *Secondary Suite* exterior entrance; and
  - ii. The off-street parking area provided for the *Secondary Suite* must consist of a *Permeable* or porous material, excluding materials consisting of gravel.
4. The land described herein shall be developed strictly in accordance with terms and conditions and provisions of this Permit and any plans and specifications attached to this Permit which shall form a part thereof. 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 or any amendment hereto shall be binding upon all persons who acquire an interest in the land affected by this Permit.

5. THIS PERMIT IS NOT A BUILDING PERMIT. No occupancy permit shall be issued until all items of this Development Variance Permit have been complied with to the satisfaction of the Corporate Officer.

AUTHORIZED BY RESOLUTION NO. \_\_\_\_\_ PASSED BY THE COUNCIL OF THE TOWN  
OF LADYSMITH ON THE \_\_\_\_ DAY OF \_\_\_\_\_ 202\_\_.

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

\_\_\_\_\_  
Corporate Officer (D. Smith)

DRAFT



## Minutes of the Public Art Task Group (PATG) Tuesday, September 28th, 2021 at 4:15pm

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### COMMITTEE MEMBERS PRESENT:

Lynda Baker  
Councillor Tricia McKay  
Ora Steyn  
Lesley Lorenz  
Kathy Holmes  
Julie Noon (joined at 5 p.m.)

### STAFF PRESENT:

Shannon Wilson

### REGRETS:

Shirley Louie

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### WELCOME & ACKNOWLEDGEMENT

L. Baker welcomed group and opened the meeting at 4:07 pm.

### APPOINTMENT OF CHAIR

*Moved and seconded: O. Steyn / K. Holmes*  
**2021-16: That PATG appoint L. Baker as committee Chair.**  
*Motion carried unanimously.*

Discussion re: meeting in-person. Committee expressed interest in continuing to meet via Zoom. Staff to discuss with Corporate Services Manager.

### AGENDA

*Moved and seconded: O. Steyn / K. Holmes*  
**2021-17: That PATG members approve the agenda for the meeting as presented.**  
*Motion carried.*

### MINUTES

*Moved and seconded: T. McKay / O. Steyn*  
**2021-18: That PATG members approved Minutes of June 3rd, 2021 as circulated.**  
*Motion carried.*

### OLD BUSINESS

#### A. Guidelines for Acquisition of Public Art (DRAFT)

Staff shared the draft of Toolkit#1 –Guidelines for Acquisition of Public Art.

The Committee members reviewed and made further edits to the draft.

**B. List of Proposed Projects - Ongoing**

No report

**NEW BUSINESS**

**A. Guideline for Deaccession of Public Art – Toolkit #3**

The Committee reviewed and made edits to the draft. Staff will add to design format.

**B. Review of Public Art Policy (future meeting)**

**C. Banner Themes**

Discussion with Committee.

It is the United Nations, Year of Artisanal Fisheries & Aquaculture. Discussion centred around being a coastal community with connection to coastal fishery. Beach, sealife, living by the sea, products of the sea, tourists visiting to experience our coastal life, bright colours, connection to Indigenous culture and Stz'uminus were all discussed.

The theme being considered is Coastal Community and Fisheries.

Theme check- in, tentatively Oct 5<sup>th</sup> if Committee can meet via Zoom.

**PRC DEPARTMENT  
UPDATE**

- 1) Staff are working on a draft RFP to begin the Youth Mural Art project at FJCC.
- 2) O. Steyn shared there is interesting information on the Impact Assessment on Art being presented at the VI Economic Summit. Visit <https://www.digarts.ca/impact> for more information.

**Moved and seconded: O. Steyn / K. Holmes**

**2021-19: That the PATG meeting is adjourned at 5:23 p.m.**

**Motion carried**

Next meeting TBA as Committee wishes to continue meeting via Zoom.

\_\_\_\_\_  
Chair (L. Baker)

RECEIVED:

\_\_\_\_\_  
Corporate Office (D. Smith)

DRAFT

**Minutes of the Parks, Recreation & Culture Advisory Committee**  
**Wednesday, October 20, 2021 at 7:00pm**  
**Frank Jameson Community Centre, 810 6<sup>th</sup> Avenue**

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**COMMITTEE MEMBERS PRESENT:**

Tim Richards, Chair	Kelly Daniels
Councilor Duck Paterson	Geoff Dean
Lesley Lorenz	Emily Weeks
Bruce Mason	Jacqueline Huard
Lucy Partington	Lynda Baker

**STAFF PRESENT:**

Chris Barfoot, Lead  
Richard Frost

**REGRETS:**

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The meeting was called to order at 7:00pm.

**CALL TO ORDER AND  
ACKNOWLEDGEMENT**

Chris Barfoot acknowledged with gratitude that this meeting takes place on the traditional, unceded territory of the Stz'uminus First Nation.

**INTRODUCTION**

Members Welcome  
New Members  
Returning Members

**AGENDA**

*2021-20: Moved and seconded:*  
That the Parks, Recreation and Culture Advisory Committee  
approve the agenda for the meeting as presented.  
*Motion carried.*

**MINUTES**

*Moved and seconded:*  
2021-21: That the Parks, Recreation and Culture Advisory  
Committee approve the minutes of the September 15, 2021 meeting  
as presented.  
*Motion Carried*

**NEW BUSINESS**

Richard Frost

Chris Barfoot introduced Richard Frost to the Committee  
Mr. Frost shared current capital projects and long term planning  
within facilities. He provided the Committee with an overview of the

facilities team and Facility Operations in relation to the organizational structure.

Long range planning and goals. – looking at facilities and incorporating green initiatives with long range planning and goals being put into the facilities.

Discussed the 5 year capital plan and the current challenges for the Town with older infrastructure and the necessary special considerations with items such as hazardous material assessments.

Facility Operations is currently investigating the feasibility of specialized software to assist with asset management and preventative maintenance plans.

#### Kinsmen Park (Commonly known as Brown Drive Park)

Tim Richards shared the importance of the committee being involved in the process but also engaging the greater community. This is the opportunity for the committee to play a significant role in the engagement and will strengthen their recommendations.

It was discussed to go back to the park as a committee and look at the site in the winter.

Linda Baker mentioned that there is confusion around the formal name of the park. It will be important to address this with the plan and future branding of the park.

The proposed phased approach for community engagement and knowledge gathering is an acceptable approach. Kelly Daniels requested to have regular check-in's between proposed phases.

It is already a great park that the potential to implement changes is quite safe.

Emily Weeks– This park presents many opportunities for community support through service clubs, grants and not only Town funds.

Leslie Lorenz– What is the process to include service clubs? It will be important to identify the specific elements that could be supported by service clubs through Town and staff conversations.

Parking was determined to need special consideration by the committee.

It will be important that the overall connectivity to the hydro corridor and proposed Malone Drive development is carefully considered as they relate to the site of Kinsmen Park.

*2021-22: Moved and seconded:*

That the committee approve the proposed park planning process and timeline with the committee being informed and updated between phased activities.

*Motion carried*

#### **PRC DEPARTMENT UPDATE**

##### PRC Department Update

Chris Barfoot provided verbal updates for;  
Transfer Beach  
Arts and Heritage Hub  
Machine Shop  
Monthly and Yearly Passes  
Local Organization

#### **NEXT MEETING**

Next meeting will be held at 7:00pm, November 17, 2021 at Frank Jameson Community Centre.

#### **ADJOURNMENT**

It was moved, seconded and carried that the meeting be adjourned at 8:49 PM.

**Committee of the Whole Recommendations to Council November 16, 2021**

At its November 9, 2021 meeting, the Committee of the Whole recommended that Council:

- 1.) Approve the Water Conservation Plan Policy as presented in the staff report dated November 9, 2021.
- 2.) Direct staff to create a policy for setting security deposit amounts for work on Town streets as described in the staff report dated November 9, 2021.
- 3.) Approve the “Themed Lighting Policy” as presented in the staff report dated November 9, 2021, and that the lights over the sidewalk chess board area on 1<sup>st</sup> Avenue be included as one of the locations where lighting was installed in 2021.
- 4.) Direct staff to prepare a report outlining the process and timeline required to establish a Poverty Reduction Task Group as recommended in the Poverty Reduction Strategy final report presented to Council on August 20, 2021.



## COMMITTEE OF THE WHOLE MEETING MINUTES

Tuesday, November 9, 2021  
6:38 P.M.  
City Hall Council Chambers  
410 Esplanade

### **Council Members Present:**

Councillor Tricia McKay, Chair  
Councillor Jeff Virtanen  
Councillor Amanda Jacobson  
Councillor Rob Johnson (via phone)

Councillor Duck Paterson  
Councillor Marsh Stevens  
Mayor Aaron Stone

### **Staff Present:**

Allison McCarrick  
Erin Anderson  
Chris Barfoot  
Jake Belobaba  
Geoff Goodall

Donna Smith  
Ryan Bouma  
Mike Gregory  
Sue Bouma

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### **1. CALL TO ORDER AND ACKNOWLEDGEMENT**

Councillor McKay, Chair, called this Committee of the Whole meeting to order at 6:38 p.m., and acknowledged with gratitude that it was being held on the traditional unceded territory of the Stz'uminus First Nation.

### **2. AGENDA APPROVAL**

#### **CW 2021-066**

That the agenda for this November 9, 2021 Committee of the Whole meeting be approved.

*Motion Carried*

### **3. MINUTES**

#### **3.1 Minutes of the Committee of the Whole Meeting held September 28, 2021**

##### **CW 2021-067**

That the minutes of the Committee of the Whole meeting held September 28, 2021 be approved.

*Motion Carried*

### **4. REPORTS**

#### **4.1 “Business Regulations and Licensing (Rental Units) Bylaw 2021, No. 2093” (Renovictions)**

Staff provided a presentation to Council regarding the proposed renoviction bylaw, and responded to Council's questions.

##### **CW 2021-068**

By unanimous consent the Committee recessed for a five minute break at 8:00 p.m. The Committee reconvened the meeting at 8:05 p.m.

##### **CW 2021-069**

That the Committee refer proposed “Business Regulations and Licensing (Rental Units) Bylaw 2021, No. 2093” back to staff to review and make the following revisions, to be presented at a future meeting of Council:

- Change the application of Part 5 "Renovations and Demolitions" to buildings with three or more rental units and rooming houses;
- Increase the 12 month tenancy payout to add a prorated amount based on duration of tenancy;
- Remove the 3% vacancy rate clause exemption;
- Review fines; and
- Review renovation deficit clause.

*Motion Carried*

#### **4.2 2021 Q3 (July - September) Financial Update**

##### **CW 2021-070**

That the Committee receive the staff report dated November 9, 2021, regarding the 2021 Q3 (July – September) Financial Update.

*Motion Carried*

#### **4.3 2020-2023 Strategic Priorities Update**

##### **CW 2021-071**

That the Committee receive for information the 2020-2023 Strategic Priorities Update dated November 9, 2021.

*Motion Carried*

#### **4.4 Water Conservation Plan Policy**

##### **CW 2021-072**

That the Committee recommend that Council approve the Water Conservation Plan Policy as presented in the staff report dated November 9, 2021.

*Motion Carried*

#### **4.5 Work in Town Streets Security Requirements**

##### **CW 2021-073**

That the Committee recommend that Council direct staff to create a policy for setting security deposit amounts for work on Town streets as described in the staff report dated November 9, 2021.

*Motion Carried*

#### **4.6 Themed Lighting Policy**

##### **CW 2021-074**

That the Committee recommend that Council approve the “Themed Lighting Policy” as presented in the staff report dated November 9, 2021.

##### **CW 2021-075**

##### **AMENDMENT**

That Resolution CW 2021-074 be amended to include the lights over the sidewalk chess board area on 1<sup>st</sup> Avenue as one of the locations where lighting was installed in 2021.

*Amendment Carried*

**Resolution CW 2021-074, as amended, reads:**

That the Committee recommend that Council approve the “Themed Lighting Policy” as presented in the staff report dated November 9, 2021, and that the lights over the sidewalk chess board area on 1<sup>st</sup> Avenue be included as one of the locations where lighting was installed in 2021.

*Main Motion, as Amended Carried*

**5. COUNCIL SUBMISSIONS**

**5.1 Poverty Reduction Strategy Recommendations Implementation**

**CW 2021-076**

That the Committee recommend that Council direct staff to prepare a report outlining the process and timeline required to establish a Poverty Reduction Task Group as recommended in the Poverty Reduction Strategy final report presented to Council on August 20, 2021.

*Motion Carried*

**6. ADJOURNMENT**

**CW 2021-077**

That this meeting of the Committee of the Whole adjourn at 8:47 p.m.

*Motion Carried*

CERTIFIED CORRECT:

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Chair (Councillor T. McKay)

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Corporate Officer (D. Smith)

<b>TOPIC:</b>	Water Conservation Plan		
<b>POLICY No:</b>	11-5600-B		
<b>APPROVED BY:</b>	Council	<b>RESOLUTION No:</b>	
<b>DATE:</b>			
<b>AMENDED:</b>			

Water is a very precious resource, and therefore the Town is taking several measures to encourage citizens to reduce consumption.

### **GOAL**

To reduce the Town's domestic water use to 244 litres per person, per day by December 31, 2026.

### **SCOPE**

Ladysmith's water is supplied by two sources: Holland Lake and Stocking Lake. The water distribution system serves over 9,000 people within the Town of Ladysmith, the Diamond Water Improvement District and IR 13 for the Stz'uminus First Nation.

The primary purpose of the Town of Ladysmith's water system is to provide clean, safe drinking water as prescribed by Island Health. To ensure sustainability of the water system, the Town of Ladysmith undertakes a number of initiatives towards water conservation.

### **POLICY**

#### ***Responsibility***

It is the responsibility of the Director of Infrastructure Services to suggest and implement water conservation measures.

#### ***Funding Conservation Initiatives***

Within the constraints of the annual Financial Plan, the Town will fund water conservation initiatives with a combination of current water system revenues, current water system parcel taxes, prior years' water system surpluses and grant funds.

#### ***Water Meters***

The Town of Ladysmith meters all water consumption within the Town. Installation of water meters at all residences and businesses helps determine and repair any leaks in the system while monitoring consumption.

***Watering Restrictions***

Town residents are required to follow watering restrictions to help reduce the demands on water in the peak summer months. Watering restrictions are coordinated within the region.

The Town approved a new summer water rate, to be implemented in 2022, to discourage water use greater than 200m<sup>3</sup> per quarter for single family dwellings during the months of April through September.

***Education***

On an annual basis, the Town distributes water conservation education materials to water users.

***Water Efficient toilets***

Implementation of regulations making low-flow toilets mandatory in all new construction and renovations.

Low flush toilets are installed in all newly constructed or newly renovated municipal washroom facilities.

The Town funds a low-flush toilet rebate program that encourages homeowners to install a water efficient toilet and provides a rebate based on the efficiency of the new toilet.

***Long Range Planning***

The Town of Ladysmith has undertaken many long-range initiatives such as:

- Water demand analysis;
- Water modeling updates for future growth;
- Maximizing the efficiency of the storage at Stocking Lake Dam;
- Minimizing water loss through the water supply and distribution system;
- Water Development Cost Charge program; and
- Undertaking capital upgrades to the water supply and storage system.

## STAFF REPORT TO COMMITTEE OF THE WHOLE

**Report Prepared By:** Ryan Bouma, Sr. Engineering Technologist  
**Reviewed By:** Geoff Goodall, Director of Infrastructure Services  
**Meeting Date:** November 9, 2021  
**File No:**  
**Re:** Work in Town Streets Security Requirements

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**RECOMMENDATION:**

That the Committee recommend that Council direct staff to create a policy for setting security deposit amounts for work on Town streets as described in the staff report dated November 9, 2021.

**EXECUTIVE SUMMARY:**

Section 45(2)(a) of the "Town of Ladysmith Streets and Traffic Bylaw 1998, No. 1309" requires a security deposit for "Highway Use". (The bylaw definition of "Highway" includes every highway, road, street, lane, boulevard, sidewalk, bridge, viaduct or right-of-way designed, intended for, or used by the general public for the passage of vehicles, cycles or pedestrians.) This security deposit amount is based on the opinion of the Director of Infrastructure Services at a minimum \$1,000. Our current Work in Town Streets permit application (Attachment A) includes as a condition of approval, a requirement for a security deposit equal to 50% of the cost of work. Staff have been requiring security deposits based on the 50% rule; however, this one size fits all rule is not always appropriate. A security deposit based on three or four categories of work (with each category reflecting the level of potential risk for the Town) would provide a clearer requirement as well as reasonable flexibility.

**PREVIOUS COUNCIL DIRECTION:**

N/A

**INTRODUCTION/BACKGROUND:**

Security deposits are a standard requirement in local governments to ensure a developer fulfills a requirement or has the funds to make repairs if something goes wrong. Typically the security requirement is commensurate with the potential for the municipality to be injured by the contractor choosing to not fulfill an obligation (i.e., complete works, repair damaged infrastructure, or clean up dirty roads).

The Town currently requires a 50% deposit of the value of construction. This is sometimes not enough and often overly punitive. The bylaw provides a lot of flexibility and states:

- (2) *As a prerequisite to the issuance of a permit under this Section, the applicant shall:*
- (a) *deposit with the Municipality a sum of money not less than \$1,000.00 or, where the amount is greater than \$5,000.00, an irrevocable Letter of Credit which is, in the opinion of the Director of Infrastructure Services, sufficient:*
- (i) *to pay the cost of repairing any potential damage to the highway, or any installations therein or thereon, by reason of the things to be done pursuant to the permit; or*
- (ii) *to ensure that any obligations imposed by the permit shall be fulfilled and completed within the time specified in such permit;*

Although the flexibility afforded in the bylaw appears to be helpful it can lead to ambiguity or disagreement without a policy that helps define appropriate amounts of security. As such, staff are seeking to implement a policy that conforms to the existing bylaw, but provides simple and clear direction on how much security will be required in most circumstances. The policy would generally be as follows:

Projects would be categorized into four (4) potential types:

- **Low Risk:** may include vacant land, local roads without much infrastructure, low evasive work requirements, little to no environmental concern, and surface work only (i.e., traffic control);
- **Medium Risk:** may include areas that include usual infrastructure (water, sewer, storm, sidewalks, etc.), collector roads, medium to large worksites, heavy equipment, and some environmental concern;
- **High Risk:** may include large work areas that include extensive infrastructure, environmental concerns, high levels of traffic on collector roads, heavy equipment, and complicated construction activity;
- **Unusual Risk or Building Permits:** situations that present unusually high risk, such as earth works directly adjacent to a fish bearing stream or excavation near a high pressure AC watermain. Building Permit frontage works would be included to ensure frontage works are completed (the Building Official cannot necessarily require all frontage works are completed prior to Occupancy).

The Director or his or her designate would determine the risk level the project aligns with and assign the security amount as follows:

- **Low Risk:** 10% of the value of works with a minimum of \$1,000;
- **Medium Risk:** 25% of the value of works with a minimum of \$5,000;
- **High Risk:** 50% of the value of works with a minimum of \$10,000;
- **Unusual Risk or Building Permits:** 100% of the value of works.

**ALTERNATIVES:**

The Committee can choose to recommend that Council:

1. Request that staff continue with a general requirement of 50% of the cost of work for security (status quo).
2. Request that staff implement a policy with different parameters than those described above.

**FINANCIAL IMPLICATIONS:**

N/A

**LEGAL IMPLICATIONS:**

N/A

**CITIZEN/PUBLIC RELATIONS IMPLICATIONS:**

N/A

**INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS:**

N/A

**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"/> Infrastructure | <input type="checkbox"/> Economy                   |
| <input type="checkbox"/> Community      | <input checked="" type="checkbox"/> Not Applicable |
| <input type="checkbox"/> Waterfront     |  |

***I approve the report and recommendation.***

**Allison McCarrick, Chief Administrative Officer**

**ATTACHMENT:**

- A. Application to Work on or Within Town Streets, Right-of-Ways and Property

## APPLICATION TO WORK ON OR WITHIN TOWN STREETS, RIGHT-OF-WAY AND PROPERTY

<b>APPLICANT:</b>			
Business Name:		Business Licence No.	
Business Address:			
Business Phone No.:		Business Email:	
24 Hr. Emergency No.:		Contact Name:	
<b>LOCATION OF WORK:</b>			
Property Owner / Occupant Name:			
Civic Address:			
Legal Description:			
<b>CONSTRUCTION DETAILS:</b>			
Start Date:		Completion Date:	
Description of Work: (please enter in space provided below)			
Traffic Safety Plan Required <input type="checkbox"/>		Lane Closure Required <input type="checkbox"/>	
Provide two sets of drawings detailing proposed construction and location, and two copies of estimated cost of construction for review and approval by the Engineering Department.			
<b>PERMIT FEE: \$50.00</b>			
I/We have read, understand and agree to comply with all the terms and conditions outlined in the Conditions of Approval on the reverse side of this permit. The approved works are to be completed to the satisfaction of the Engineering Department. A non-refundable <u>\$50.00</u> permit fee has been paid to the Town of Ladysmith.			
Contractor Signature:		Date:	
<b>OFFICE USE</b>			
Permit Fee Receipt #:	Cheque <input type="checkbox"/>	Debit <input type="checkbox"/>	Cash <input type="checkbox"/>
Amount of Security Deposited \$	Cheque <input type="checkbox"/>	Debit <input type="checkbox"/>	Cash <input type="checkbox"/>
Deposited by:	Irrevocable letter of credit <input type="checkbox"/>		
Permission to commence construction is hereby given subject to the terms and conditions outlined in the Conditions of Approval on the reverse side of this permit.			
Engineering Department		Date	
Final Engineering Inspection (Approval to Release Security Deposit, if applicable)			
Engineer's Signature:			
Date:			

## CONDITIONS OF APPROVAL

1. In the event a permitted encroachment on Town property is for the exclusive, sole use of a property or property owner, the Town shall issue an encroachment agreement to the property owner permitting the encroachment and may require sufficient liability insurance so as to protect the Town's interests. In the event such required insurance is permitted to lapse by the property owner, the Town may remove the encroachment at the property owner's expense.
2. Prior to the commencement of construction the contractor shall:
  - (a) Deposit with the Town an irrevocable letter of credit or cash in the amount of 50% of the estimated cost of the work, prepared by a P. Eng, certified in the province of BC;
  - (b) Provide the Town with 48 hours' notice;
  - (c) Obtain from the appropriate authorities all underground service information within and adjacent to the construction site in order to locate and to protect existing pipes or ducts forming part of any sewer, drain or other public utility system;
  - (d) Provide certificates or other evidence to the satisfaction of the Town that the property owner or contractor has obtained comprehensive public liability and property damage insurance in the amount of not less than FIVE MILLION DOLLARS (\$5,000,000) on an all risk basis for bodily injury, death and damage;
  - (e) Arrange a site meeting with the Town's Engineering Department and others involved with the work.
3. Upon commencement of work the contractor shall proceed with due diligence.
4. All work shall be constructed in compliance with the Town Bylaws and amendments thereto, if any, as well as the regulations contained within the Town of Ladysmith's Engineering Standards and Specifications; as well as to such special conditions, restrictions and regulations as may be imposed by the Town's Engineering Department.
5. All work is to be done in compliance with the Worker's Compensation Act.
6. In consideration of the granting of this permit, I/we agree to release and indemnify the Town of Ladysmith, its Council Members, employees and agents from and against all liability, demands, claims, causes of actions, suits, judgements, losses, damages, costs, expenses of whatever kind which I/we or any other person, partnership or corporation of my/our/their respective heirs, successors, administrators or assignees may have or incur in consequence of or incidental to the granting of this permit or any inspection, failure to inspect, certification, approval, enforcement or failure to enforce the Town of Ladysmith bylaws and I/we agree that the Town of Ladysmith owes me/us no duty of care in respect of these matters.
7. The contractor shall be responsible for all damages which may arise as a result of his operations and shall make good such damage at his expense.
8. If the contractor fails to repair the damage, the security provided by the contractor shall be forfeited and be used to have the damage repaired by the Town in which case the contractor will be charged the actual construction and installation costs required to complete the repairs including an administration charge.
9. Additional conditions: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_



## Prime Contractor Designation Form

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### "Appendix A"

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PROJECT NAME: \_\_\_\_\_

### PRIME CONTRACTOR DESIGNATION FOR OCCUPATIONAL HEALTH & SAFETY

#### Definitions:

According to the Workers Compensation Act (Part III)

#### Owner (Town of Ladysmith):

#### Prime Contractor:

Any Contractor designated by the owner (Town of Ladysmith) to be the Prime Contractor on a project with respect to occupational health and safety ONLY

#### Designation:

By signing this agreement, \_\_\_\_\_ agrees to assume the responsibilities of a **Prime Contractor** as outlined in the "Workers' Compensation Act, and Regulations". In general, the Prime Contractor coordinates the occupational health and safety activities of all employers, workers and other persons at the workplace.

As a Contractor signing this agreement with the Town of Ladysmith, you are agreeing that your personnel will comply with the "WorkSafeBC Occupational Health and Safety (OH&S) Regulations" and the "Workers Compensation (WC) Act".

If the Prime Contractor wishes to designate another firm as the Prime Contractor, they shall advise the Town of Ladysmith of their intentions in writing and obtain approval from the Town of Ladysmith prior to the commencement of the new Prime Contractor designation. The new Prime Contractor must agree through signature to all the terms of this agreement.

## **PRIME CONTRACTOR RESPONSIBILITIES:**

### **The Prime Contractor will provide the following information:**

- Proof that they are registered with WorkSafeBC and a commitment to notify the Town of Ladysmith of any change of status during the course of the project;
- Proof that they are up-to-date on WorkSafeBC assessment payments;
- If applicable, proof that they have taken optional coverage for self and family members working on the contract;
- Proof that they have taken appropriate coverage for the work being done (i.e. ensure they are in the right classification);
- A complete copy of their Health and Safety Program.

### **Prior to Commencement of Work the Prime Contractor Shall:**

- Review, complete and sign “Prime Contractor Designation”;
- Submit the “Notice of Project” to WorkSafeBC, where required, on a construction workplace. See “OH&S Regulation 20.2” for the general requirements of a “Notice of Project”.

### **During Work the Prime Contractor Shall:**

- Identify and designate a person to be the qualified coordinator, who must co-ordinate health and safety activities in the workplace, if the workplace is a construction workplace of more than one employer, with a combined workforce of more than five (5) workers;
- Assume responsibility for the health and safety of the workers on the project;
- Inform all other employers for the project of the designation of Prime Contractor;
- Coordinate all activities of employers, workers and other persons at the workplace relating to occupational health and safety;
- Establish and maintain a system or process that will ensure all employers, workers and other persons at the workplace comply with the “Workers Compensation Act” and the “WorkSafeBC OH&S Regulations”;
- Immediately report to the Owner any unforeseen critical health or safety hazard that is identified during work. Together with the Owner, determine and implement an effective control. Work will be allowed to continue only when the situation has been made safe.

### **Prime Contractor Qualified Coordinator:**

The responsibilities of the qualified coordinator are listed in “WorkSafeBC OH&S Regulation 20.3”.

### **The Prime Contractor’s Qualified Coordinator must:**

- Coordinate all health and safety activities for the project;
- Know who all other contractor’s qualified persons are, if it is a construction workplace;
- Ensure that all workers at the workplace are informed of pre-existing workplace hazards, and of any hazards on the workplace that will be created by the work;
- Ensure that all workers are adequately trained in the performance of their job tasks, with particular reference to any job or task which may cause a risk to themselves, their co-workers, or to any third party;
- Ensure that the hazards are addressed throughout the duration of the work activity;
- Ensure there are written procedures for safe work practices to be followed at the workplace;

- Have a workplace drawing showing where all employers at the workplace are working, where first aid is located, emergency transportation system for injured workers and evacuation marshalling points. This document must be provided to the Town of Ladysmith prior to the commencement of work activity;
  - Ensure that if there is an accident where there is loss of life or where there was potential for an accident leading to loss of life, the Town of Ladysmith is advised forthwith of the details and any other information. This will be provided to the Town of Ladysmith for information purposes only;
  - Ensure that workplace safety meetings are held and documented;
- Ensure there is compliance with any other statute, regulation, or bylaw, which is in place to provide worker safety.

Conclusion:

Any occupational health and safety violation by the Prime Contractor or any other employer, worker, or other person on the workplace, shall be considered a breach of contract which may result in termination or suspension of the contract and/or any other actions deemed appropriate at the discretion of the Town of Ladysmith.

Any penalties, sanctions, or additional costs levied against the Prime Contractor or sub-contractors will be the sole responsibility of the Prime Contractor or the sub-contractors.

I, the undersigned, acknowledge having read and understand the information above.

By signing this agreement, I agree as a representative of the firm noted below, to assume the responsibilities of the Prime Contractor for this project.

Date: \_\_\_\_\_

Contact

Name: \_\_\_\_\_

Firm Name: \_\_\_\_\_

\_\_\_\_\_  
Signature of Prime Contractor

<b>TOPIC:</b>	Themed Lighting Policy
<b>POLICY No:</b>	01-0320-B
<b>APPROVED BY:</b>	<b>RESOLUTION No:</b>
<b>ORIGINAL DATE:</b>	
<b>AMENDED DATE:</b>	

## PURPOSE

This policy sets out the Town of Ladysmith's policies and procedures for themed lighting on all Town-owned buildings and structures.

## POLICY

### 1. Approval, Responsibility and Maintenance of Lighting

- 1.1. The Corporate Officer or their designate is given the authority to approve or deny a request for themed lighting based on the criteria outlined in this policy.
- 1.2. The Corporate Officer or designate shall notify the Manager of Facilities of all approved themed lighting requests.
- 1.3. The app for control of the themed lighting will only be downloaded on a Town-owned device.
- 1.4. The authorized app user(s) are as follows:
  - Manager of Facility Operations;
  - Director of Parks, Recreation & Culture; and
  - Maintenance & Facilities Supervisor.
- 1.5. Maintenance of the themed lighting installed at all sites is the responsibility of the Parks, Recreation & Culture (Facilities) Department.

### 2. Processing Requests

- 2.1. Requests for themed lighting must be received in written form.
- 2.2. Requests for themed lighting are subject to the approval of the Corporate Officer, or an appointed designate in their absence.

2.3. General criteria for external requests will include the following:

- Requests are to be made at least 14 days in advance of the requested date;
- Requests will be considered from registered non-profit or charitable organizations that are non-denominational and non-political.
- Requests will not be considered for commercial purposes (e.g. product launches, corporate events) or for individual recognition, including personal occasions (e.g. gender reveal, birthdays, anniversaries);
- Applicants will be requested to provide messaging and visual content for Town social media posts (see Recognition);
- Approval will be based on these guidelines and the availability of the requested or an alternate suitable date; and
- In general, approved themed lighting will be displayed overnight, dusk until dawn, unless specified otherwise.

2.4. Internal requests from Council or staff may be brought forward for consideration if the recognition aligns with the criteria outlined in this policy, a proclamation by the Mayor, and/or supports awareness of a Town initiative.

### **3. Colour & Pattern**

3.1. The lighting selection will be based on RGB colours.

3.2. The Town reserves the right to select an appropriate colour on behalf of the applicant if one is not provided.

3.3. Dynamic colour patterns may be implemented subject to request and approval.

### **4. Recognition**

4.1. The requesting party will be asked to provide messaging and graphics, subject to the approval of the Communications and Engagement Specialist, for staff to distribute using various communications platforms (website, social media, newsletter).

4.2. Council will be provided with advance notice of all approved requests for themed lighting.

4.3. The lighting schedule will be updated on the Town's website as new requests are approved.

4.4. Applicants will be required to indicate how they intend to use any images of Town buildings and structures to support their respective awareness initiative.

## 5. Locations

- 5.1 In 2021, the Town installed themed lighting on City Hall, the “Ladysmith” sign at Bob Stuart Park and on 1<sup>st</sup> Avenue above the sidewalk chess board. Further lighting may be installed at other Town-owned locations in the future.
- 5.2 If the requesting party does not request a specific location, the lighting will be at all available locations if it does not conflict with another request.

## 6. Priorities/Conflicts

- 6.1. Should a request or suggestion be in conflict with another scheduled or requested colour display, the following guidelines will be used to determine priority:
- Generally, the more locally recognized association should be prioritized.
  - Consideration may be given to a sharing of the date with each having their lighting at a different location, or shifting one date to accommodate another where the alternate date is considered reasonable for the recognition desired.
- 6.2. Applicants whose request has been denied because they do not meet the criteria outlined in this policy may submit a written appeal to the Chief Administrative Officer requesting a review of the Corporate Officer’s decision.

# A PATH FORWARD TO IMPLEMENTATION

The CommUNITY Together to End Poverty Hw-nuts'-ulwum (As One) Plan represents a snapshot captured during an unprecedented time - during a global pandemic that is still unfolding in real time. The impacts of the COVID-19 pandemic over the medium and long-term will not be clearly understood for some time. As with all plans, this document should be considered a living document.

**The following recommendations should be considered as next steps to move the poverty theme actions forward:**

**Apply for funding through UBCM Stream 2 grant of up to \$50,000 to implement eligible priority actions for the next 3 years.** This will involve identifying additional grant opportunities, investments, partnerships, and evaluation indicators and measures so that we know when we have achieved our outcomes.

**Establish a formal community-based Poverty Reduction Task Group whose membership includes:** Town of Ladysmith and Stz'uminus First Nation political leaders and staff, individuals with lived experience, representatives from community organizations, service clubs, the business community, youth

and seniors. The Working Group will have a mandate and terms of reference to:

- guide the implementation of the Poverty Reduction Plan
- raise awareness about the issues of poverty
- foster innovative partnerships to implement actions
- champion involvement in implementing community actions, and
- advocate for provincial and federal policy changes that address systemic causes.

**The Poverty Reduction Task Group commits to a Collective Impact framework to achieve community change to end poverty.** The Tamarack Institute defines a

collective impact framework as integrating the following five core conditions:

- develop a common agenda;
- use shared measurement to understand progress;
- build on mutually reinforcing activities;
- engage in continuous communications; and
- provide a backbone to move the work forward<sup>20</sup>.

<sup>20</sup> <https://www.tamarackcommunity.ca/collectiveimpact>

**Build on the strong foundation** set out in the Naut'sa mawt (Working Together) Community Accord and in accordance with their commitment to review the Truth and Reconciliation Commission (TRC) recommendations, The Town of Ladysmith and Stz'uminus First Nation broaden and deepen commitments to end poverty by building a shared understanding of how Stz'uminus First Nation community leaders and Elders would define poverty and go about ending it. This would include prioritizing the Poverty Theme recommended actions in accordance with the most pressing needs for Stz'uminus residents including actions to improve public transportation, develop partnerships for employment opportunities, and address systemic racism and discrimination.

**The Poverty Reduction Task Group commits to identifying the ways that success will be measured and achieved.**

- Progress toward ending poverty will be measured and tracked through outcomes and indicators that are linked to local actions and activities.
- Identify cost effective ways that need can be quantified more intentionally so as to have rationale/justification of services needed moving forward.
- Participate in Island Health's Cowichan Valley pilot study to develop community health indicators

**STAFF REPORT TO COUNCIL**

**Report Prepared By:** Gerald Fukakusa, Manager of Accounting Services  
**Reviewed By:** Allison McCarrick, CAO  
**Meeting Date:** November 16, 2021  
**File No:**  
**Re:** **Council Chambers Audio-Visual System at Seniors Centre**

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**RECOMMENDATION:**

That Council allocate \$100,000 from the COVID-19 Safe Restart Reserve and amend the 2021-2025 Financial Plan accordingly in order to fund the installation of a new audio-visual system to enable Council Meetings to be held at the Seniors Centre at 630 2<sup>nd</sup> Avenue.

**EXECUTIVE SUMMARY:**

The newly signed lease with the Ladysmith Seniors Society allows the Town to utilize the Seniors Centre three times per month for Council meetings. Staff engaged Microserve, a leading provider of AV and IT services, to prepare an audio-visual (AV) system design that meets the objective of portability, ease of use and expandability while providing the seniors improved AV functionality and performance.

**PREVIOUS COUNCIL DIRECTION:**

N/A

**INTRODUCTION/BACKGROUND:**

The Town of Ladysmith is planning to relocate Council meetings from the small dedicated Council Chambers at the Town Hall to a larger room at 630 2<sup>nd</sup> Avenue in the Seniors Centre. As the new Council Chambers will be a shared space, the room will be set up and torn down for each Council meeting, therefore all AV equipment must be easily portable and securely stored.

The Town used Microserve to provide a project overview (Attachment A) with the objective to have a fully functioning Council Chambers AV system, which repurposes existing hardware where possible, provides new hardware where required, provides an easy-to-use experience, and provides options for future additions to the system. The system must also allow other user groups of the room to access current AV functionality.

Included in the budget are additional costs for carpentry, electrical services and some furniture.

**ALTERNATIVES:**

Council can choose to:

1. Not relocate the Council Chambers and continue to utilize City Hall Council Chambers for Council meetings though it will be necessary to utilize Zoom or another larger location such as Eagles Hall for Public Hearings.
2. Direct staff to investigate the use of Aggie Hall for Council meetings, though this may displace other organizations that currently use the space.
3. Direct staff to investigate other locations.

**FINANCIAL IMPLICATIONS:**

In 2020, the Town received from the Province \$2.434m for offsetting costs and revenue losses related to COVID-19. There was \$116k spent in 2020 and another \$293k committed in 2021, leaving a balance of \$1.9m in the reserve. There are limits on how this reserve is spent. This project meets the criteria as Council meetings can no longer operate solely on-line and physical distancing cannot be achieved within the current Chamber.

**LEGAL IMPLICATIONS:**

N/A

**CITIZEN/PUBLIC RELATIONS IMPLICATIONS:**

Installation of the equipment is intended to minimize disruptions to the Seniors Centre space. The Seniors Centre Society will be able to use some of the upgraded equipment.

**INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS:**

If approved, IT will coordinate the installation of the equipment. Parks, Recreation & Culture will liaise with the Seniors Centre throughout the process.

**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"/> Infrastructure       | <input type="checkbox"/> Economy        |
| <input checked="" type="checkbox"/> Community | <input type="checkbox"/> Not Applicable |
| <input type="checkbox"/> Waterfront           |   |

***I approve the report and recommendation.***

**Allison McCarrick, Chief Administrative Officer**

**ATTACHMENT:**

- A. Microserve Project Overview

## ATTACHMENT A

### Town of Ladysmith - New Council Chambers Audio Visual Nov 2021

#### Project Overview

The Town of Ladysmith is planning to relocate their council chambers from a small dedicated council room at the town hall to a larger room at a different building (the Activity Room at the Ladysmith Resource Center, 630 2nd Avenue Ladysmith, BC V9G 1B2.) The council chambers will be sharing space in this room with other user groups, so anything not affixed to the wall or ceiling must be easily portable and securely stored, as it will be set up and torn down for each meeting. The objective is to have a fully functioning council chambers AV system which repurposes existing hardware where possible, provides new hardware where required, provides an easy-to-use experience, and provides options for future additions to the system. The system must also allow other user groups of the Activity Room to access basic audio-visual functionality in the room.

#### Room Specifications

The area of the Activity Room to be used for council meeting, including the meeting space and audience gallery, measures approximately 47 feet deep by 29 feet wide. The front of the room where the council members will sit has a sloped ceiling, which measures approximately 10 feet high at the back end, and 12 feet high at the front end.

The ceiling above the council area is drywall with stippled texture (aka popcorn ceiling.) Where the meeting area ends and the gallery area begins, the ceiling is dropped lower for about 6 feet, and is just painted drywall, no texture. The ceiling over the gallery area is drywall with stippled texture. There is no easy access into the ceiling from the room, so it is recommended that cabling be on the wall surface and covered with panduit-style cover.

The dropped area of the ceiling in the middle of the room does a “shelf” like area on the front and back, so does give some ability to hide cables to the area where the projector will be mounted.

The room has 2 round wooden columns down the middle which mark the start of the gallery area. These impact sight lines slightly but it is expected that gallery members will seat themselves in a spot with an unobstructed view to the projection screen.

The floor is hardwood, with no conduit or floor boxes. Any cables to the councilor’s desks will be run over the floor. As these would be temporary in nature, it is expected that the client would provide some floor mats to protect people from tripping on cables.

There is a small storage room at the back right-hand side of the room. It is not expected that any AV equipment would need to be stored or located there, but it is an option if required.

There are some existing free-standing shelving units at the front right-hand side of the room, one of which houses the existing AV equipment. This area is where the equipment rack will be located.

## Video Displays

The room has an existing manual projection screen which is chain-hung at the front of the room. This measures 80"x 80" (113" diagonal.) This will be removed, and a new 137" diagonal, 16:10 widescreen ratio motorized screen will be installed. The selected screen model is powered over ethernet (PoE), so no electrical outlet is required for the screen. The screen will be installed above the window at the front end of the room. This will require some carpentry to build a backing extension to allow the screen to be extended a few inches from the wall to be able to clear the window curtains.

The room did not previously have an installed projector, a portable projector was used when required.

A new WUXGA Laser projector with 8200 lumens brightness will be installed on the ceiling at the back end of the forward ceiling area, at approx. 24-foot throw distance. A cathedral-style mount will be used to allow the projector to be mounted to the sloped ceiling. Depending on the location of structural studs in the ceiling, a wooden board may need to be painted and installed to the ceiling to hit two studs, to provide backing for the mount to be affixed to. An adjustable drop pipe will be installed with a drop range of 6 to 11 inches.

At the back of the room, there are two small wall-mounted displays. The display closest to the storage room will be replaced with a new 70" wall mounted display using a new tilting mount.

The Customer has an existing Epiphan Pearl Mini for live-streaming of Council meetings. This will be integrated to the system to provide a live-stream of audio and video from camera feeds, microphones and content sources. The Pearl will be connected by USB AV input from the audio DSP / AV / Control unit.

## Video Sources, Switching and Routing

There will be two PTZ video cameras installed, one on each side of the Council meeting area to capture both sides of the council desks. These cameras will have their position and zoom set on as close a shot as possible while still capturing all the council desks from either side.

At this point in time, the Customer has determined that they do not require the camera shots to automatically switch and pan/tilt/zoom to follow active microphones. The selected

solution can add this in via modifications to the control system programming. No additional hardware would be required to enable this functionality, only programming time.

The control system will give the Customer simple options to select which camera is chosen, and to select some basic position presets to allow capture of different positions, including guest speaker / podium position.

Cameras will connect via CAT cable which will carry both video and PoE.

Video content sources in the room will include:

- Laptop computer input for presentation content – via long HDMI cable from equipment rack to clerk desk
- Denon Disc player for Blu-Ray and DVD content – this will not be utilized often for Council Meetings, but will be required as part of the basic AV functionality for other room user groups

A video switcher will be installed to switch video sources, providing a single output to the projector via HDBaseT signal on CAT cable. The selected projector provides an HDBaseT passthrough, which will be utilized to extend the video signal to the 70" display at the rear of the room, via an HDBaseT receiver to be installed at the display.

The selected video switcher can add two more video sources via DisplayPort and USB-C connections, so provides some future expandability. The switcher also has built in wireless video capability, which can enable wireless casting from devices via Mac/iOS screensharing, Miracast, and Google Cast.

## Audio Sources, Processing, and Routing

An audio DSP will provide the functionality for audio input, processing, and routing. All audio sources will connect to the DSP. This includes the video sources listed above, as well as the microphones to be detailed in this section. In addition, an existing cassette deck shall be connected as a source.

The room has an existing Peavey mixer amp located in one of the shelving units, and six wall mounted Yorkville speakers. The Peavey mixer will be removed from the system. The existing speakers will be retained.

A wireless conference microphone system will be installed, consisting of a wireless access point receiver and 10 wireless conference mic bases with 40 cm gooseneck microphones. One mic will be designated as the “chairman” unit, and nine will be used as “delegate” mics for councilors, clerk, and guest speaker / presenter.

The conference mic system has mode options for:

- Press to Speak
- Automatic request-to-speak queue
- Managed request-to-speak queue

At this time the system will be configured in Press-To-Speak mode as the Customer has indicated they do not require any queuing of speakers. In this mode, the maximum number of simultaneous active microphones can be set in the configuration menu, up to 8 total active microphones at once.

A 10-port battery charging station will be included to charge the wireless battery. The charging station can be networked to allow remote monitoring of charge status. This can enable the Customer to check battery levels remotely from the Town Hall building without having to go to the Resource Center prior to a meeting.

The wireless access point receiver for the conference mic system can accommodate up to 125 transmitting microphones, so provides for future expandability. The wireless system uses encrypted digital wireless transmission.

The conference mic bases feature a built-in loudspeaker for local audio reinforcement for each participant. Headset jacks enable users to plug in their own personal headsets to better enable those with hearing difficulties to hear the conversation. A 4.3" color touchscreen display on each base station provides user controls, voting or meeting information. The ability to use the stations for voting is included in the system and can be used at the Customer's option.

There is an existing wireless handheld microphone which will be replaced with a newer model. This will serve as part of the basic AV functionality for other room user groups but potentially for use in the Council meetings as well. The wireless access point receiver for this

mic can accommodate up to 4 transmitting microphones, so provides for future expandability. A 4-port battery charging station will be included to charge the wireless battery. This charging station can also be networked to allow remote monitoring of charge status.

A new rack-mounted amplifier will be installed at set for maximum allowed volumes.

For the basic room AV functionality, 3 volume controls will be supplied and labelled to allow other user groups to easily control the volume of the wireless handheld mic, the Blu-Ray / DVD player, and the cassette player.

## System Control

The Audio DSP unit also serves as a video signal router and system control processor, enabling control of the entire AV system without requiring a separate control processor. Many features will be automated, with manual control as required.

The Customer will supply an iPad to enable remote touch control of the AV system. A graphical user interface (GUI) will be programmed to enable control of system power, projection screen up/down, overall volume and individual volume of sources, input selection, camera switching, basic camera position presets, and manual pan/tilt/zoom control for finer positioning if desired. The GUI will be intuitively laid out for ease-of use, with sub-menus for finer control.

To enable other user groups to access basic AV functionality, a basic 8-button wall-plate style controller will be installed. This will be programmed to allow simple push button control to turn the system power on/off, lower and raise the projector screen, choose from video sources (HDMI PC Input or Blu-Ray / DVD player), turn the wireless handheld mic on / off, and overall output volume. Buttons will be intuitively labelled, with back-lit colours to indicate power status and selected sources.

A 16-port PoE switch will be provided to connect all AV sources and destination for digital signal routing and control.

## Equipment Rack & Storage

A 35-unit AV rack will be installed at the front right-hand side of the room, where existing storage shelf cabinet units are located. The cabinet units will need to be moved slightly to

accommodate the rack. A network drop will be required at this location. A power outlet already exists here.

The rack will house system components and store microphones, batteries, etc. The mics and batteries will be located in lockable drawers at the bottom half of the rack, using foam inserts to help securely and neatly store the equipment.

### \*\*\*Dependencies\*\*\*

The Customer will be required to ensure that a standard 120-volt power outlet exists within approx. 5 feet of the projector installation location.

The Customer will be required to ensure that a 2-Port LAN connection exists at the equipment rack location to be able to enable LAN access for video-streaming, and outside access to equipment as desired.

The customer will be required to provide wired and/or wireless access to the Local Area Network as required, and to have an IT resource available if required to assist in provisioning equipment on to the network as required.

## Budgetary Costs

The following is a summary of the costs for the project.

Hardware SubTotal	<b>\$68,460.40</b>
Services SubTotal	<b>\$7,391.92</b>
Shipping Subtotal	<b>\$3,000.00</b>
SubTotal before taxes	<b>\$78,852.32</b>
PST	<b>\$5,519.66</b>
GST	<b>\$3,942.62</b>
<b>TOTAL</b>	<b>\$88,314.60</b>

## TOWN OF LADYSMITH

### BYLAW NO. 2092

#### A Bylaw to Amend "Council Procedure Bylaw 2009, No. 1666"

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The Council of the Town of Ladysmith in open meeting assembled hereby amends "Council Procedure Bylaw 2009, No. 1666" as follows:

**1. Amendments**

(a) Amend section 1.1 by deleting the word "Monday" and replacing with "Tuesday".

(b) Delete section 2.1 in its entirety and replace with the following:

2.1 Subject to Subsection 2.2 to 2.4 inclusive of this bylaw, regular meetings of Council shall:

- (a) be held on the first and third Tuesday of each month, with the exception of January in which no meeting will be held the first Tuesday, and in August in which only one meeting will be held;
- (b) be held in accordance with the schedule adopted by Council on or before December 31 of the preceding year;
- (c) begin at 7:00 p.m. unless a closed meeting pursuant to section 90 of the *Community Charter* is required;
- (d) be held at the Ladysmith Seniors Centre at 630 2<sup>nd</sup> Avenue, except where Council determines that a meeting will be held elsewhere; and
- (e) be adjourned at 11:00 p.m. unless a resolution to proceed beyond that time is passed by Council.

(c) Delete section 3.1 in its entirety and replace with the following:

3.1 The Corporate Officer will:

- (a) Annually on or before December 31, prepare a schedule of dates, times and locations of Regular Council meetings for the following year to be approved by Council;
- (b) Have the schedule available to the public by posting it on the notice board. The "notice board" is the notice board at City Hall; and
- (c) Have notice given annually when and where the schedule of Regular Council meetings will be available in accordance with section 94 of the *Community Charter*.

(d) Delete section 5.2 in its entirety and replace with the following:

5.2 The Corporate Officer will:

- (a) Annually on or before December 31, prepare a schedule of dates, times and locations of Primary Committee meetings for the following year to be approved by Council;
- (b) Have the schedule available to the public by posting it on the notice board. The "notice board" is the notice board at City Hall; and
- (c) Have notice given annually when and where the schedule of Primary Committee meetings will be available in accordance with section 94 of the *Community Charter*.

(e) Delete sections 7.3 and 7.4 in their entirety and replace with the following:

7.3 Both Special and Regular Meetings of Council held with the public excluded shall be called "Closed Session" Meetings, and only matters pursuant to section 90 of the *Community Charter* may be considered at such meetings.

(f) Amend section 13.1 as follows:

13.1.1 Replace "annual report" with "annual municipal report"; and

13.1.3 Correct a typographical error by replacing the word "placed" with "place".

(g) Amend section 14.1 in its entirety and replace with the following:

14.1 Subject to section 128 of the *Community Charter*

- 14.1.1 A Special Council meeting, a Regular Council meeting or a select or standing committee meeting may be conducted by electronic means;
- 14.1.2 A Council member who is unable to attend a Special Council meeting, a Regular Council meeting or a select or standing committee meeting, which has been convened in accordance with this bylaw, may participate by electronic means;
- 14.1.3 Council members who participate in a Regular Council meeting, Special Council meeting or select or standing committee meeting conducted by electronic means must be able to hear, or to watch and hear, each other;
- 14.1.4 A Special Council meeting, select or standing committee meeting or a Regular Council meeting which is conducted by electronic means may be open to the public or closed to the public;

- 14.1.5 Notice of a Special Council meeting, which is not closed to the public and is to be conducted wholly or in part by electronic means, may be given using a means of communication that the Town considers most likely to reach the public, and should include a brief description of:
  - (a) the nature of the business to be transacted;
  - (b) the way the meeting is to be conducted by electronic or other communication facilities; and
  - (c) the place the public may attend to hear, or watch and hear, the proceedings;
- 14.1.6 Notice of a Regular Council meeting or select or standing committee meeting to be conducted by electronic means must be given in the same manner as an in person Regular Council meeting or an in person select or standing committee meeting, and must also include notice of:
  - (a) the way the meeting is to be conducted; and
  - (b) the place the public may attend to hear, or watch and hear, the proceedings;
- 14.1.7 Before holding a Closed Special Council meeting by electronic means, Council must state by resolution, passed in a public meeting:
  - (a) the fact that the meeting or part of the meeting is to be closed; and
  - (b) the basis under the applicable subsection of section 90 of the *Community Charter* for closing the meeting or part of the meeting;
- 14.1.8 The public meeting referred to in section 14.1.7 may be conducted by electronic means;
- 14.1.9 If notice is given under this bylaw that Council may attend a meeting by electronic means, then members of the public who are eligible to speak at the meeting may participate by electronic means;
- 14.1.10 The place the public may attend to hear and participate in the proceedings in accordance with this section 14.1.5 or 14.1.6 must provide:
  - (a) facilities which enable the public to hear, or watch and hear, the meeting and participating Council members; and
  - (b) a staff person in attendance who is a designated city representative; and
- 14.1.11 The Corporate Officer must confirm quorum at an electronic meeting, and each member must enable their video in order to allow for this.

(h) Delete section 19.5 in its entirety and replace with the following:

19.5 A delegation intending to use audio or audio-visual equipment or both, for the purposes of making a submission to Council shall advise the Corporate Officer by 12:00 noon on the Tuesday prior to the Council meeting, of the intent to use such equipment, on the understanding that the Town will assist with, but not be responsible for, the provision of the necessary equipment.

(i) Delete section 21 "Procedures for Public Hearings on Land Use Matters" in its entirety and renumber all remaining sections accordingly.

## 2. Citation

This Bylaw may be cited for all purposes as "Council Procedure Bylaw 2009, No. 1666, Amendment Bylaw (#4) 2021, No. 2092".

**READ A FIRST TIME** on the 19<sup>th</sup> day of October, 2021  
**READ A SECOND TIME** on the 19<sup>th</sup> day of October, 2021  
**READ A THIRD TIME** on the 19<sup>th</sup> day of October, 2021

Notice of intention to proceed with this bylaw was published on the 14<sup>th</sup> and 28<sup>th</sup> days of October, 2021 and the 4<sup>th</sup> day of November, 2021 in the Ladysmith Chronicle newspaper, circulating in the Town of Ladysmith, pursuant to section 94 of the *Community Charter*.

**ADOPTED** on the                      day of                      ,

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Mayor (A. Stone)

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Corporate Officer (D. Smith)

## STAFF REPORT TO COUNCIL

**Report Prepared By:** Erin Anderson, Director of Financial Services  
**Reviewed By:** Allison McCarrick, CAO  
**Meeting Date:** November 16, 2021  
**File No:**  
**Re:** 2022 Dog License Fees

**RECOMMENDATION:**

That Council give first three readings to “Dog Licensing, Control and Pound Bylaw 1995, No. 1155, Amendment Bylaw 2021, No. 2094”.

**EXECUTIVE SUMMARY:**

This bylaw change formalizes Council direction to increase the dog license fees by \$5. The \$18 discount for spayed or neutered dogs remains.

**PREVIOUS COUNCIL DIRECTION:**

CS 2021-355	11/02/2021	That Council: 1. Waive “Purchasing Policy 5-1790-D” and enter into a three year agreement with Coastal Animal Control Services of BC Ltd. for an average annual cost of \$48,500; and 2. Direct staff to prepare an amendment to section 4 of the “Dog Licensing, Control and Pound Bylaw 1995, No. 1155” to increase each of the fees listed for dog licenses by five dollars.
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**DISCUSSION:**

The 2022 dog licenses purchased between January 1 and January 31 are increasing by \$5 from \$44 to \$49 dollars. If purchased after January 31, they will increase from \$54 to \$59. The discount of \$18 still applies if the dog is spayed or neutered, making the costs \$31 if purchased by January 31, or \$41 if purchased February 1 onwards.

*I approve the report and recommendation.*

Allison McCarrick, Chief Administrative Officer

**ATTACHMENT:**

- A. “Dog Licensing, Control and Pound Bylaw 1995, No. 1155, Amendment Bylaw 2021, No. 2094”

**TOWN OF LADYSMITH**

**BYLAW NO. 2094**

**A Bylaw to amend**

**“Dog Licensing, Control and Pound Bylaw 1995, No. 1155”**

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The Council of the Town of Ladysmith in open meeting assembled hereby amends “Dog Licensing, Control and Pound Bylaw 1995, No. 1155”:

**1. Amendments**

Section 4(a) is hereby deleted in its entirety and replaced with the following:

(a) For every dog over the age of six (6) months, whether male or female:

- from January 01 – January 31	\$49.00
- from February 01 – December 31	\$59.00

**2. Effective Date**

This bylaw comes into effect January 1, 2022.

**3. Citation**

This bylaw may be cited for all purposes as “Dog Licensing, Control and Pound Bylaw 1995, No. 1155, Amendment Bylaw 2021, No. 2094”.

<b>READ A FIRST TIME</b> on the	day of	,
<b>READ A SECOND TIME</b> on the	day of	,
<b>READ A THIRD TIME</b> on the	day of	,
<b>ADOPTED</b> on the	day of	,

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Mayor (A. Stone)

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Corporate Officer (D. Smith)

**BYLAW STATUS SHEET**  
**November 16, 2021**

		<b>Status</b>
2068	Official Community Plan Bylaw 2003, No. 1488, Amendment Bylaw (No. 65) 2021, No. 2068 (1130 Rocky Creek Rd)	First and second readings, June 1, 2021. Public Hearing and third reading June 15, 2021. Conditions to be met prior to adoption.
2069	Town of Ladysmith Zoning Bylaw 2014, No. 1860, Amendment Bylaw (No. 37) 2021, No. 2069 (1130 Rocky Creek Rd)	First and second readings, June 1, 2021. Public Hearing and third reading June 15, 2021. MOTI approval received July 27, 2021. Conditions to be met prior to adoption.
2087	Official Community Plan Bylaw 2003, No. 1488, Amendment Bylaw (No. 68) 2021, No. 2087 (1260 Churchill)	First and second readings, October 5, 2021. Public Hearing and third reading November 2, 2021.
2088	Town of Ladysmith Zoning Bylaw 2014, No. 1860, Amendment Bylaw (No. 44) 2021, No. 2088 (1260 Churchill)	First and second readings, October 5, 2021. Public Hearing and third reading November 2, 2021. MOTI approval required.
2089	Housing Agreement Bylaw 2021, No. 2089 (1260 Churchill)	First, second and third readings, October 5, 2021.
2091	Town of Ladysmith Zoning Bylaw 2014, No. 1860, Amendment Bylaw (No. 45) 2021, No. 2091 (431 1 <sup>st</sup> Avenue)	First and second readings, October 19, 2021. Public Hearing scheduled for November 16, 2021.
2092	Council Procedure Bylaw 2009, No. 1666, Amendment Bylaw (#4) 2021, No. 2092	First, second and third readings, October 19, 2021. Required notice in Ladysmith Chronicle October 14, 28, and November 4, 2021.

# Shelter Services Transition Progress Report

November 3, 2021

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The purpose of this progress report is to provide town council members assurance that the LRCA is working diligently with BC Housing and Town staff to develop and execute a plan to relocate the temporary shelter services from the Island Hotel back to the Rialto. This plan follows the extension of the Temporary Use permit to March 31, 2022, granted to BC Housing in September 2021.

## Background

The temporary shelter is a ten-bed facility providing services for health, food security, personal safety, hygiene and crime reduction for its guests at the Islander Hotel. It also connects clients to outreach and other resources outside of Ladysmith. Our shelter staff has established strong partnerships with several Duncan and Nanaimo based Outreach and Ministry groups who visit the shelter on a regular rotation.

Continued association with these groups is only possible if we can provide a stable location and a staffing model that has developed trusting relationships with clients.

The following relocation plan will ensure our continuing support for the vulnerable population seeking shelter in Ladysmith.

## Relocation Plan

I continue to meet with BC Housing bi-monthly to discuss the transition plan back to a renovated Rialto. For the transition to be successful, we must consider both the guests we serve and sensitivity for the greater community. With these in mind we have agreed on the following:

- Development of a renovation plan for the Rialto that meets public health guidelines to accommodate up to ten guests and also addresses upgrades to building amenities such as hot water tanks etc.
- A commitment to fund 24/7 permanent shelter services at the Rialto. This will allow the LRCA to maintain employment for our core staff who are currently providing valuable service at the temporary shelter.
- BC Housing must apply ASAP to the Town for rezoning of the Rialto site to allow for the operation of a 24/7 program.

I followed up with Town staff on October 24 to tour the Rialto and discuss the renovation plans.

I met with BC Housing staff and the Rialto Property Manager on Friday (Nov. 5) at the Rialto to tour the site and discuss the renovation plan.

### Renovation Plan

To achieve the above objectives, the renovation plan must include expansion into the adjacent first-floor apartment that is currently vacant. This provides an additional bathroom and increases space for up to five additional sleeping pods (to be relocated from the Islander). We intend to use this additional space to accommodate our female guests.

During the tour on Nov. 5, we confirmed with BC Housing and the Property Manager that the expansion was possible.

Minimal renovation is required to accommodate the remaining five pods in the existing sleeping area. We anticipate only minimal changes to the kitchen and common space.

I am in discussion with Saywell Construction, who has done a walk through and provided a very preliminary quote. I will continue discussions with them as we work through the next steps.

### Summary

We appreciate that none of this work will get underway until the site is re-zoned. BC Housing has assured me that they will move quickly on the application.

As I stated in my opening remarks, the purpose of this progress report is to give you assurance that we are actively working on the relocation plan from the Islander that will improve supports and services for those living in homelessness. Relocation to a renovated Rialto space will allow our staff to continue this most necessary work.

Thank you for your support and understanding. I look forward to providing a more comprehensive update in January. Please don't hesitate to reach back if you have any questions or concerns that you would like me to address.

Respectfully submitted

Karen Laing



Executive Director, Ladysmith Resources Centre Association

**From:** LHA Corresponding Secretary S. 22  
**Sent:** November 4, 2021 10:23 AM  
**To:** Ian Paydli <[ipaydli@ladysmith.ca](mailto:ipaydli@ladysmith.ca)>  
**Subject:** Ladysmith Healthcare Auxiliary - approval of Donation Request for 6 AEDs



Ladysmith Healthcare Auxiliary  
Box 1151, 910 – 1<sup>st</sup> Ave  
Ladysmith, BC V9G 1A8

Dear Ian Paydli

Ladysmith Healthcare Auxiliary is pleased that to provide some additional funding for the Ladysmith. It has been a tough 20 months for healthcare and the community, however through the community's generosity, LHA is in a better position to financially support healthcare and our community. I am glad we were able to connect by phone the other day so I could support this important initiative at the meeting of the LHA membership yesterday.

Ladysmith Healthcare Auxiliary general membership has voted to approve \$11,077.50 towards the donation request for 6 AEDs for the following locations: Frank Jameson Community Centre First Aid Room, Aggie Hall, Transfer beach, Ladysmith Seniors Centre, Ladysmith Community Marina and Ladysmith Resources Centre Association building.

The general membership also requests that the AEDs be installed and appropriate training occur by the Town, and that the community is made aware of the locations of the AEDs. I will send a formal letter by mail with some more details.

The funds will be available on receipt of a copy of the invoice/receipt for the specific equipment purchased. Please send this copy to S. 22. A cheque for up to \$11,077.50, excluding taxes and delivery charges, will be sent to your designated address.

Please contact me if there are any changes to this agreement.

Eithne Reichert  
Ladysmith Healthcare Auxiliary  
Corresponding Secretary  
S. 22



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

Office: 250.746.2500  
Fax: 250.746.2513  
Toll Free: 1.800.665.3955

November 8, 2021

Their Worship Mayor Aaron Stone  
Town of Ladysmith  
Box 220 – 410 Esplanade  
LADYSMITH BC V9G 1A2

Dear Mayor Aaron Stone

**Re: Formal Request for Letter of Support**

This letter is a formal request for the Town of Ladysmith to provide a letter of support for the renewal of the Municipal Regional District Tax (MRDT) within the Cowichan Valley Regional District (CVRD) for the period July 1, 2022 to June 30, 2027. A sample letter and resolution are attached for consideration.

The MRDT is administered by the CVRD, and directed to Tourism Cowichan Society (TCS) through a Contribution Agreement. MRDT is an important source of revenue for TCS to engage in tourism marketing in the CVRD, averaging more than \$300,000 in revenue annually since its inception in 2017.

In support of the renewal, Tourism Vancouver Island (TVI), on behalf of TCS, has prepared a draft 5-Year Strategic Business Plan and 1-Year Tactical plan, which are attached for reference. These plans outline TCS's approach to advancing the Cowichan Region's tourism priorities, and will be finalized following the completion of stakeholder engagement sessions planned over the next few weeks.

Tourism Cowichan Society would welcome the opportunity to present the plan to local government, as requested. Feedback and comments on the plan can be sent to Calum Matthews, Director, Destination Development Tourism Vancouver Island, 250-619-2569, calum@toursimvi.ca. In order to ensure that all MRDT renewal timelines are met, a response to the undersigned is requested by November 29, 2021.

Yours truly,

Manager, Economic Development Cowichan

Enclosures (3)

BO/jm

cc: Brian Carruthers, CAO  
Allison McCarrick, CAO; Julie Tierney, Executive Liason  
Calum Matthews, Director Destination Development, Tourism Vancouver Island

## Five-Year Strategic Business Plan

**Designated Recipient:** Tourism Cowichan Society  
**Community Name:** Cowichan Valley Regional District  
**Date Prepared:** November 30, 2021  
**MRDT Term Expiry Date:** July 1, 2022  
**Five Year Period:** July 1, 2022-2027

### Section 1: Five-Year Strategic Overview

#### 1 Vision and Mission

##### 1.1 Vision Statement

Tourism in the Cowichan Valley region is a significant contributor to the region's economic and social well being, with the region being recognized as a premier destination for leisure get-a-ways and vacations.

##### 1.2 Mission Statement

Contribute to increasing the economic and social benefits of a thriving tourism industry through focused, industry driven and professionally managed marketing and promotion of the region into the nearby markets; and supporting the efforts of regional, provincial and national destination marketing.

#### 2 Strategic Context

##### 2.1 Global Tourism

The global tourism industry has been overwhelmed by the COVID-19 pandemic with all previous growth trajectories leading up to 2020 halted and in many cases reversed. According to the latest tourism data from the World Tourism Organization (UNWTO), in 2020 destinations hosted 900 million fewer international tourists between January and October when compared with the same period of 2019. This resulted in a loss of US\$ 935 billion in export revenues from international tourism, more than 10 times the loss in 2009 under the impact of the global economic crisis.

Based on the current evidence, UNWTO expects international arrivals to decline by 70% to 75% for the whole of 2020. In this case, global tourism will have returned to levels of 30 years ago, with 1 billion fewer arrivals and a loss of some US\$ 1.1 trillion in international tourism receipts. This massive drop in tourism due to the pandemic could result in an economic loss of US\$2 trillion in world GDP.<sup>1</sup>

Travel restrictions, quarantines and other health measures have caused international arrivals to North America to decline by 68%. Data on international tourism expenditure continues to reflect very weak demand for outbound travel. Even though some large markets such as the

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<sup>1</sup> UNWTO. 2020. Tourism Back to 1990 Levels as Arrivals Fall by More than 70%.

United States have shown some signs of recovery in the recent months and vaccination programs have quickly rolled out, the outbreak of new variants has resulted in renewed lockdowns and will likely suppress traveller confidence.

The extended scenarios for 2021-2024 presented by the United Nations specialized agency for tourism point to a rebound by the second half of 2021, however a return to 2019 levels in terms of international arrivals could take between two-and-a-half and four years.

## **2.2 Canada Tourism**

Tourism is Canada's top service export and is the top employer of young Canadians. Over the past decade, there has been steady growth in the economic performance of the Canadian tourism industry. However, this all came to a grinding halt in 2020 with the onset of the COVID-19 pandemic.

Data for the 2<sup>nd</sup> quarter of 2020 shows key measures for April-June to have fallen dramatically. The average occupancy rate in the Canadian accommodation sector reached a record low of 13.8% in April, down from 63.6% a year earlier and averaged 19.3% between April and June 2020, down from 68.5% a year earlier. Over the second quarter, the tourism GDP fell 72% on a year-over-year basis while the overall Canadian GDP contracted 14%<sup>3</sup>. Over the first six months of 2020, tourism GDP declined 46% versus a national GDP contraction of 6.5%.

Tourism expenditures and Job performance also buckled. Relative to the same period in 2019, jobs attributable to tourism fell 47% over the second quarter of 2019. The tourism industries that incurred the most severe contractions in jobs generated from tourism activities were the accommodation (-54%), food and beverage services (-53%), and the recreation and entertainment (-53%) sectors. Business closures also accelerated in many sectors including art, entertainment and recreation (-21.1%) and accommodation and food services (-18.9%). After a 12.5% decline in the first quarter of 2020, tourism spending on Canadian goods and services dissolved a further 71% on a year-over-year basis in the second quarter, representing the largest decline registered since the start of the series on the national tourism indicators in 1986.<sup>2</sup>

Domestic travel was adversely affected in equal measure. Spending by Canadians on Canadian tourism goods and services declined by 62% over the second quarter of 2020 as health and safety measures limited travel to near-home destinations. This drop in revenue from domestic sources brought domestic tourism expenditures to a level not seen since 1986. Passenger air transport by Canadians on Canadian-owned carriers registered the steepest revenue loss as Canadians were largely unable to travel abroad or to other parts of Canada. International visitors between April and June collapsed by 98%, from \$6.1 billion in 2019 to \$145 million.

As a result of travel bans and public gathering restrictions, international business events held in Canada were cancelled. This resulted in international revenue from convention fees falling by 100%. Given that business events are an important source of tourism revenues for the accommodation and food and beverage sectors, this was a devastating loss for the industry

## **2.3 British Columbia Trends**

The secular uptrend in the BC tourism economy over the last 20 years, supported by record

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<sup>2</sup> Destination Canada. 2020. National Tourism Indicators 2020 Q2 Highlights.

growth in international and domestic visitation, spending and employment has been halted by the pandemic. Significant trends as at January 2021 include the following:

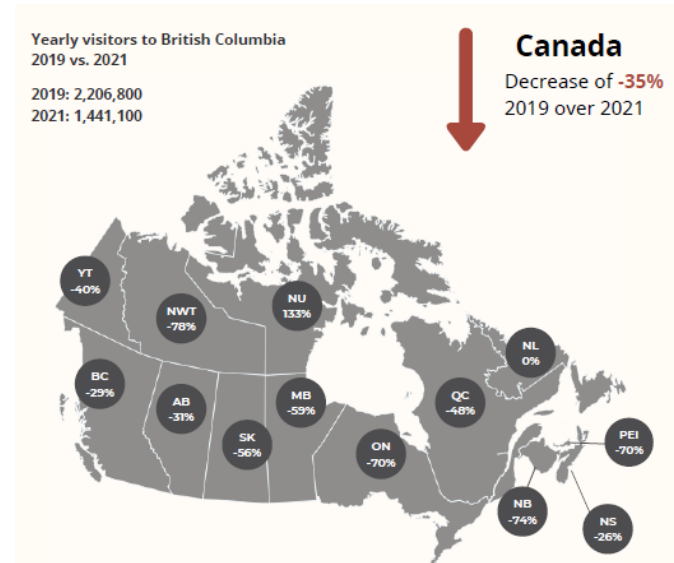
- A year-over-year decrease in weekly visitation was seen for most all tourism regions:
  - Northern BC (-41.6%)
  - Vancouver, Coast & Mountains (-28.8%)
  - Kootenay Rockies (-25.5%)
  - Cariboo Chilcotin Coast (-4.5%)
  - Vancouver Island (-10.9%)
- Two-thirds of BC residents feel safe travelling to nearby communities but their interest in travel decreased over the 2020 holidays.
- BC's weekly occupancy rate is 27.4%. Year-over-year declines were steepest in Vancouver (-28.7%) and lowest in Kamloops (-7.8%).
- BC's average daily rate is \$124.63.
- 51,200 BC tourism and hospitality sector jobs were lost in December 2020 compared to December 2019
- Canada's accommodation and food services employment in Canada continues to fall
- Travel Megatrends to 2025 include introspective travel, a hotel resurgence, and "humbled airlines"
- COTRI Analytics forecasts international trips from Mainland China to exceed 2019 volume by 2022.<sup>3</sup>

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<sup>3</sup> Destination BC. 2021. COVID-19 Research Roundup January 18, 2021.

## 2.4 British Columbia Visitation

Figure 2 Domestic Visitation to British Columbia, 2021 versus 2019<sup>4</sup>



Visitation to BC has been hard hit by the COVID-19 pandemic and associated travel restrictions. Domestic visitation shown in Figures 3 and 4 indicates a 35% reduction in the first quarter of 2021 versus the same period in 2019. International leisure travel virtually disappeared during the time as well, leading to considerable industry disruption and severely impacting critical inputs such as the labour market.

Travel metrics, including number of visitors and number of overnight stays, for the BC and Alberta markets are shown in Figure 3 and Figure 4, respectively. The data are for Q1 (Jan-Mar), which means 2019 and 2020 represent a pre-pandemic baseline when there were virtually no travel restrictions. The drop-off in number of visitors and number of trips was evident in 2020 even before travel restrictions were put in place and continued into 2021. Interestingly, the average number of nights stayed/visits to BC by BC and Alberta residents was higher in 2021 versus 2020 and 2019, which may reflect a change in traveller behaviour toward less frequent but longer trips.

Figure 3 BC Residents Travelling in BC, 2019-2021 Q1<sup>5</sup>

<sup>4</sup> Symphony Tourism Services. 2021. Monthly Visitor Highlights British Columbia. 2021 Data Vintage.

<sup>5</sup> Ibid.

# Municipal and Regional District Tax Program Application Cowichan Valley

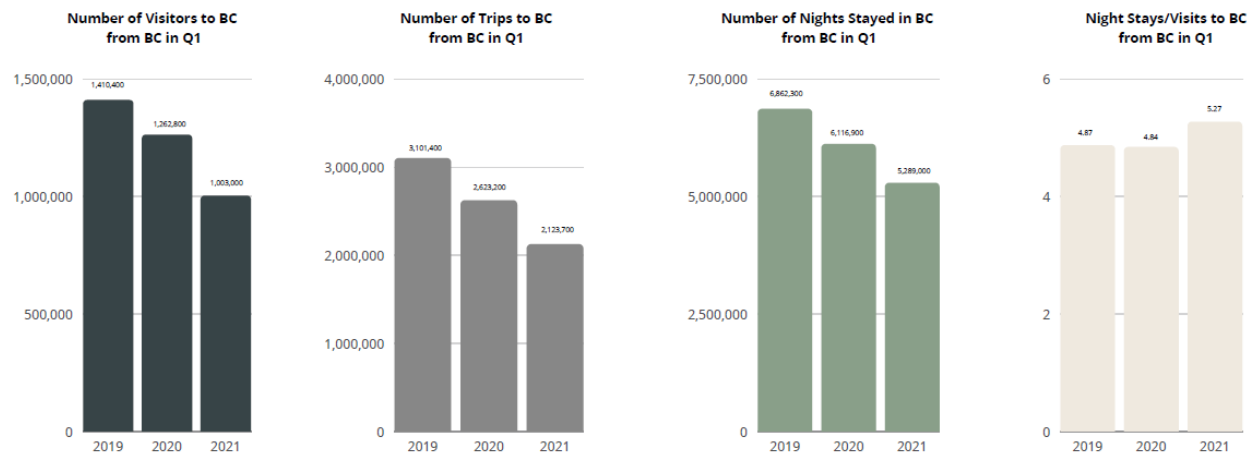
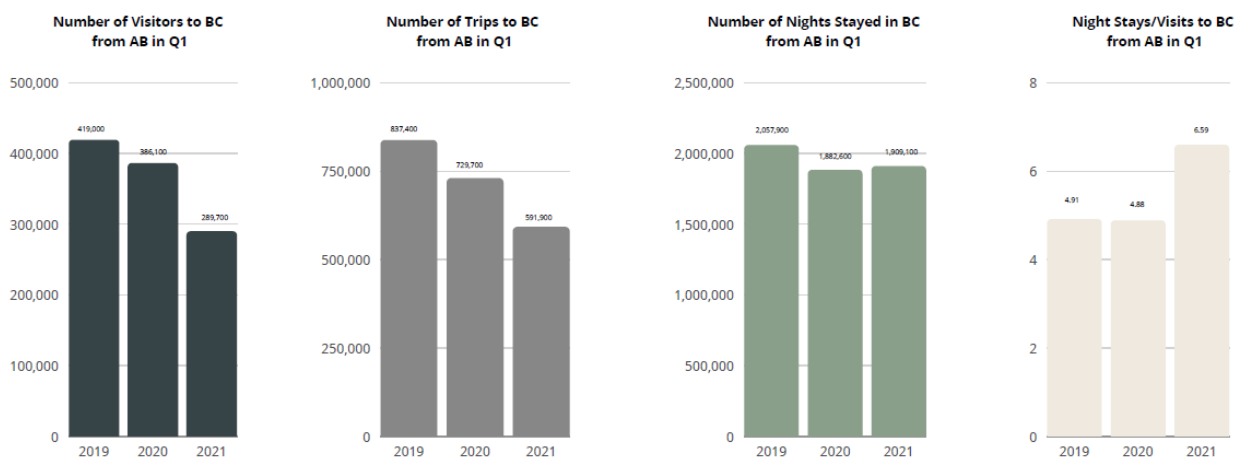


Figure 4 Alberta Residents Travelling to BC, 2019-2021 Q1<sup>6</sup>

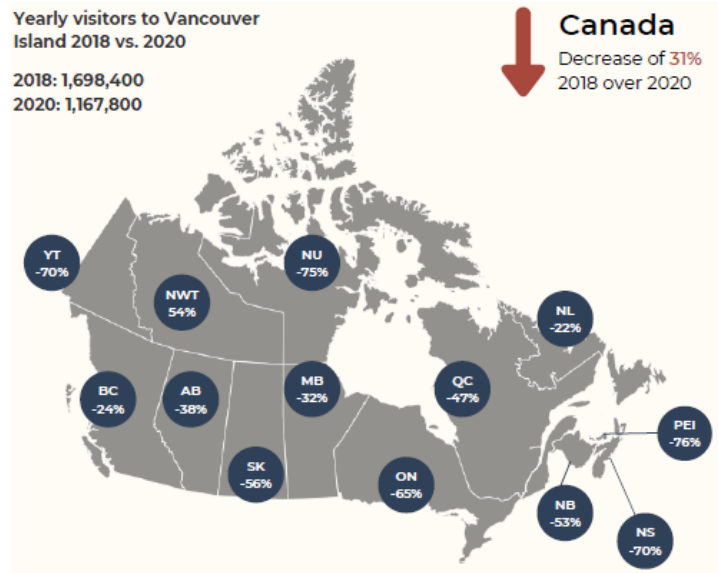


## 2.5 Vancouver Island

Figure 5 Domestic Visitation to Vancouver Island, 2021 versus 2019<sup>7</sup>

<sup>6</sup> Ibid.

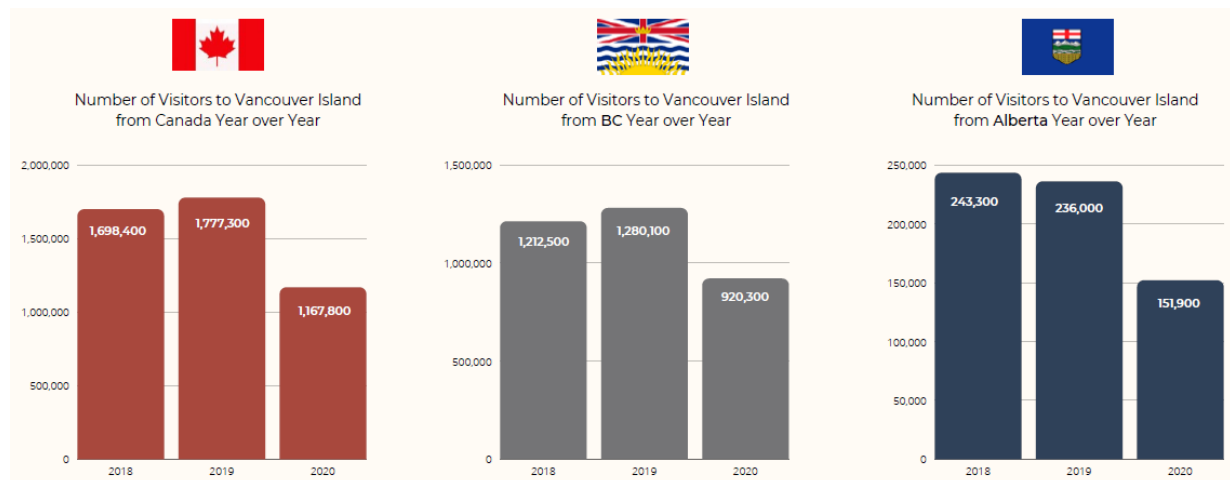
<sup>7</sup> Ibid.



In 2018 1.7 million travellers visited Vancouver Island, by 2020 there was a 31% drop to 1.17 million (Figure 5). The drop-off occurred across all provinces, with BC residents showing the lowest declines. The increase in visitation from NWT is considered an outlier and clearly does not reflect the domestic COVID-19 travel restrictions that interrupted leisure holiday activity across the country beginning in March of 2020.

Figure 6 provides additional detail for BC and Alberta travelers during these three years. Visitation from across Canada declined 34% in 2020 versus 2019. In 2020, most Canadian visitors were from BC (79%) and Alberta (13%). In 2018, these shares were 71% and 14%, respectively, signifying a slight shift to close-in, regional markets.

**Figure 6 Canada, BC and Alberta Residents Travelling to Vancouver Island, year over year<sup>8</sup>**

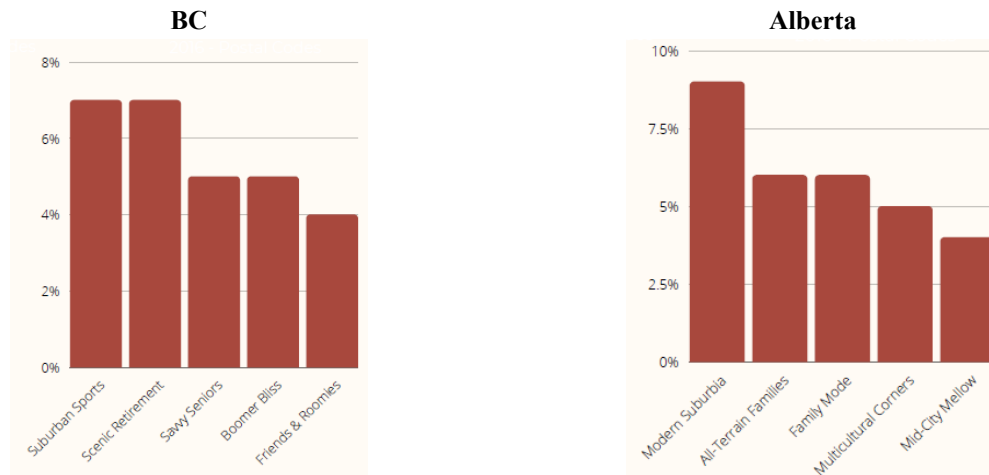


The top PRIZM segments of BC and Alberta travellers on Vancouver Island in 2020 are shown in

<sup>8</sup> Symphony Tourism Services. 2020. 2020 Visitor Insights Vancouver Island Region.

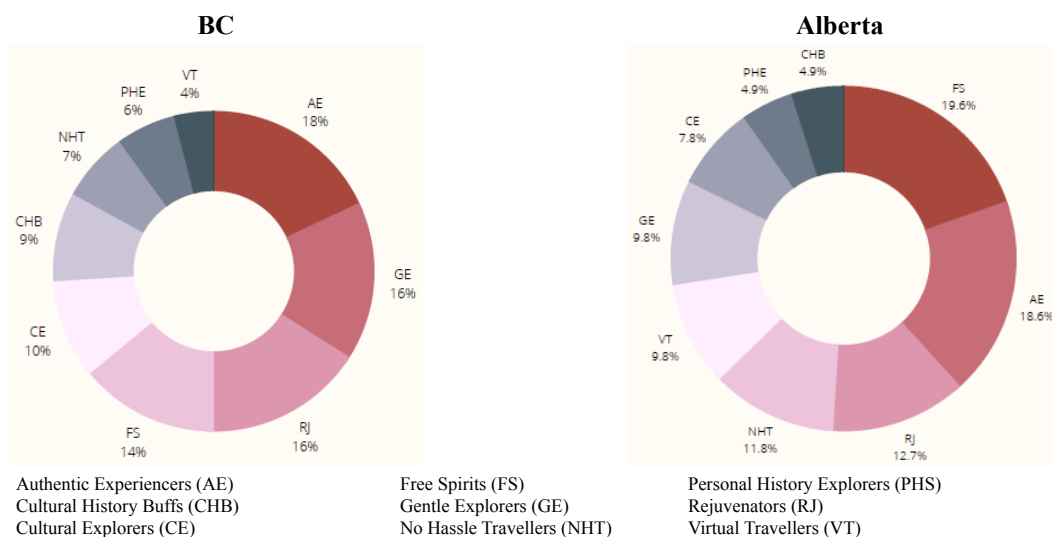
Figure 7. The top five segments may change from year to year but are generally consistent over time. It is noted that there are no common segments between the two provinces. BC travellers tend to be from the older age groups although the lead segment, Suburban Sports, comprises younger and middle-aged families from Metro Vancouver suburbs. Interestingly, the Asian segments which represent a large share of the Metro Vancouver market are not travelling to Vancouver Island. Alberta travellers, on the other hand, are younger, diverse and more likely to travel with children. The All-Terrain Families typical of the oil patch were close to 6% of all travellers in 2020.

Figure 7 Top Prizm Segments of BC and Alberta Travellers to Vancouver Island, 2020<sup>9</sup>



The EQ share of travellers visiting Vancouver Island in 2020 is shown in Figure 8. Authentic Experiencers, Gentle Explorers, Rejuvenators and Free Spirits collectively account for roughly two thirds of all travellers from BC. Three of Alberta's top four EQ segments are shared with BC, implying a relatively consistent psychographic makeup for the Island's critical regional markets.

Figure 8 Top EQ Segments of BC and Alberta Travellers to Vancouver Island, 2020<sup>10</sup>



<sup>9</sup> Ibid.

<sup>10</sup> Ibid.

As seen in Table 3, room revenues for Vancouver Island communities that collect the Municipal and Regional District Tax (MRDT) were generally growing up until 2020. Island-wide revenues rose 66% during the five-year period ending in 2019, due to an increased number of properties but also overall higher average revenues per facility. In 2020, revenues were down 47% over 2019.

**Table 3 Room Revenues for Vancouver Island, 2014-2019 \$millions<sup>11</sup>**

Area	2015	2016	2017	2018	2019	2020
Campbell River	-	-	14.4	16.8	15.7	9.1
Cowichan Valley	-	-	8.2	16.2	20.9	15.0
Parksville	21.8	24.6	26.0	27.1	29.0	22.2
Southern Gulf Islands	-	-	-	-	3.1	11.7
Tofino	46.9	52.4	54.0	58.2	72.0	52.1
Ucluelet	14.1	17.1	18.2	19.2	25.7	18.2
Victoria	139.0	158.7	177.0	186.3	205.0	74.5
Saanich, Oak Bay, Langford	19.2	22.3	27.7	28.8	33.3	18.0
Central and North Island [1]	23.4	42.3	54.5	60.6	63.9	53.9

## 2.6 Tourism in the Cowichan Valley

### 2.6.1 Population

The population of the Cowichan Valley was approximately 91,000 in 2020, distributed among four municipalities and unincorporated areas. Regional population growth was a modest 4.5% between 2016 and 2020, spread across all areas. The growth rate was highest in Lake Cowichan.

**Table 4 Municipal and Regional District Population, 2016-2020<sup>12</sup>**

Name	Area Type	2016	2017	2018	2019	2020
Cowichan Valley	RD	86,849	88,333	89,475	90,202	90,776
Duncan	CY	5,118	5,142	5,153	5,203	5,124
Ladysmith	T	8,834	8,924	8,910	9,054	9,036
Lake Cowichan	T	3,361	3,383	3,447	3,506	3,651
North Cowichan	DM	30,760	31,242	31,803	32,030	32,475
Unincorporated Areas	RDR	38,776	39,642	40,162	40,409	40,490

<sup>11</sup> BC Stats. 2021. Room Revenues by Municipal Jurisdictions Subject to MRDT. Calculated from Municipal and Regional District Tax (MRDT). Room Revenues in \$000, Annually

<sup>12</sup> BC Stats. 2021. British Columbia Regional District and Municipal Population Estimates.

### 2.6.2 Key Tourism Features

The Cowichan Valley extends along the east coast of Vancouver Island between Mill Bay in the south and Duke Point in the north, and includes the towns and villages of Chemainus, Ladysmith, Duncan, Cobble Hill and Cowichan Bay.

Major attractions include:

- West Coast Trail – This 75 km long backpacking trail follows the southwestern edge of Vancouver Island between Port Renfrew and Bamfield. It was built in 1907 to facilitate the rescue of shipwrecked survivors along the coast, part of the treacherous Graveyard of the Pacific. It is now part of Pacific Rim National Park and is considered one of the world's top hiking trails.
- Carmanah Walbran Provincial Park - The old-growth forest sanctuary in this remote west coast park is amongst the largest on Vancouver Island. The area is famous for its giant cedar, fir, hemlock and spruce trees. It is home to Canada's tallest tree, a Sitka spruce named the Carmanah Giant, measured at 96 m.
- Cowichan River – Originating in Cowichan Lake, the river flows east towards Cowichan Bay. It is very popular for tubing, floating, swimming and kayaking (Marie Canyon). It is widely considered one of the finest trout fishing streams in the province. It flows through Cowichan River Provincial Park and was designated a Canadian Heritage River in 2003.
- Cowichan Lake - Vancouver Island's second largest lake is 34 km in length. The once-thriving lumber industry and now-abandoned rail lines dot the lake, which is largely undeveloped because of private forest lands.
- Trans Canada Trail (Cowichan Valley Trail) - The Cowichan Valley Trail is a multi-use trail that is an integral part of the Trans Canada Trail route on Southern Vancouver Island. The Cowichan Valley section runs from the south end of Shawnigan Lake, west to the Town of Lake Cowichan then north to the Nanaimo Regional District. The majority of the gravel trail is wide and flat with some sections running along the roadways. The trail provides for easy cycling and walking.
- Kinsol Trestle - The restored 44 m Kinsol Trestle, is the tallest standing railway bridge in Canada and with a span of 188 m across the Koksilah River.
- Wineries and Agri-tourism - The Cowichan Valley is the second largest wine region in BC, with vineyards dating back to 1860. Growers are producing wines with traditional vinifera grapes (Pinot Noir, Pinot Gris, Gewürztraminer and Ortega), along with other varietals. The Cowichan Valley is also home to a number of excellent craft breweries and distilleries, one of which is also Canada's first estate cidery. Just north of Duncan is Canada's only tea farm. Vancouver Island's largest farmers' market, open year-round, is in downtown Duncan.
- Pacific Marine Circle Route – The recently-paved road between Port Renfrew and the Cowichan Valley allows a coast to coast journey that links Juan de Fuca, Haro and Georgia straits as well as the Saanich Peninsula.

- Malahat Skywalk – The newest Cowichan attraction is the ultimate natural high. The views from the lookout - 250 m above sea level - are spectacular. Immerse yourself in pristine nature: a steep, forested mountain, high above the Salish Sea. Previously, only agile explorers could enjoy such experiences of the wild. Now, our TreeWalk and Spiral Tower make this environment easily accessible, including strollers and wheelchairs.

Cowichan has a particular strength in its small communities:

- 80 carved Cowichan First Nations totems in Duncan, the “ City of Totems .”
- The world-famous outdoor gallery of murals showcasing the history of seaside Chemainus.
- Turn of the century architecture in Ladysmith, named one of Canada’s 10 prettiest towns.
- Whippletree Junction, 14 restored shops and heritage buildings, 7 km south of Duncan.
- First Nations arts, cuisine and interpretive tours at the Quw’utsun’ Cultural & Conference Centre.

Local lakes and rivers offer year-round sport from winter kayaking to spring angling for Chinook salmon to summer wakeboarding. Nitinat Lake is one of North America ’s best windsurfing sites, while canoeing and kayaking is popular in Cowichan River Provincial Park, as is scuba diving in the artificial reef of a sunken Boeing 737 between Chemainus and Thetis Island.

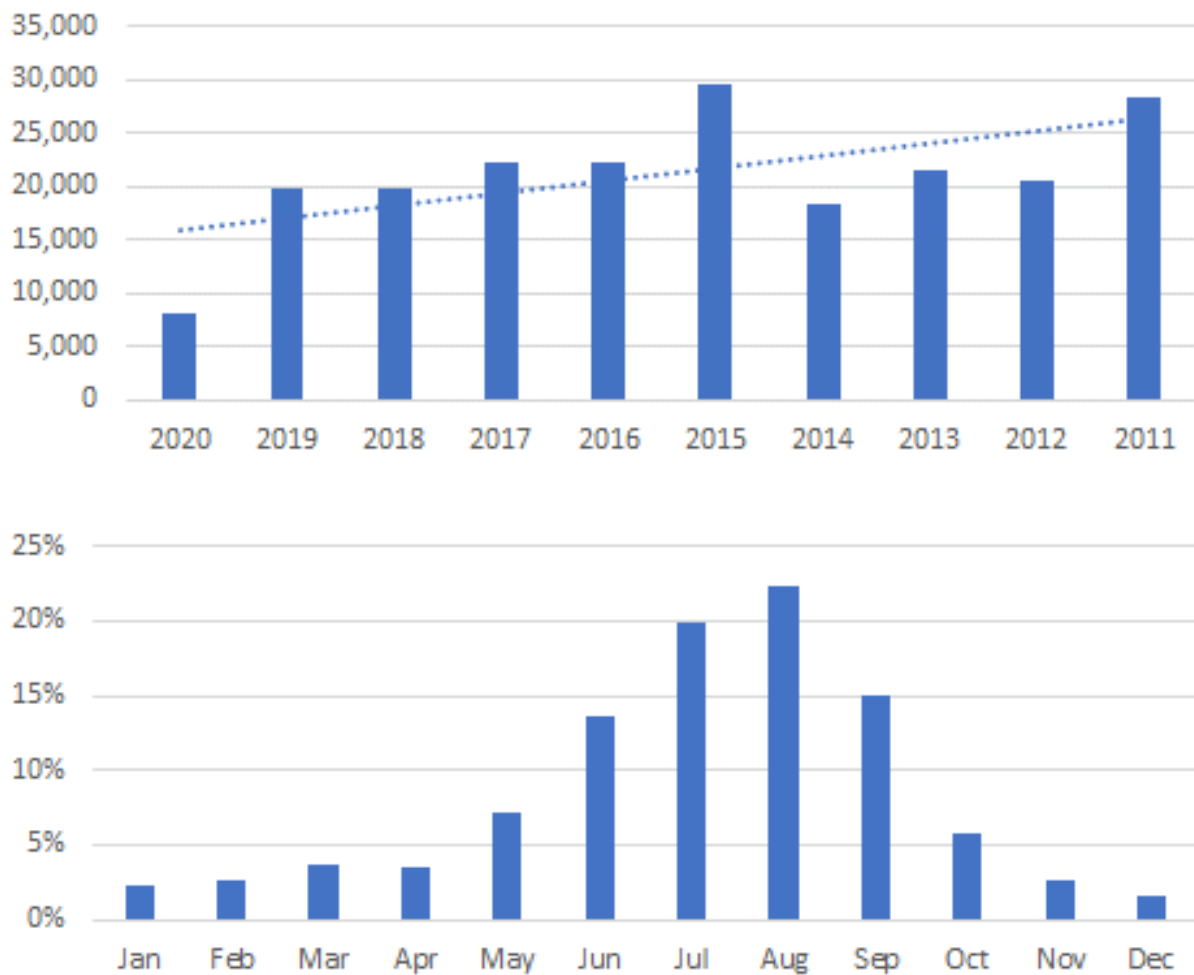
Mountain-biking, hang gliding and paragliding occur at the top of Mount Prevost. Boaters enjoy full-service amenities and interesting cafes and pubs at the many sheltered marinas in the region, including Maple Bay, Genoa Bay and Cowichan Bay. A series of low-rise mountains (the Cowichan “mounts”) are prime recreational playgrounds for hikers, mountain bikers and hang gliders, as well as for those who come to explore the area’s ecological wildflower reserves. Major trails include the Cowichan Valley Trail (an extension of the Trans Canada Trail), Cobble Hill Mountain Recreation Area, the Kinsol Trestle, Spectacle Lake Park, the Cowichan River Footpath, Mount Tzouhalem, Mount Prevost and the West Coast Trail. Cowichan is home to medal-winning wineries, organic farms, innovative artisan food, farmers’ markets and producers who have created a thriving central Island agri tourism industry.

### 2.6.3 Local Trends

The indicators presented in Figure 1 shows local Visitor Centre attendance between 2011 and 2020 which had been hovering around the 20,000 mark over the last decade, but understandably dropped precipitously in 2020. Local Destination Management Organizations (DMOs) will have to think beyond bricks and mortar visitor services to reach travellers and create unique experiences, perhaps in a continuing environment of travel restrictions, social distancing and health advisories.

The second graph shows seasonal distribution, which is heavily concentrated in the peak June to September period. Approximately 75% of all attendance occurs during this period. The November to April period is particularly slow.

Figure 1 Cowichan Valley Visitor Centre Trends, 2011-2020<sup>13</sup>



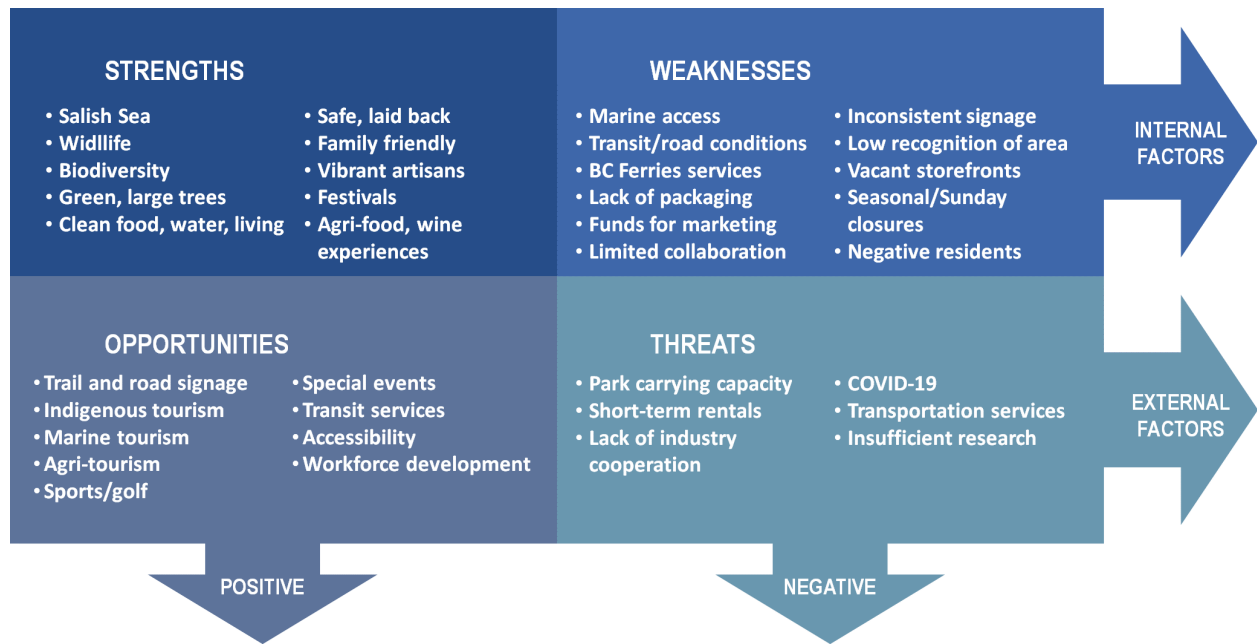
Note: Includes data for Chemainus, Duncan, Ladysmith and Lake Cowichan

National and provincial park attendance has been growing over the last decade and while COVID-19 adversely affected many metrics, anecdotal evidence suggests that park attendance may well hit record highs due to travel restrictions and high levels of demand for local outdoor experiences.

<sup>13</sup> Destination BC. 2021. Visitor Services Network Statistics Program Year Over Year Report 2021. Aggregated for Lake Cowichan, Chemainus, Ladysmith and Duncan.

## 2.6.4 SWOT

Figure 2 Cowichan Valley SWOT



## 2.7 Key Learnings

The MRDT is a key strategic initiative that is playing an important role in strengthening market awareness domestically, particularly during the shoulder and 'off' seasons and in response to the COVID-19 pandemic.

Key learnings include the following:

- COVID-19 has completely disrupted the tourism economy and especially the practice of marketing given the almost complete disappearance of international visitors, and a major decline in all long-haul travel, including from Eastern Canada.
- Local DMOs have always focused on reaching out to domestic and regional markets, as Destination BC and Destination Canada market the province and nation respectively through their various programs. What has changed in the last year is a major reorientation of high-value, high-performance operators who have traditionally relied on international trade. Many did not operate in 2020 and while some bookings were taken for 2021, there is no guarantee that travel restrictions and in a worse-case scenario lockdowns will not occur again. DMOs and economic development agencies will likely have to reimagine their marketing programs and focus more on helping some segments of industry transition to regional markets.
- The domestic market is clearly the most important for Vancouver Island and indeed all of BC at this time. Canadian travellers accounted for roughly 3 in 4 visitors before the pandemic and more since March 2020. Marketing, product and destination development will have to account for this change for the short and perhaps medium-term. This may mean reorienting toward short duration and last-minute trip planning, bookings and experiences. Package deals have always played a major role in catering to long haul markets but given travel restrictions, ongoing uncertainty with health regulations and surging demand for some products such as park campgrounds they could be tailored to local and regional travel markets as well.
- COVID-19 has also created increased competition within BC as destinations need whatever visitation they get. Vancouver Island has seen the least natural disasters in the past number of years and is therefore well positioned to capture that movement away from those areas of the province experiencing fires and floods.
- Digital media is an important element of marketing channel diversification as it drives return visits and recommended visits to our resort facilities, but traditional media is still proving to make the phones ring at a higher rate. Nevertheless, in pandemic times, an increasing effort will be needed in digital channels. Web metrics and SEO are showing an increasing number of interactions and conversations and providing more direct feedback on marketing expenditures. More research is being assembled on social media activity to determine its potential role in future marketing.

- In order to save on travel and administration costs, it makes more sense to support local operators to attend travel shows, and have them represent the Cowichan Valley, rather than have the DMO attending independently. Support is provided in the way of pull up marketing materials/maps, Travel Guides and videos.

### 3 Overall Goals, Objectives and Targets

Goal	Objective	Target by 2025	Data Source
Increased visitation and expenditures	Increased overnight stays Increased occupancy Increased revenue per available room Increased awareness	10%	MRDT Accomm Survey  Sentiment Analysis
Diversified seasons	Dispersion of share to shoulder and off-season Higher off-season occupancy Higher off-season revpar	15%	MRDT VC Attendance Accomm Survey
Competitive destination	Increased collaboration  Increased market/export-ready product	10%  5%	Packaged products Inventory of operators NPS

### 4 Strategies

Tourism Cowichan intends to align its marketing efforts with local, regional and provincial planning priorities and efforts. Strategic direction has been taken from the following:

- The Vancouver Island Regional Destination Development Strategy (RDDS)<sup>14</sup> is the regional result of a two-year research and strategic planning initiative led by DBC. Designed to enhance the competitiveness of the region over the next 10 years and beyond, the Destination Development Program is a critical component of Destination BC's corporate strategy, which has been delivered in partnership with Tourism Vancouver Island and the Ministry of Tourism, Arts and Culture. The regional strategy is playing an important role in helping to advance the destination development process through a unified planning framework. Major planning themes include transportation and infrastructure, exceptional trail experiences, innovation in tourism technologies, labour market development and experience development. The strategy emphasizes destination and product development in alignment with DBC's EQ targets and therefore represent part of the offer that DMOs are making to attract visitors.
- Tourism Vancouver Island is closely involved in DBC's Destination Development Program as well as the Co-operative Marketing Partnerships Program. MRDT funding targets are meant

<sup>14</sup> Destination BC. 2019. Vancouver Island Destination Development Strategy April 2019.

to complement and reinforce industry, community and operator planning priorities and in the case of cooperative programs, provincial fund pools. There are many other programs delivered by Tourism Vancouver Island such as Tourism Resiliency Program, travel media and trade and digital readiness that are built into this application.

- Tourism Cowichan's current (2021-22) Marketing Partnerships Program has identified increased visitation and expenditures, financial sustainability and DMO effectiveness as core objectives.<sup>15</sup> To complement the focus on regional markets, TC pursues Tier 1 brand alignment with Destination BC. Key strategies include:
  - Create emotional urgency to visit BC through brand-aligned marketing materials that emphasize a call to action to the consumer. There is a focus on Agritourism, Craft Alcohol and Culinary experiences.
  - Generate leads for BC tourism businesses and travel trade by focusing on the leisure traveller, in particular the affluent leisure traveller. Elevate TC website to drive conversations and conversions.
  - Encourage sharing the story of Cowichan as a destination with the world through organic social media, programmatic/social media advertising and the consumer-facing website.
  - Use BCRTS Vancouver Island region detailed market segmentation personas for audience targeting.
- Economic Development Cowichan (EDC) is the economic development arm of the Cowichan Valley Regional District (CVRD). The current Strategic Plan outlines a role for EDC through destination and product development that is meant to complement the marketing and industry efforts of Tourism Cowichan. "Champion emerging tourism products that will enhance the growth of the sector and compliment the destination marketing focus of Tourism Cowichan Society."<sup>16</sup> EDC also actively promotes the film sector in the Valley (through a subsidiary Film Cowichan) by highlighting locations and film production opportunities, raising awareness of film and by providing film liaison services to business, municipalities and incoming production companies.

Specific strategies to be undertaken include the following:

- Continue to work with and support Destination BC and Vancouver Island brand and marketing programs.
- Conduct strategic advertising and marketing campaigns that promotes Cowichan in core regional markets.
- Actively pursue cooperative marketing, and travel trade and media opportunities with Tourism Vancouver Island (TVI).
- Collaborate with neighbouring DMOs to include Cowichan in touring and sector-based marketing programs.

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<sup>15</sup> Tourism Cowichan. 2021. Destination BC Co-operative Marketing Partnerships Program Application 2021/22.

<sup>16</sup> Economic Development Cowichan. 2018. Strategic Plan 2018-2022.

- Work with local operators and regional partners to improve market and export readiness so that industry is able to provide new experiences, especially in the shoulder and off-season.
- Undertake content gathering, creation and promotion, production and distribution of collateral, digital media and conventional advertising.
- Raise social media activity and conversations to expand awareness and draw more off-peak visitation and outreach.
- Attend industry conferences to understand the progression of tourism nationally and provincially, to identify new and emerging market opportunities and to learn about advances in the application of technology and innovations in tourism.  
Support operators to participate in travel trade markets, including attending or helping operators attend trade shows, and learning workshops on the trade market as offered by TVI.
- Support community organizations in their efforts to develop events that draw visitation to the region.
- Improve visitor market research to improve the deployment of marketing resources and programs.
- In cooperation with TVI and the Province, develop a marketing preparedness and response framework to help Tourism Cowichan adapt to future emergency events such floods, fires and pandemics.

## 5 Brand Overview

TCS's brand book has outlined the following directives for Tourism Cowichan Society as a DMO and for the Cowichan Valley as a destination:<sup>17</sup>

- Tourism Cowichan Society
  - Improve the tourism economy by being a customer-focused DMO
  - Support the Cowichan Valley as a must-see Vancouver Island destination
  - Nurture a shared vision for sustainable tourism
  - Capitalize on gastro-tourism by positioning the Cowichan Valley as Vancouver Island's culinary destination of choice
  - Lead change by operating a high performing DMO, pursuing strategic partnerships, empowering the brand, supporting industry and promoting product development

Tourism Cowichan's brand promise is two-fold: to be the region's customer-focused DMO that drives a sustainable tourism economy and to showcase the activities, amenities and experiences to all visitors.
- Cowichan Valley as a Destination
  - Create and deliver consistently remarkable tourism experiences
  - Cowichan Valley as a must-see Vancouver Island destination
  - Position as Vancouver Island's original culinary region
  - **Promoting magnetic experiences:** wine and culinary, nature, outdoor adventure, arts, heritage and culture, aboriginal culture, cycling
  - Target our EQ Explorers, Free Spirits, Authentic Experiencers and Cultural Explorers
  - Animate and empower "Cowichan. Slow down. Savour life."

## 6 Target Markets

Tourism Cowichan previously relied on provincial EQ targets (Cultural Explorers, Authentic Experiencers, Free Spirits) in combination with broad demographic markers to guide its marketing activities. More refined psychographic targets for Vancouver Island were presented previously in Figure 7 and Figure 8.

From a geographic perspective the focus of effort will be based on research that indicates that the strongest visitation and spending results from British Columbians, Albertans and Washingtonians in that order. The most significant opportunity is travellers visiting Victoria and other parts of the Vancouver Island region, as well as Vancouver Island residents. Marketing efforts therefore are focussed on the close-in markets with support provided to Tourism Vancouver Island and Destination BC in the key markets of long-haul Canadian and international markets. However, it is noted that Cowichan is drawing more day-trips from Vancouver Island residents versus overnight stays from beyond. An emphasis on higher yield visitation from elsewhere in BC, Alberta and Washington will generate room revenues (and hotel tax receipts),

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<sup>17</sup> Tourism Cowichan Society. No date. Brand Blueprint.

longer stays and higher overall spending.

The 2020 Visitor Guide featured local flavours and agri-tourism, outdoor adventure with a focus on marine activities, and arts and culture. Bucket lists are targeted at families, couples and adventurers.

## **7 Management, Governance and Administration**

The Tourism Cowichan Society is a duly constituted corporation in the province of British Columbia, incorporated in 2002, run by a volunteer tourism sector Board which is nominated and elected by membership. It maintains compliance with the Societies Act and Societies Regulation through the filing of Annual Reports and maintenance of all legal records and financial statements. TCS represents the tourism industry within the CVRD.

### **7.1 Purpose of the Society**

Tourism Cowichan Society is responsible for the delivery of destination marketing for the Cowichan Region. Steps have been taken to establish a regional approach to marketing through Tourism Cowichan, and there is a growing recognition of Cowichan as a 'destination' in the marketplace. This has been achieved primarily through regional branding, the development of a regional travel planner, and the emphasis on positioning Cowichan as a regional destination in consumer travel shows, regional promotional campaigns, and Tourism Vancouver Island's vacation planning material. A regional approach will encourage greater integration of the industry, and a more cost-effective and efficient approach to developing tourism and delivering related services. A key success factor will be to involve sustaining the process of regional dialogue with other local and regional agencies and tourism businesses, as moving forward successfully will require various levels of collaboration.<sup>18</sup>

### **7.2 Composition of the Board**

The Tourism Cowichan Board of Directors is composed of 12 Directors plus the past chair per section 6 of the Society Bylaws. Directors are selected based on a mix of regional and industry representation and professional knowledge, and are expected to abide by Code of Conduct, Confidentiality and Conflict of Interest guidelines. Terms of reference have been established for Executive, Finance, Governance, Marketing and Nominating committees.

The CVRD is the sole designated recipient of 2% MRDT funds, which are directed to the Tourism Cowichan Society.

## **8 Sources of Funding**

- The CVRD established a service, through Bylaw #2352 in 2002, enabling a contribution to an organization providing Regional Tourism Services. This contribution is recovered by requisition of money collected by a property value tax on land and improvements and in an amount not to exceed \$120,000 annually. The CVRD has indicated, in the Service

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<sup>18</sup> Tourism Cowichan. No date. CONSTITUTION Tourism Cowichan Society.

Agreement with the Tourism Cowichan Society, that these funds will continue to be available for providing tourism services.

- TCS is a member-based organization and receives dues annually. Approximately \$66,000 was received in 2020, well below the budgeted amount of \$100,000 due to the pandemic.
- Tourism businesses will continue to be involved in co op marketing programs. In 2020, the coop budget was approximately \$97,000.
- TCS has been successful in its annual application for Destination BC's Coop Program matching funds. In 2020, \$175,319 was received, however, it is noted the matching fund criteria was waived by DBC for that year and for 2021. It is anticipated that funds will be available through this program in future years and with the Cowichan Region having incremental funds available to match, it is possible that the contribution from the Destination BC program will increase.
- DBC also provided additional funds directly to each community for C-19 recovery.

## **9 Affordable Housing**

The Cowichan Valley Regional District is considering the use of Online Accommodation Platform revenues to support affordable housing initiatives. Although there are no current plans to direct OAP revenues towards affordable housing at this time, the Regional District may conduct stakeholder engagement and direct OAP revenues to affordable housing in the future.

## Section 2: Tactical Plan with Performance Measures

Major Category: Marketing
Activity Title: Collateral
<p>Tactics:</p> <ul style="list-style-type: none"> <li>• Collect and curate editorial, imagery and video content</li> <li>• Update and produce a printed Cowichan Touring and Exploring Guide; use as dual purpose fulfillment, lure piece and for local distribution during experience stage, still valid to this day. Content can also be provided in digital form.</li> <li>• Produce padded tear-away maps</li> </ul>
<p>Implementation Plan:</p> <ul style="list-style-type: none"> <li>• Description: print and digital collateral to support cross market initiatives and visitor services</li> <li>• Objectives: increase awareness of and desire to visit, increase overnight stays and spring, fall and winter visits and occupancies; supplement digital communications by driving traffic to the website and social channels</li> <li>• Rationale: collateral continues to be in demand although at much lower rates due to the continuous rise of digital forms of marketing communication. It supports the purchase cycle by driving traffic to the website as well as supporting offline access to information and the older demographic who still prefers print media.</li> <li>• Action Steps: <ul style="list-style-type: none"> <li>▪ Identify priority needs for each season and target market</li> <li>▪ Develop new content to match EQ and PRIZM targets specific to Cowichan</li> <li>▪ Contract professional design and communications firms to ensure brand and content alignment.</li> <li>▪ Prioritize digital versions, rationalize paper production and distribution</li> <li>▪ Develop distribution plans for each target market; priority given to distribution to Victoria Visitor Centre and hotel brochure racking program</li> <li>▪ Form partnerships with communities and tourism businesses</li> <li>▪ Expected output is the creation, printing and distribution of maps and visitor guides</li> </ul> </li> <li>• Potential Partnerships: CRVD, operators, BC Ferries, Tourism Victoria, VI Visitor Centres, Community Organizations</li> <li>• Resources/Funding: MRDT, DBC Open Pool</li> <li>• Timeframe: 2022 – ongoing (demand based as required)</li> <li>• Budget: <ul style="list-style-type: none"> <li>▪ Content Development - \$40,000</li> <li>▪ Visitor Guide - \$30,000</li> <li>▪ Maps - \$20,000</li> <li>▪ Total - \$90,000</li> </ul> </li> </ul>
<p>Performance Measures:</p> <ul style="list-style-type: none"> <li>• Hard copy: demand based guides</li> <li>• Digital: views, unique views, CTR, downloads, conversions, phone calls direct from guide</li> <li>• Tracking of incentives, coupons, contests, specials and other calls to action</li> </ul>
Major Category: Marketing
Activity Title: Website

<p><b>Tactics:</b></p> <ul style="list-style-type: none"> <li>• Upgrade and enhance <a href="https://www.tourismcowichan.com/">https://www.tourismcowichan.com/</a> to improve the user experience and increase the likelihood of conversion (movement to a stakeholder website)</li> <li>• Align with partner and operator websites</li> <li>• Drive social media conversations and activity</li> <li>• Generate leads directly to tourism businesses</li> </ul>
<p><b>Implementation Plan:</b></p> <ul style="list-style-type: none"> <li>• Description: Maintain a website as the primary marketing tool with a content plan that addresses seasons and life-stage of target audiences, trip purpose and evolution of changing conditions for various conditions such as C-19, natural disasters, changing consumer behaviors etc.</li> <li>• Objectives: increase website activity, enquiries and bookings, and referrals to operators</li> <li>• Rationale: the website is the number source for all call to action promotions so evolving the site is essential. It is the number-one marketing tool, therefore content is critical for luring travellers who are planning their visits online and assisting travellers while in the destination, through responsive design and cutting-edge content; provide adequate information for each stage of the purchase cycle so the content encourages users through the funnel process from inspiration to operator referrals.</li> <li>• Action Steps: <ul style="list-style-type: none"> <li>▪ Ongoing hosting, development, maintenance of specific promotions and activities</li> <li>▪ Increase the number of promotions, specials and activities</li> <li>▪ Integrate social media conversations and content</li> <li>▪ Undertake a user-experience audit every two years to keep current with changing consumer behaviour and technology. Ensure the content addresses the target audiences.</li> </ul> </li> <li>• Potential Partnerships: CVRD, other local government, operators</li> <li>• Resources/Funding: MRDT</li> <li>• Timeframe: 2020-ongoing</li> <li>• Budget: \$60,000</li> </ul>
<p><b>Performance Measures:</b></p> <ul style="list-style-type: none"> <li>• Increased time on site</li> <li>• Increased referrals to operators</li> <li>• Site redevelopment and deployment</li> <li>• Website metrics, growth of unique visitors to the site, search engine tracking, length of time on site, organic search results, links through to listings (conversions)</li> </ul>

<p><b>Major Category:</b> Marketing</p>
<p><b>Activity Title:</b> Print and Broadcast Advertising</p>
<p><b>Tactics:</b></p> <ul style="list-style-type: none"> <li>• Focus on traditional print, broadcast and Out-of-Home advertising</li> <li>• Feature BC-Brand aligned photography and a storytelling style that exemplifies the authentic and perspective-changing experience</li> <li>• Feature agri-tourism, craft beverage, outdoors, events, and local reach.</li> <li>• Couple with editorial content to maximize storytelling</li> <li>• Target at preferred EQ and PRIZM segments, print and Out-of-Home targeted at Vancouver Island and Lower Mainland, broadcast at Lower Mainland and Alberta</li> <li>• Off-season promotions to tap into drive markets</li> </ul>
<p><b>Implementation Plan:</b></p> <ul style="list-style-type: none"> <li>• Description: traditional paid print and broadcast initiatives</li> </ul>

<ul style="list-style-type: none"> <li>● Objectives: increase brand awareness, visitation from regional markets</li> <li>● Rationale: traditional media is still required for generating purchase decisions by some target segments, especially older age cohorts, but there is also potential to heighten and link to digital marketing tools (e.g. through a call to action to the website)</li> <li>● Action Steps: <ul style="list-style-type: none"> <li>▪ Continue to refine the visual identity and value proposition</li> <li>▪ Establish a print partnership with a vertical publication that targets women 45-65 years in age, which is a prime market for Cowichan.</li> <li>▪ Use radio and television advertising in the Lower Mainland and on Vancouver Island to increase brand awareness in advance of events, specific promotions, and seasonal opportunities. Consider a Global ad buy in BC and Alberta.</li> <li>▪ Call to action leads to <a href="https://tourismcowichan.com">https://tourismcowichan.com</a></li> </ul> </li> <li>● Potential Partnerships: accommodation providers, other VI DMOs (Tourism Victoria), partners with media buying strategies</li> <li>● Resources/Funding: MRDT, coop and stakeholder participants</li> <li>● Timeframe: 2020 - ongoing</li> <li>● Budget: <ul style="list-style-type: none"> <li>▪ Television - \$80,000</li> <li>▪ Print - \$77,000</li> <li>▪ Brand Creative - \$20,000</li> <li>▪ Total - \$177,000</li> </ul> </li> </ul>
<p><b>Performance Measures:</b></p> <ul style="list-style-type: none"> <li>● placement, distribution, viewership</li> <li>● broadcast reach</li> <li>● number of impressions</li> <li>● tracking of contests and specials</li> <li>● search engine tracking, links through to listings, purchases made</li> </ul>

Major Category: Marketing
<b>Activity Title:</b> Advertising – Digital and Social Media
<p>Tactics:</p> <ul style="list-style-type: none"> <li>● Purchase online display and paid search in targeted digital properties, driving the consumer to the Cowichan Valley website</li> <li>● Expand the consumer database and distribute monthly newsletters promoting special offers</li> <li>● Utilize social media networks such as: Twitter, Facebook, Instagram, YouTube, etc., to amplify advocacy (organic tactic – always on)</li> <li>● Purchase social media advertisements on Facebook and Twitter, balancing brand awareness messages with direct call-to-actions to book now</li> <li>● Continue to use Crowdriff for the generation of primarily User Generated Content on TC social channels and participate in Destination British Columbia's Content Partner Network</li> <li>● Focus on content creation and digital advertising</li> <li>● Off-season focus in support of events and festivals, gastronomic, arts/culture and outdoor recreation products</li> <li>● Collect image and video content that supports paid social advertising strategies.</li> </ul>
<p>Implementation Plan:</p> <ul style="list-style-type: none"> <li>● Description: utilize popular social media channels to enhance awareness of Cowichan and convey unique places and stories</li> </ul>

<ul style="list-style-type: none"> <li>● Objectives: <ul style="list-style-type: none"> <li>▪ reach consumers at all stages of the planning cycle (last-minute bookings have been increasing with COVID-19)</li> <li>▪ increase brand awareness and conversion</li> <li>▪ increase social media conversations</li> <li>▪ cultivate brand ambassadors</li> <li>▪ increase the number of email subscribers</li> <li>▪ facilitate the collection of consumer information</li> </ul> </li> <li>● Rationale: Enhanced social media content and presence will inform and engage travellers about the destination and Cowichan through various social media channels</li> <li>● Action Steps: <ul style="list-style-type: none"> <li>▪ Use programmatic media to reach target audiences and raise awareness of Cowichan's products and offers; target based on demographics, psychographics and contextual content surrounding the ads</li> <li>▪ Include media buys, direct digital buys, search engine marketing, retargeting, email marketing, social media and website promotions.</li> <li>▪ Negotiate creative buys by leveraging the media buying strategy of partners</li> <li>▪ Continue to expand the email marketing program to drive leads to stakeholder websites through special offers and content</li> <li>▪ Continue to enhance paid social media campaigns to amplify new visual and written content</li> </ul> </li> <li>● Potential Partnerships: TVI, DBC, operators, First Nations</li> <li>● Resources/Funding: MRDT</li> <li>● Timeframe: 2022 - ongoing</li> <li>● Budget: <ul style="list-style-type: none"> <li>▪ Social Media Organic - \$18,000</li> <li>▪ Crowdriff Licence - \$8,000</li> <li>▪ Paid Social Media - \$56,000</li> <li>▪ Digital Display - \$76,000</li> <li>▪ Paid Search Engine Marketing - \$7,000</li> <li>▪ Email Marketing - \$15,000</li> <li>▪ Total - \$180,000</li> </ul> </li> </ul>
<p><b>Performance Measures:</b></p> <ul style="list-style-type: none"> <li>● Email: total delivered, unique open/click rate, unsubscribe rate</li> <li>● Social: total followers, engagement rate, reach, #exploreBC hashtag amplification, total consumer use of hashtag #exploreCowichan</li> <li>● Website: reach, click through rate, cost per click, cost per action, engagements, cost per engagement</li> </ul>

<b>Major Category:</b> Marketing
<b>Activity Title:</b> Travel Media and Travel Trade Relations
<p>Tactics:</p> <ul style="list-style-type: none"> <li>• Support Destination BC and Tourism Vancouver Island led travel trade and media initiatives</li> <li>• Proactively organize with Tourism Vancouver Island Familiarization opportunities for Media and Trade</li> <li>• Conduct Travel Trade and Travel Media Show representation</li> <li>• Provide Tourism Vancouver Island with regular, ongoing product updates</li> </ul>
<p>Implementation Plan:</p> <ul style="list-style-type: none"> <li>• Description: Support travel trade and travel media relations in partnership and in alignment with other Vancouver Island DMOs.</li> <li>• Objectives: Increase awareness and understanding of Cowichan through trade channels, generate un-paid, earned media coverage and expand partnerships with digital partners.</li> <li>• Rationale: TCS can support DBC and Tourism Vancouver Island travel trade and media outreach, which helps builds awareness across the entire travel planning and booking process. Travel media relations continues to be a key focus across all markets, providing a cost-effective and credible way to increase awareness by generating unpaid media coverage through key media outlets.</li> <li>• Action Steps: <ul style="list-style-type: none"> <li>▪ Provide relevant and current content on products and experiences, including monthly updates to Tourism Vancouver Island and leading up to travel trade and media shows</li> <li>▪ Develop content for and promote themed itineraries targeted at the travel trade</li> <li>▪ Support travel trade and media fam tour opportunities featuring Cowichan partners</li> <li>▪ Host press visits and coordinating private sector in-kind support</li> <li>▪ Align with Tourism Victoria for trade and media show representation where and when appropriate</li> <li>▪ Support local attractions and operators to become export ready</li> <li>▪ Provide opportunities for stakeholders to access industry best practices, innovative marketing support and training and industry resources</li> </ul> </li> <li>• Potential Partnerships: TVI, Tourism Victoria, operators</li> <li>• Resources/Funding: MRDT</li> <li>• Timeframe: 2022 – ongoing</li> <li>• Budget: \$5,000</li> </ul>
<p>Performance Measures:</p> <ul style="list-style-type: none"> <li>• Travel Trade and Travel Media Relations contacts</li> <li>• Referrals to partners</li> <li>• Unpaid media coverage</li> <li>• Hosted tours</li> </ul>

<b>Major Category:</b> Marketing
<b>Activity Title:</b> Asset Development
<p>Tactics:</p> <ul style="list-style-type: none"> <li>• Contract writers to develop itineraries, articles and special digital guides</li> <li>• Compile to BC Brand specification, imagery, video, B-roll, drone footage for web/print</li> <li>• Tie back to target EQ audiences</li> <li>• Include diversity of models in images</li> <li>• Continue display campaigns to amplify new visual and written content pieces</li> </ul>
<b>Implementation Plan:</b>

<ul style="list-style-type: none"> <li>● Description: to provide better tools for carrying out marketing and promotional activities and social media connections</li> <li>● Objectives: <ul style="list-style-type: none"> <li>▪ Image, video and content that meets EQ specs, aligns with DBC's <a href="#">brand</a>, represents all of the area and supports storytelling</li> <li>▪ Increase brand awareness and conversion through captivating ads</li> <li>▪ Drive conversion</li> </ul> </li> <li>● Rationale: critical for digital media, conveying the uniqueness of Cowichan that goes beyond the conventional landscape images and transmits action and adventure</li> <li>● Action Steps: <ul style="list-style-type: none"> <li>▪ create and monitor campaigns</li> <li>▪ ad buys</li> <li>▪ Coordination with DBC Brand Team (if appropriate)</li> <li>▪ Commission content</li> </ul> </li> <li>● Potential Partnerships: TVI, DBC, tourism operators, local photographers and writers</li> <li>● Resources/Funding: MRDT</li> <li>● Timeframe: 2020 - ongoing</li> <li>● Budget: <ul style="list-style-type: none"> <li>▪ Written Content - \$10,000 (reorient to EQ and PRIZM targets)</li> <li>▪ Photography - \$30,000</li> <li>▪ Video and Drone - \$30,000</li> <li>▪ Total - \$70,000</li> </ul> </li> </ul>
<p><b>Performance Measures:</b></p> <ul style="list-style-type: none"> <li>● number of images/videos</li> <li>● costs per unit</li> </ul>

Major Category: Marketing
<b>Activity Title:</b> Research
<p>Tactics:</p> <ul style="list-style-type: none"> <li>● Conduct environmental scan of research resources (many new sources have emerged due to recent technology advances and responses by organizations due to C-19)</li> <li>● Further define Destination BC and Vancouver Island EQ target audiences utilizing the Environics Analytics PRIZM segmentation program which classifies the Canadian market by 67 segments, cross-referenced with Destination Canada's EQ program for the Cowichan Valley</li> <li>● Utilize visitor and market research insights from the BCRTS research program for the Vancouver Island region to compare and contrast regional key findings with local results utilizing geo-fencing technology in high-tourism traffic precincts as budget permits</li> <li>● Refine asset development, content and marketing messages based on key findings</li> <li>● Disseminate key findings to local stakeholders to evaluate their experience design, marketing and promotional strategies</li> <li>● Monitor over time for changes in consumer behavior and evolution of audiences changes as destinations continue to adapt to the COVID-19 global pandemic</li> <li>● Adapt target audiences as changing demographics, psychographics and geographics emerge from annual segmentation updates and visitor patterns to Vancouver Island and the Cowichan Valley</li> <li>● Integrate geo-targeting into digital marketing through strategic ad groups and dedicated landing pages using postal code indicators from research</li> </ul>

**Implementation Plan:**

- Description: provide research and intelligence that encourages evidence-based decision making by TCS and stakeholders
- Objectives:
  - maintain accurate and ongoing key visitor and market profiles and associated metrics (volumes, spending, demographic and psychographic profiles)
  - align experience offerings to appeal to key audiences
  - improve targeted marketing across all channels
  - identify KPIs for program measurement and organizational effectiveness
- Rationale: Covid-19 has left an indelible impact on the tourism industry around the world and travel patterns are forever altered. Destinations require ongoing monitoring of visitor and market intelligence to adapt to changing consumer behavior, shifts in demographics and the economy. Since the summer of 2020, through the regional research program of the BCRTS and new geo-fencing technology from Environics Analytics, local communities now have access visitor research at reasonable costs. One-time snapshots of visitor data is not effective in the long-term and an integrated research and insights program requires resource allocation and strategic partnerships.
- Action Steps:
  - Review Destination Canada, DBC, BCRTS, Tourism Vancouver Island and sector research resources and information
  - Identify local research gaps
  - List potential geo-fence areas for visitor analysis (14-acre cap per geo-fence)
  - Purchase visitor analysis report
  - Identify target audience groups by highest potential from both visitor and market analysis
  - Apply key findings to marketing strategy
  - Create content
  - Develop and execute campaigns
  - Disseminate key findings to operators for their use for experience design and marketing (see next section for industry development resources)
  - Monitor over time and adjust strategy
- Potential Partnerships: TVI, DBC, operators, BCRTS research services
- Resources/Funding: MRDT
- Timeframe: 2020 - ongoing
- Budget: \$ 38,000 (Visitor Experience, MobileScapes, Perception and Value of Tourism)

**Performance Measures:**

- Increased campaign results
- Increased referral s to stakeholders
- Stakeholder satisfaction
- Destination differentiation
- Consumer satisfaction
- Positive word-of-mouth advocacy on social media
- Increased Net promoter Score
- Increased online reputation

**Major Category:** Destination & Product Experience Management

**Activity Title:** Industry Development & Training

<p>Tactics:</p> <ul style="list-style-type: none"> <li>• Support Professional Development of Stakeholders through workshops, and networking opportunities</li> <li>• Subsidize Stakeholder participation in learning opportunities like courses offered by Destination BC and Tourism Vancouver Island</li> </ul>
<p>Implementation Plan:</p> <ul style="list-style-type: none"> <li>• Description: provide professional development and networking opportunities to stakeholders</li> <li>• Objectives: <ul style="list-style-type: none"> <li>▪ Increase the business acumen of business</li> <li>▪ Rationale: The consumer journey, and overall satisfaction of the consumer, is strengthened when businesses have digital literacy and best business practices. Networking opportunities within the sector allow for cross-pollination of ideas, and the development of packages.</li> </ul> </li> <li>• Action Steps: <ul style="list-style-type: none"> <li>▪ Coordinate stakeholder professional development opportunities with Destination BC and Tourism Vancouver Island</li> <li>▪ Offer workshops and networking opportunities according to a stakeholder engagement plan</li> </ul> </li> <li>• Potential Partnerships: TVI, DBC, operators, BCRTS research services</li> <li>• Resources/Funding: MRDT</li> <li>• Timeframe: ongoing</li> <li>• Budget: \$ 5,000</li> </ul>
<p>Performance Measures:</p> <ul style="list-style-type: none"> <li>• Attendance</li> <li>• Stakeholder satisfaction</li> </ul>

<p><b>Major Category:</b> Industry Development</p>
<p><b>Activity Title:</b> COVID Response</p>
<p>Tactics:</p> <ul style="list-style-type: none"> <li>• Support initiatives of TVI and DBC in Covid Recovery</li> <li>• Stakeholder engagement</li> <li>• Skill-development workshops.</li> <li>• Monitor and evaluate third-party sources to fulfill those needs</li> <li>• Summarize and disseminate resource information to stakeholders</li> <li>• Identify gaps in resources</li> <li>• Develop localized supports and resources</li> <li>• Create and maintain online website for resource information</li> <li>• Create and maintain email newsletter with links to resources</li> </ul>
<p>Implementation Plan:</p> <ul style="list-style-type: none"> <li>• Description: Ongoing operator outreach and monitoring and dissemination of existing resources will support customized resource development to assist businesses to navigate their way through the challenges facing the industry. Liaise with resource providers and partner where possible to create and support programming.</li> <li>• Objectives: <ul style="list-style-type: none"> <li>▪ Mitigate tourism businesses losses</li> <li>▪ Increase awareness of resources and supports for businesses</li> <li>▪ Be a top of mind resource for local operators</li> </ul> </li> <li>• Rationale: Tourism operators are impacted differently as the industry collectively moves through the stages of COVID-19. These unprecedented times require varying types of support which can be delivered through all levels of government, the DMO eco-system, sector leadership and through networks. Leadership from tourism</li> </ul>

<p>management organizations are needed to support local businesses, while understanding the collective needs of sectors and businesses. Lack of information and information overload can be challenging.</p> <ul style="list-style-type: none"> <li>● Action Steps: <ul style="list-style-type: none"> <li>▪ Utilize existing partner resources <ul style="list-style-type: none"> <li>TIABC collects and disseminates issues, programs, access to grants, etc.</li> <li>The Tourism Resiliency program (1:1 support and mentorship) started by TVI should be promoted</li> <li>Work with partners to reduce information overload and redundancy</li> </ul> </li> <li>▪ Inventory existing resources and summarize/update for website content</li> <li>▪ Update operator contact list</li> <li>▪ Create and maintain newsletter</li> <li>▪ Create operator survey</li> <li>▪ Identify gaps in existing resources and supports</li> <li>▪ Communicate collective response back to sources</li> <li>▪ Create customized resources where possible to fill gaps</li> </ul> </li> <li>● Potential Partnerships: TVI, BDC, MTCA, BCHA, operators, chambers of commerce, local government, sector organizations, networks, service providers</li> <li>● Resources/Funding: Local government contributions, MRDT</li> <li>● Timeframe: 2020 – ongoing</li> <li>● Budget: \$10,000</li> </ul>
<p>Performance Measures:</p> <ul style="list-style-type: none"> <li>● Operator engagement</li> <li>● Program uptake</li> <li>● Clicks on resource centre website</li> <li>● Operator satisfaction</li> <li>● Improved experience offerings</li> <li>● Increase in digital readiness standards</li> </ul>

Major Category: Destination & Product Experience Management
<b>Activity Title:</b> Product experience and enhancement
<p>Tactics:</p> <ul style="list-style-type: none"> <li>● Create a Tourism Development Fund as a progression of the former EventWorks program, to support the development of incremental tourism and event product.</li> </ul>
<p>Implementation Plan:</p> <ul style="list-style-type: none"> <li>● Description: Enable community members and business owners to access a Tourism Development Fund, by application, to support the creation of incremental tourism product.</li> <li>● Objectives: <ul style="list-style-type: none"> <li>▪ Increase the amount of tourism product in the Cowichan Region</li> <li>▪ Rationale: An increase in tourism product improves the competitiveness of the Cowichan Region.</li> </ul> </li> <li>● Action Steps: <ul style="list-style-type: none"> <li>▪ Determine criteria, with the input of industry, for a Tourism Development Fund grant</li> <li>▪ Promote the opportunity to apply to stakeholders</li> <li>▪ Use a pre-determined matrix to evaluate and choose opportunities to support financially</li> <li>▪ Receive funding reports to maintain accountability</li> </ul> </li> <li>● Potential Partnerships: Community, Cowichan Valley Regional District</li> </ul>

<ul style="list-style-type: none"> <li>Resources/Funding: MRDT</li> <li>Timeframe: ongoing</li> <li>Budget: \$ 100,000</li> </ul>
Performance Measures: <ul style="list-style-type: none"> <li>Attendance at Events, Incremental Product</li> <li>Stakeholder satisfaction</li> </ul>

Major Category: Visitor Services
<b>Activity Title:</b> Visitor Services Operating Expenses
Tactics: <ul style="list-style-type: none"> <li>Support Visitor Servicing in static and mobile visitor servicing sites</li> <li>Work with community partners to increase engagement with visitors while in market</li> <li>Provide training and familiarization to Visitor Staff and Front Line Staff in accommodation properties</li> </ul>
Implementation Plan: <ul style="list-style-type: none"> <li>Description: provide support to static visitor centres for overall staffing costs, implement mobile visitor servicing through the community, through the summer months</li> <li>Objectives:               <ul style="list-style-type: none"> <li>Improve the in-market experience for visitors, support increased length of stay and upsell of retail, restaurant and tour opportunity</li> <li>Rationale: The in-market consumer may access points of engagement with visitor centre staff and front-line staff that will help them have a better, and longer stay</li> </ul> </li> <li>Action Steps:               <ul style="list-style-type: none"> <li>Work with Visitor Centres to identify partnership opportunities in training and familiarization for staff</li> <li>Work with front-line accommodation and tour operator staff to provide training and familiarization opportunities</li> </ul> </li> <li>Potential Partnerships: Community groups, Cowichan Valley Regional District, Destination BC, VI Visitor Centres</li> <li>Resources/Funding: MRDT</li> <li>Timeframe: ongoing</li> <li>Budget: \$50,000</li> </ul>
Performance Measures: <ul style="list-style-type: none"> <li>Visitor counts</li> <li>Stakeholder satisfaction and referrals</li> </ul>

### Section 3: MRDT Budget for Year One

Revenues	Budget \$
Carry-forward from previous calendar year	475,253
MRDT	336,000
MRDT from online accommodation platforms	70,000
MRDT Subtotal	881,253
CVRD	120,000
Stakeholder contributions (i.e. membership dues)	5,000
Co-op funds received (e.g. DBC Coop; DMO-led projects)	130,000
Grants – Federal	0
Grants – Provincial	0
Grants/Fee for Service - Municipal	0
Interest	1,400
Total Revenues	1,137,653
Expenses	Budget \$
<b>Marketing</b>	
Marketing staff – wage and benefits	160,000
Media advertising and production	177,000
Website - hosting, development, maintenance	60,000
Digital, social media, email	180,000
Consumer shows and events	0
Collateral production and distribution	90,000
Travel trade and media relations	5,000
Asset development	70,000
Marketing research	38,000
Sustainability programming	
Other – consortia marketing, contingency for unplanned opportunities	20,000
<b>Subtotal</b>	762,000
<b>Destination &amp; Product Experience Management</b>	
Destination & Product Experience Management Staff – wage and benefits	0
Industry development and training	5,000
Product experience enhancement and training	100,000
Research and evaluation	38,000
COVID response	10,000
<b>Subtotal</b>	153,000
<b>Visitor Services</b>	
Visitor services activities	50,000
Other (please describe)	0
<b>Subtotal</b>	50,000
<b>Meetings and Conventions</b>	
Meetings, conferences, conventions, sales, events etc.	0
<b>Subtotal</b>	0
<b>Administration</b>	
Management and staff unrelated to program implementation – Contract Services	0
Finance staff – Contract Services	20,000

Human Resources staff – wages and benefits	
Board of Directors costs (meeting, travel, planning, insurance, governance)	30,000
Information technology costs – workstation-related costs (i.e. computers, telephone, support, networks)	0
Office lease/rent	0
General office expenses	32,653
<b>Subtotal</b>	82,653
<b>Other</b>	
All other wages and benefits not included above	
Allocation to internal reserve fund as per board	50,000
Allocation to future website reserve fund as per board	40,000
<b>Subtotal</b>	90,000
<b>Total Expenses:</b>	1,137,653
Balance or Carry Forward	0

#### Projected Spend by Market

Geographic Market	Total Marketing Budget by Market	% of Total \$ by Market
BC	910,122	80%
Alberta	170,648	15%
Other Canada		
Washington State	56,882.65	5%
Other International		
Total	1,137,653	100%

## Appendix 2.3 One-Year Tactical Plan

Under the *Provincial Sales Tax Act*, all designated recipients, including designated recipients not subject to the renewal application requirement, must provide specific reports to the Province annually. As such, all designated recipients (or the designated recipient's service provider), are required to complete and submit the following One-year Tactical Plan **no later than November 30<sup>th</sup> each year for years two through five.**

If the One Year Tactical plan has been completed before November 30<sup>th</sup>, please submit the plan before the deadline. A Five-year Strategic Business Plan is required in year 1 and the One-Year Tactical Plan would be a part of your MRDT application submission.

The One-year Tactical Plan must be consistent with the Five-year Strategic Business Plan and be based on the calendar year.

**A sample Tactical Plan template has been provided below. However, the format of the Tactical Plan may be developed specific to your community needs and resources.**

Similar to the Five-year Strategic Business Plan, the One-year Tactical Plan must adhere to the MRDT program principles, regulations and guidelines (see box below).

Please ensure there is alignment between provincial tourism strategies and community tourism efforts. Additionally, designated recipients should make their One-year Tactical Plans available to tourism industry stakeholders.

If you wish to make material modifications to the Five-year goals, strategies or targets, the changes must be identified in the One-year Tactical Plan and may require approval from the Province (see Section 11: Amendments in Program Requirements).

Your One-Year Tactical Plan must contain the following information:

- Key learning and conclusions from the previous year
- An overview of the strategic direction from the Five-Year Strategic Business Plan
- Details about activities and tactics for the upcoming year
- Expected outcomes
- Availability of revenue from other sources to fund projects in addition to the funds from the MRDT tax (Reminder: funds from the tax must be incremental to existing sources of funding. The funds from the tax must not replace existing sources of tourism funding in a community)
- A proposed budget for the year ahead

For questions, please contact Destination British Columbia at [MRDT@destinationbc.ca](mailto:MRDT@destinationbc.ca).

### ***Quick Reference Guide (from the MRDT Program Requirements):***

- *The intention of the tax is to assist designated recipients to fund tourism marketing, programs, and projects.*
- *Funds from the MRDT program are intended to augment current funding and cannot be used to replace existing sources of tourism funding in a community.*
- *The MRDT program is intended to contribute to the increase of local tourism revenue, visitation, and economic benefits and should be supported by local government and tourism stakeholders.*

### ***The MRDT program principles are:***

- *Effective tourism marketing, programs and projects*
- *Effective local-level stakeholder support, and inter-community collaboration*
- *Marketing efforts that are coordinated and complementary to provincial marketing strategies and tactics*
- *Fiscal prudence and accountability.*

## One-Year Tactical Plan Template

<b>Designated Recipient:</b>	<u><b>Tourism Cowichan Society</b></u>
<b>Designated Accommodation Area:</b>	<u><b>Cowichan Valley Regional District</b></u>
<b>Date Submitted:</b>	<u><b>November 30, 2021</b></u>
<b>MRDT Repeal Date:</b>	<u><b>July 1, 2022</b></u>
<b>Five Year Period:</b>	<u><b>July 1, 2017 – June 30, 2022</b></u>

A description and instructions pertaining to each section is provided in grey text as a guide only. **The format of your One-Year Tactical Plan may be developed specific to your community needs and resources.** If using this template, please delete the blue text and provide your response accordingly. If using your own report template, please ensure it includes the following sections:

Section 1: Overview and Update to Five-year Strategic Business Plan	
Heading	Description
<b>Strategic Direction</b>	<p>Tourism in the Cowichan Valley region is a significant contributor to the region's economic and social well-being, with the region being recognized as a premier destination for leisure get-a-ways and vacations.</p> <p><b>Mission Statement</b></p> <ul style="list-style-type: none"> <li>Contribute to increasing the economic and social benefits of a thriving tourism industry through focused, industry driven and professionally managed marketing and promotion of the region into the nearby markets; and supporting the efforts of regional, provincial and national destination marketing.</li> </ul>
<b>Key Learnings and Conclusions</b>	<ul style="list-style-type: none"> <li>The MRDT is a key strategic initiative that is playing an important role in strengthening market awareness domestically, particularly during the shoulder and 'off' seasons and in response to the COVID-19 pandemic.</li> <li>Key learnings include the following: <ul style="list-style-type: none"> <li>COVID-19 has completely disrupted the tourism economy and especially the practice of marketing given the almost complete disappearance of international visitors, and a major decline in all long-haul travel, including from Eastern Canada.</li> <li>Local DMOs have always focused on reaching out to domestic and regional markets, as Destination BC and Destination Canada market the province and nation respectively through their various programs. What has changed in the last year is a major reorientation of high-value, high-performance operators who have traditionally relied on the international trade. Many did not operate in 2020 and while some bookings were taken for 2021, there is no guarantee that travel restrictions and in a worse-case scenario lockdowns will not occur again. DMOs and economic development agencies will likely have to</li> </ul> </li> </ul>

	<p>reimagine their marketing programs and focus more on helping some segments of industry transition to regional markets.</p> <ul style="list-style-type: none"> <li>○ The domestic market is clearly the most important for Vancouver Island and indeed all of BC at this time. Canadian travellers accounted for roughly 3 in 4 visitors before the pandemic and more since March 2020. Marketing, product and destination development will have to account for this change for the short and perhaps medium-term. This may mean reorienting toward short duration and last-minute trip planning, bookings and experiences. Package deals have always played a major role in catering to long haul markets but given travel restrictions, ongoing uncertainty with health regulations and surging demand for some products such as park campgrounds they could be tailored to local and regional travel markets as well.</li> <li>○ COVID-19 has also created increased competition within BC as destinations need whatever visitation they get. Vancouver Island has seen the least natural disasters in the past number of years and is therefore well positioned to capture that movement away from those areas of the province experiencing fires and floods.</li> <li>○ Digital media is an important element of marketing channel diversification as it drives return visits and recommended visits to our resort facilities, but traditional media is still proving to make the phones ring at a higher rate. Nevertheless, in pandemic times, an increasing effort will be needed in digital channels. Web metrics and SEO are showing an increasing number of interactions and conversations and providing more direct feedback on marketing expenditures. More research is being assembled on social media activity to determine its potential role in future marketing.</li> <li>○ In order to save on travel and administration costs, it makes more sense to support local operators attend travel shows, and have them represent the Cowichan Valley, rather than have the DMO attending independently. Support is provided in the way of pull up marketing materials/maps, Travel Guides and videos.</li> </ul>
<b>Overall Goals and Objectives</b>	<p>Goal: Increased visitation and expenditures  Objective: Increased overnight stays, Increased occupancy, Increased RevPar, Increased awareness  Target: Increase 5%  Data Source: MRDT Accommodation Survey, Sentiment Analysis</p> <p>Goal: Diversified seasons  Objective: Dispersion of share to shoulder and off-season, Higher offseason occupancy, Higher off-season RevPar  Target: Increase 10%  Data Source: MRDT Collection, Visitor Centre Attendance,</p>

	<p>MRDT Accommodation Survey</p> <p>Goal: Competitive destination  Objective: Increased collaboration, Increased market/export ready product  Target: Increase 5%  Data Source: Packaged products, Inventory of operators, Net Promoter Score.</p>
<b>Strategies</b>	<ul style="list-style-type: none"> <li>• Tourism Cowichan intends to align its marketing efforts with local, regional and provincial planning priorities and efforts. Strategic direction has been taken from the following:</li> <li>• The Vancouver Island Regional Destination Development Strategy (RDDS)<sup>1</sup> is the regional result of a two-year research and strategic planning initiative led by DBC. Designed to enhance the competitiveness of the region over the next 10 years and beyond, the Destination Development Program is a critical component of Destination BC's corporate strategy, which has been delivered in partnership with Tourism Vancouver Island and the Ministry of Tourism, Arts and Culture. The regional strategy is playing an important role in helping to help advance destination development process through a unified planning framework. Major planning themes include transportation and infrastructure, exceptional trail experiences, innovation in tourism technologies, labour market development and experience development. The strategy emphasizes destination and product development in alignment with DBC's EQ targets and therefore represent part of the offer that DMOs are making to attract visitors.</li> <li>• Tourism Vancouver Island is closely involved in DBC's Destination Development Program as well as the Co-operative Marketing Partnerships Program. MRDT funding targets are meant to complement and reinforce industry, community and operator planning priorities and in the case of cooperative programs, provincial fund pools. There are many other programs delivered by Tourism Vancouver Island such as Tourism Resiliency Program, travel media and trade and digital readiness that are built into this application.</li> <li>• Tourism Cowichan's current (2021-22) Marketing Partnerships Program has identified increased visitation and expenditures, financial sustainability and DMO effectiveness as core objectives.<sup>2</sup> To complement the focus on regional markets, TC pursues Tier 1 brand alignment with Destination BC. Key strategies include:</li> </ul>

<sup>1</sup> Destination BC. 2019. Vancouver Island Destination Development Strategy April 2019.

<sup>2</sup> Tourism Cowichan. 2021. Destination BC Co-operative Marketing Partnerships Program Application 2021/22.

	<ul style="list-style-type: none"> <li>• Create emotional urgency to visit BC through brand-aligned marketing materials that emphasize a call to action to the consumer. There is a focus on Agritourism, Craft Alcohol and Culinary experiences.</li> <li>• Generate leads for BC tourism businesses and travel trade by focusing on the leisure traveller, in particular the affluent leisure traveller. Elevate TC website to drive conversations and conversions.</li> <li>• Encourage sharing the story of Cowichan as a destination with the world through organic social media, programmatic/social media advertising and the consumer-facing website.</li> <li>• Use BCRTS Vancouver Island region detailed market segmentation personas for audience targeting.</li> <li>• Economic Development Cowichan (EDC) is the economic development arm of the Cowichan Valley Regional District (CVRD). The current Strategic Plan outlines a role for EDC through destination and product development that is meant to complement the marketing and industry efforts of Tourism Cowichan. “Champion emerging tourism products that will enhance the growth of the sector and compliment the destination marketing focus of Tourism Cowichan Society.”<sup>3</sup> EDC also actively promotes the film sector in the Valley (through a subsidiary Film Cowichan) by highlighting locations and film production opportunities, raising awareness of film and by providing film liaison services to business, municipalities and incoming production companies.</li> </ul> <p>Specific strategies to be undertaken include the following:</p> <ul style="list-style-type: none"> <li>• Continue to work with and support Destination BC and Vancouver Island brand and marketing programs.</li> <li>• Conduct strategic advertising and marketing campaigns that promotes Cowichan in core regional markets.</li> <li>• Actively pursue cooperative marketing, and travel trade and media opportunities with Tourism Vancouver Island (TVI).</li> <li>• Collaborate with neighbouring DMOs to include Cowichan in touring and sector-based marketing programs.</li> <li>• Work with local operators and regional partners to improve market and export readiness so that industry is able to provide new experiences, especially in the shoulder and off-season.</li> <li>• Undertake content gathering, creation and promotion, production and distribution of collateral, digital media and conventional advertising.</li> <li>• Raise social media activity and conversations to expand awareness and draw more off-peak visitation and outreach.</li> <li>• Attend industry conferences to understand the progression of tourism nationally and provincially, to identify new and emerging market</li> </ul>
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<sup>3</sup> Economic Development Cowichan. 2018. Strategic Plan 2018-2022.

	<p>opportunities and to learn about advances in the application of technology and innovations in tourism.</p> <ul style="list-style-type: none"> <li>• Support operators to participate in travel trade markets, including attending or helping operators attend trade shows, and learning workshops on the trade market as offered by TVI.</li> <li>• Support community organizations in their efforts to develop events that draw visitation to the region.</li> <li>• Improve visitor market research to improve the deployment of marketing resources and programs.</li> <li>• In cooperation with TVI and the Province, develop a marketing preparedness and response framework to help Tourism Cowichan adapt to future emergency events such floods, fires and pandemics.</li> </ul> <p>Key Content Themes: wine and culinary, nature, outdoor adventure, arts, heritage and culture, indigenous culture</p>
<b>Target Markets</b>	<ul style="list-style-type: none"> <li>• Tourism Cowichan previously relied on provincial EQ targets (Cultural Explorers, Authentic Experiencers, Free Spirits) in combination with broad demographic markers to guide its marketing activities. More specific guidance is enclosed as Figure 1 and 2.</li> <li>• From a geographic perspective the focus of effort will be based on research that indicates that the strongest visitation and spending results from British Columbians, Albertans and Washingtonians in that order. The most significant opportunity is travellers visiting Victoria and other parts of the Vancouver Island region, as well as Vancouver Island residents. Marketing efforts therefore are focussed on the close-in markets with support provided to Tourism Vancouver Island and Destination BC in the key markets of long-haul Canadian and international markets. However, it is noted that Cowichan is drawing more day-trips from Vancouver Island residents versus overnight stays from beyond. An emphasis on higher yield visitation from elsewhere in BC, Alberta and Washington will generate room revenues (and hotel tax receipts), longer stays and higher overall spending.</li> </ul>

## Section 2: One-Year Tactical Plan with Performance Measures

Please provide a **Project Plan** for each major activity you will undertake in the year ahead using MRDT funds. Authorized purposes of MRDT funds are tourism marketing, programs and projects and any other prescribed purposes as set out by regulation.

**Project plans should include the following information for each activity. The recipient can organize the plan in a manner that best reflects their individual approach. Please note that Destination BC may share relevant tactical information with applicable Destination BC program areas to facilitate increased collaboration and alignment.**

1. The **major category** of the activity. Examples could include marketing, destination and product experience development, visitor services, etc.
 

**Marketing, which may include:**

  - Media Advertising and Production (for example: print, radio, television, out-of-home, direct mail, email marketing, search engine marketing, paid social media, display ads, etc.)
  - Website - Hosting, Development, Maintenance
  - Social Media Management Platforms and Tools (i.e. Hootsuite)
  - Consumer Shows and Events
  - Travel Trade and Corporate focused Shows and Events
  - Collateral production and distribution
  - Travel Media Relations (for example: story idea creation, media and influencer FAM hosting/support, attendance at media marketplaces, etc.)
  - Travel Trade (for example: trade FAM hosting/support, etc.)
  - Consumer-focused asset development (for example: curation or production of written content, photography, videography, etc.)
  - Other (these activities must be specified)

**Destination and Product Experience Development, which may include:**

  - Industry Development and Training - Enhancing Education and Knowledge (for example: market readiness, digital readiness, industry conferences, packaging and other tourism-related Industry Workshops)
  - Product Experience Enhancement and Training (for example: Itinerary Development, Content Development and Key Experience Creation)
  - Research, Evaluation, and Analytics
  - Destination Development Projects listed within your Planning Area Strategy that are eligible activities
  - Other (these activities must be specified)

**Visitor Services, which may include:**

  - Visitor Services Activities (for example: staff wage and benefits, visitor services via social media, digital tools, including mobile apps, kiosks, beacons, etc., roving/mobile visitor services, ambassador programs, FAMs)
  - Other (these activities must be specified)

**Meetings, Conventions, Events and Sport:**

  - Examples could include conferences, events, sports, etc.

**Affordable Housing, which may include:**

  - Details on affordable housing projects (project description and rationale, authorizing documents, budget, and applicable funding partners).
  - Please complete and attach Appendix 1.8.

**Other:**

  - Other activities not covered by the above categories, such as capital expenditures if **pre-approved by government** (prior to application), etc.
2. Please list and describe **the tactics** your community will use to achieve the strategies outlined in Section 1 of your Five-Year Strategic Business Plan. There may be several tactics for each activity.
3. Please provide an **implementation plan** that includes a short description, quantifiable objectives, rationale, action steps, potential partnerships, resources, sources of funding, responsibilities, time frame, budget, and evaluation mechanism.

## Project Plan Template

A description and instructions pertaining to each section is provided in grey text as a guide only. **The format of your Project Plan may be developed specific to your community needs and resources. If using this template, please delete the grey text and provide your response accordingly.**

Major Category: Marketing
<b>Activity Title:</b> Collateral
<p>Tactics:</p> <ul style="list-style-type: none"> <li>• Collect and curate editorial, imagery and video content</li> <li>• Update and produce a printed Cowichan Touring and Exploring Guide; use as dual purpose fulfillment, lure piece and for local distribution during experience stage, still valid to this day. Content can also be provided in digital form.</li> <li>• Produce padded tear-away maps</li> </ul>
<p>Implementation Plan:</p> <ul style="list-style-type: none"> <li>• Description: print and digital collateral to support cross market initiatives and visitor services</li> <li>• Objectives: increase awareness of and desire to visit, increase overnight stays and spring, fall and winter visits and occupancies; supplement digital communications by driving traffic to the website and social channels</li> <li>• Rationale: collateral continues to be in demand although at much lower rates due to the continuous rise of digital forms of marketing communication. It supports the purchase cycle by driving traffic to the website as well as supporting offline access to information and the older demographic who still prefers print media.</li> <li>• Action Steps: <ul style="list-style-type: none"> <li>▪ Identify priority needs for each season and target market</li> <li>▪ Develop new content to match EQ and PRIZM targets specific to Cowichan</li> <li>▪ Contract professional design and communications firms to ensure brand and content alignment.</li> <li>▪ Prioritize digital versions, rationalize paper production and distribution</li> <li>▪ Develop distribution plans for each target market; priority given to distribution to Victoria Visitor Centre and hotel brochure racking program</li> <li>▪ Form partnerships with communities and tourism businesses</li> <li>▪ Expected output is the creation, printing and distribution of maps and visitor guides</li> </ul> </li> <li>• Potential Partnerships: CRVD, operators, BC Ferries, Tourism Victoria, VI Visitor Centres, Cowichan community groups</li> <li>• Resources/Funding: MRDT, DBC Open Pool</li> <li>• Timeframe: ongoing (demand based as required)</li> <li>• Budget: <ul style="list-style-type: none"> <li>▪ Content Development - \$40,000</li> <li>▪ Visitor Guide - \$30,000</li> </ul> </li> </ul>

<ul style="list-style-type: none"> <li>▪ Maps - \$20,000</li> <li>▪ Total - \$90,000</li> </ul>
<p>Performance Measures:</p> <ul style="list-style-type: none"> <li>• Hard copy: demand based guides</li> <li>• Digital: views, unique views, CTR, downloads, conversions, phone calls direct from guide</li> <li>• Tracking of incentives, coupons, contests, specials and other calls to action</li> </ul>
Major Category: Marketing
Activity Title: Website
<p>Tactics:</p> <ul style="list-style-type: none"> <li>• Upgrade and enhance <a href="https://www.tourismcowichan.com/">https://www.tourismcowichan.com/</a> to improve the user experience and increase the likelihood of conversion (click through to a stakeholder website)</li> <li>• Align with partner and operator websites</li> <li>• Drive social media conversations and activity</li> <li>• Generate leads directly to tourism businesses</li> </ul>
<p>Implementation Plan:</p> <ul style="list-style-type: none"> <li>• Description: Maintain a website as the primary marketing tool with a content plan that addresses seasons and life-stage of target audiences, trip purpose and evolution of changing conditions for various conditions such as C-19, natural disasters, changing consumer behaviors etc.</li> <li>• Objectives: increase website activity, enquiries and bookings, and referrals to operators</li> <li>• Rationale: the website is the number source for all call to action promotions so evolving the site is essential. It is the number-one marketing tool, therefore content is critical for luring travellers who are planning their visits online and assisting travellers while in the destination, through responsive design and cutting-edge content; provide adequate information for each stage of the purchase cycle so the content encourages users through the funnel process from inspiration to operator referrals.</li> <li>• Action Steps: <ul style="list-style-type: none"> <li>▪ Ongoing hosting, development, maintenance of specific promotions and activities</li> <li>▪ Increase the number of promotions, specials and activities</li> <li>▪ Integrate social media conversations and content</li> <li>▪ Undertake a user-experience audit every two years to keep current with changing consumer behaviour and technology. Ensure the content addresses the target audiences.</li> </ul> </li> <li>• Potential Partnerships: CVRD, other local government, operators</li> <li>• Resources/Funding: MRDT</li> <li>• Timeframe: ongoing</li> <li>• Budget: \$60,000</li> </ul>
Performance Measures:

- Increased time on site
- Increased referrals to operators
- Site redevelopment and deployment
- Website metrics, growth of unique visitors to the site, search engine tracking, length of time on site, organic search results, links through to listings (conversions)

**Major Category:** Marketing

**Activity Title:** Print and Broadcast Advertising

**Tactics:**

- Focus on traditional print, broadcast and Out-of-Home advertising
- Feature BC-Brand aligned photography and a storytelling style that exemplifies the authentic and perspective-changing experience
- Feature agri-tourism, craft beverage, outdoors, events, and local reach.
- Couple with editorial content to maximize storytelling
- Target at preferred EQ and PRIZM segments, print and Out-of-Home targeted at Vancouver Island and Lower Mainland, broadcast at Lower Mainland and Alberta
- Off-season promotions to tap into drive markets

**Implementation Plan:**

- Description: traditional paid print and broadcast initiatives
- Objectives: increase brand awareness, visitation from regional markets
- Rationale: traditional media is still required for generating purchase decisions by some target segments, especially older age cohorts, but there is also potential to heighten and link to digital marketing tools (e.g. through a call to action to the website)
- Action Steps:
  - Continue to refine the visual identity and value proposition
  - Establish a print partnership with a vertical publication that targets women 45-65 years in age, which is a prime market for Cowichan.
  - Use radio and television advertising in the Lower Mainland and on Vancouver Island to increase brand awareness in advance of events, specific promotions, and seasonal opportunities. Consider a Global ad buy in BC and Alberta.
  - Call to action leads to <https://tourismcowichan.com>
- Potential Partnerships: accommodation providers, other VI DMOs (Tourism Victoria), partners with media buying strategies
- Resources/Funding: MRDT, co-op and stakeholder participants
- Timeframe: ongoing
- Budget:
  - Television - \$80,000
  - Print - \$77,000
  - Brand Creative - \$20,000

- Total - \$177,000

**Performance Measures:**

- placement, distribution, viewership
- broadcast reach
- number of impressions
- tracking of contests and specials
- search engine tracking, links through to listings, purchases made

Major Category: Marketing

**Activity Title:** Advertising – Digital and Social Media

**Tactics:**

- Purchase online display and paid search in targeted digital properties, driving the consumer to the Cowichan Valley website
- Expand the consumer database and distribute monthly newsletters promoting special offers
- Utilize social media networks such as: Twitter, Facebook, Instagram, YouTube, etc., to amplify advocacy (organic tactic – always on)
- Purchase social media advertisements on Facebook and Twitter, balancing brand awareness messages with direct call-to-actions to book now
- Continue to use Crowdriff for the generation of primarily User Generated Content on TC social channels and participate in Destination British Columbia's Content Partner Network
- Focus on content creation and digital advertising
- Off-season focus in support of events and festivals, gastronomic, arts/culture and outdoor recreation products
- Collect image and video content that supports paid social advertising strategies.

**Implementation Plan:**

- Description: utilize popular social media channels to enhance awareness of Cowichan and convey unique places and stories
- Objectives:
  - reach consumers at all stages of the planning cycle (last-minute bookings have been increasing with COVID-19)
  - increase brand awareness and conversion
  - increase social media conversations
  - cultivate brand ambassadors
  - increase the number of email subscribers
  - facilitate the collection of consumer information
- Rationale: Enhanced social media content and presence will inform and engage travellers about the destination and Cowichan through various social media channels
- Action Steps:

<ul style="list-style-type: none"> <li>▪ Use programmatic media to reach target audiences and raise awareness of Cowichan’s products and offers; target based on demographics, psychographics and contextual content surrounding the ads</li> <li>▪ Include media buys, direct digital buys, search engine marketing, retargeting, email marketing, social media and website promotions.</li> <li>▪ Negotiate creative buys by leveraging the media buying strategy of partners</li> <li>▪ Continue to expand the email marketing program to drive leads to stakeholder websites through special offers and content</li> <li>▪ Continue to enhance paid social media campaigns to amplify new visual and written content</li> </ul> <ul style="list-style-type: none"> <li>• Potential Partnerships: TVI, DBC, operators, First Nations</li> <li>• Resources/Funding: MRDT</li> <li>• Timeframe: ongoing</li> <li>• Budget: <ul style="list-style-type: none"> <li>▪ Social Media Organic - \$18,000</li> <li>▪ Crowdriff Licence - \$8,000</li> <li>▪ Paid Social Media - \$56,000</li> <li>▪ Digital Display - \$76,000</li> <li>▪ Paid Search Engine Marketing - \$7,000</li> <li>▪ Email Marketing - \$15,000</li> <li>▪ Total - \$180,000</li> </ul> </li> </ul>
<p><b>Performance Measures:</b></p> <ul style="list-style-type: none"> <li>• Email: total delivered, unique open/click rate, unsubscribe rate</li> <li>• Social: total followers, engagement rate, reach, #exploreBC hashtag amplification, total consumer use of hashtag #exploreCowichan</li> <li>• Website: reach, click through rate, cost per click, cost per action, engagements, cost per engagement</li> </ul>

Major Category: Marketing
<b>Activity Title:</b> Travel Media and Travel Trade Relations
<p>Tactics:</p> <ul style="list-style-type: none"> <li>• Support Destination BC and Tourism Vancouver Island led travel trade and media initiatives</li> <li>• Proactively organize with Tourism Vancouver Island Familiarization opportunities for Media and Trade</li> <li>• Conduct Travel Trade and Travel Media Show representation</li> <li>• Provide Tourism Vancouver Island with regular, ongoing product updates</li> </ul>
<p>Implementation Plan:</p> <ul style="list-style-type: none"> <li>• Description: Support travel trade and travel media relations in partnership and in alignment with other Vancouver Island DMOs.</li> </ul>

<ul style="list-style-type: none"> <li>Objectives: Increase awareness and understanding of Cowichan through trade channels, generate un-paid, earned media coverage and expand partnerships with digital partners.</li> <li>Rationale: TCS can support DBC and Tourism Vancouver Island travel trade and media outreach, which helps builds awareness across the entire travel planning and booking process. Travel media relations continues to be a key focus across all markets, providing a cost-effective and credible way to increase awareness by generating unpaid media coverage through key media outlets.</li> <li>Action Steps: <ul style="list-style-type: none"> <li>Provide relevant and current content on products and experiences, including monthly updates to Tourism Vancouver Island and leading up to travel trade and media shows</li> <li>Develop content for and promote themed itineraries targeted at the travel trade</li> <li>Support travel trade and media fam tour opportunities featuring Cowichan partners</li> <li>Host press visits and coordinating private sector in-kind support</li> <li>Align with Tourism Victoria for trade and media show representation where and when appropriate</li> <li>Support local attractions and operators to become export ready</li> <li>Provide opportunities for stakeholders to access industry best practices, innovative marketing support and training and industry resources</li> </ul> </li> <li>Potential Partnerships: TVI, Tourism Victoria, operators</li> <li>Resources/Funding: MRDT</li> <li>Timeframe: ongoing</li> <li>Budget: \$5,000</li> </ul>
Performance Measures: <ul style="list-style-type: none"> <li>Travel Trade and Travel Media Relations contacts</li> <li>Referrals to partners</li> <li>Unpaid media coverage</li> <li>Hosted tours</li> </ul>

<b>Major Category:</b> Marketing
<b>Activity Title:</b> Asset Development
<b>Tactics:</b> <ul style="list-style-type: none"> <li>Contract writers to develop itineraries, articles and special digital guides</li> <li>Compile to BC Brand specification, imagery, video, B-roll, drone footage for web/print</li> <li>Tie back to target EQ audiences</li> <li>Include diversity of models in images</li> <li>Continue display campaigns to amplify new visual and written content pieces</li> </ul>
<b>Implementation Plan:</b> <ul style="list-style-type: none"> <li>Description: to provide better tools for carrying out marketing and promotional activities and social media connections</li> </ul>

<ul style="list-style-type: none"> <li>• Objectives: <ul style="list-style-type: none"> <li>▪ Image, video and content that meets EQ specs, aligns with DBC's <a href="#">brand</a>, represents all of the area and supports storytelling</li> <li>▪ Increase brand awareness and conversion through captivating ads</li> <li>▪ Drive conversion</li> </ul> </li> <li>• Rationale: critical for digital media, conveying the uniqueness of Cowichan that goes beyond the conventional landscape images and transmits action and adventure</li> <li>• Action Steps: <ul style="list-style-type: none"> <li>▪ create and monitor campaigns</li> <li>▪ ad buys</li> <li>▪ Coordination with DBC Brand Team (if appropriate)</li> <li>▪ Commission content</li> </ul> </li> <li>• Potential Partnerships: TVI, DBC, tourism operators, local photographers and writers</li> <li>• Resources/Funding: MRDT</li> <li>• Timeframe: ongoing</li> <li>• Budget: <ul style="list-style-type: none"> <li>▪ Written Content - \$10,000 (reorient to EQ and PRIZM targets)</li> <li>▪ Photography - \$30,000</li> <li>▪ Video and Drone - \$30,000</li> <li>▪ Total - \$70,000</li> </ul> </li> </ul>
<p><b>Performance Measures:</b></p> <ul style="list-style-type: none"> <li>• number of images/videos</li> <li>• costs per unit</li> </ul>

Major Category: Destination & Product Experience Management
<b>Activity Title:</b> Research
<p>Tactics:</p> <ul style="list-style-type: none"> <li>• Conduct environmental scan of research resources (many new sources have emerged due to recent technology advances and responses by organizations due to C-19)</li> <li>• Further define Destination BC and Vancouver Island EQ target audiences utilizing the Environics Analytics PRIZM segmentation program which classifies the Canadian market by 67 segments, cross-referenced with Destination Canada's EQ program for the Cowichan Valley</li> <li>• Utilize visitor and market research insights from the BCRTS research program for the Vancouver Island region to compare and contrast regional key findings with local results utilizing geo-fencing technology in high-tourism traffic precincts as budget permits</li> <li>• Refine asset development, content and marketing messages based on key findings</li> <li>• Disseminate key findings to local stakeholders to evaluate their experience design, marketing and promotional strategies</li> <li>• Monitor over time for changes in consumer behavior and evolution of audiences changes as destinations continue to adapt to the COVID-19 global pandemic</li> <li>• Adapt target audiences as changing demographics, psychographics and geographics emerge from annual segmentation updates and visitor patterns to Vancouver Island and the Cowichan Valley</li> <li>• Integrate geo-targeting into digital marketing through strategic ad groups and dedicated landing pages using postal code indicators from research</li> </ul>
<p>Implementation Plan:</p> <ul style="list-style-type: none"> <li>• Description: provide research and intelligence that encourages evidence-based decision making by TCS and stakeholders</li> <li>• Objectives: <ul style="list-style-type: none"> <li>▪ maintain accurate and ongoing key visitor and market profiles and associated metrics (volumes, spending, demographic and psychographic profiles)</li> <li>▪ align experience offerings to appeal to key audiences</li> <li>▪ improve targeted marketing across all channels</li> <li>▪ identify KPIs for program measurement and organizational effectiveness</li> </ul> </li> <li>• Rationale: Covid-19 has left an indelible impact on the tourism industry around the world and travel patterns are forever altered. Destinations require ongoing monitoring of visitor and market intelligence to adapt to changing consumer behavior, shifts in demographics and the economy. Since the summer of 2020, through the regional research program of the BCRTS and new geo-fencing technology from Environics Analytics, local communities now have access visitor research at reasonable costs. One-time snapshots of visitor data is not effective in the long-term and an integrated research and insights program requires resource allocation and strategic partnerships.</li> </ul>

<ul style="list-style-type: none"> <li>• Action Steps: <ul style="list-style-type: none"> <li>▪ Review Destination Canada, DBC, BCRTS, Tourism Vancouver Island and sector research resources and information</li> <li>▪ Identify local research gaps</li> <li>▪ List potential geo-fence areas for visitor analysis (14-acre cap per geo-fence)</li> <li>▪ Purchase visitor analysis report</li> <li>▪ Identify target audience groups by highest potential from both visitor and market analysis</li> <li>▪ Apply key findings to marketing strategy</li> <li>▪ Create content</li> <li>▪ Develop and execute campaigns</li> <li>▪ Disseminate key findings to operators for their use for experience design and marketing (see next section for industry development resources)</li> <li>▪ Monitor over time and adjust strategy</li> </ul> </li> <li>• Potential Partnerships: TVI, DBC, operators, BCRTS research services</li> <li>• Resources/Funding: MRDT</li> <li>• Timeframe: ongoing</li> <li>• Budget: \$ 38,000 (Visitor Experience, MobileScapes, Perception and Value of Tourism)</li> </ul>
<p>Performance Measures:</p> <ul style="list-style-type: none"> <li>• Increased campaign results</li> <li>• Increased referrals to stakeholders</li> <li>• Stakeholder satisfaction</li> <li>• Destination differentiation</li> <li>• Consumer satisfaction</li> <li>• Positive word-of-mouth advocacy on social media</li> <li>• Increased Net promoter Score</li> <li>• Increased online reputation</li> </ul>
Major Category: Destination & Product Experience Management
<b>Activity Title:</b> Industry Development & Training
<p>Tactics:</p> <ul style="list-style-type: none"> <li>• Support Professional Development of Stakeholders through workshops, and networking opportunities</li> <li>• Subsidize Stakeholder participation in learning opportunities like courses offered by Destination BC and Tourism Vancouver Island</li> </ul>
<p>Implementation Plan:</p> <ul style="list-style-type: none"> <li>• Description: provide professional development and networking opportunities to stakeholders</li> <li>• Objectives: <ul style="list-style-type: none"> <li>▪ Increase the business acumen of business</li> </ul> </li> </ul>

<ul style="list-style-type: none"> <li>▪ Rationale: The consumer journey, and overall satisfaction of the consumer, is strengthened when businesses have digital literacy and best business practices. Networking opportunities within the sector allow for cross-pollination of ideas, and the development of packages.</li> <li>• Action Steps: <ul style="list-style-type: none"> <li>▪ Coordinate stakeholder professional development opportunities with Destination BC and Tourism Vancouver Island</li> <li>▪ Offer workshops and networking opportunities according to a stakeholder engagement plan</li> </ul> </li> <li>• Potential Partnerships: TVI, DBC, operators, BCRTS research services</li> <li>• Resources/Funding: MRDT</li> <li>• Timeframe: ongoing</li> <li>• Budget: \$ 5,000</li> </ul>
Performance Measures: <ul style="list-style-type: none"> <li>• Attendance</li> <li>• Stakeholder satisfaction</li> </ul>

Major Category: Destination & Product Experience Management
<b>Activity Title:</b> Product experience and enhancement
Tactics: <ul style="list-style-type: none"> <li>• Create a Tourism Development Fund as a progression of the former EventWorks program, to support the development of incremental tourism and event product.</li> </ul>
Implementation Plan: <ul style="list-style-type: none"> <li>• Description: Enable community members and business owners to access a Tourism Development Fund, by application, to support the creation of incremental tourism product.</li> <li>• Objectives: <ul style="list-style-type: none"> <li>▪ Increase the amount of tourism product in the Cowichan Region</li> <li>▪ Rationale: An increase in tourism product improves the competitiveness of the Cowichan Region.</li> </ul> </li> <li>• Action Steps: <ul style="list-style-type: none"> <li>▪ Determine criteria, with the input of industry, for a Tourism Development Fund grant</li> <li>▪ Promote the opportunity to apply to stakeholders</li> <li>▪ Use a pre-determined matrix to evaluate and choose opportunities to support financially</li> <li>▪ Receive funding reports to maintain accountability</li> </ul> </li> <li>• Potential Partnerships: Community, Cowichan Valley Regional District</li> <li>• Resources/Funding: MRDT</li> <li>• Timeframe: ongoing</li> <li>• Budget: \$ 100,000</li> </ul>

**Performance Measures:**

- Attendance at Events, Incremental Product
- Stakeholder satisfaction

**Major Category:** Industry Development

**Activity Title:** COVID Response

**Tactics:**

- Support initiatives of TVI and DBC in Covid Recovery
- Stakeholder engagement
- Skill-development workshops.
- Monitor and evaluate third-party sources to fulfill those needs
- Summarize and disseminate resource information to stakeholders
- Identify gaps in resources
- Develop localized supports and resources
- Create and maintain online website for resource information
- Create and maintain email newsletter with links to resources

**Implementation Plan:**

- **Description:** Ongoing operator outreach and monitoring and dissemination of existing resources will support customized resource development to assist businesses to navigate their way through the challenges facing the industry. Liaise with resource providers and partner where possible to create and support programming.
- **Objectives:**
  - Mitigate tourism businesses losses
  - Increase awareness of resources and supports for businesses
  - Be a top of mind resource for local operators
- **Rationale:** Tourism operators are impacted differently as the industry collectively moves through the stages of COVID-19. These unprecedented times require varying types of support which can be delivered through all levels of government, the DMO eco-system, sector leadership and through networks. Leadership from tourism management organizations are needed to support local businesses, while understanding the collective needs of sectors and businesses. Lack of information and information overload can be challenging.
- **Action Steps:**
  - Utilize existing partner resources
    - TIABC collects and disseminates issues, programs, access to grants, etc.
    - The Tourism Resiliency program (1:1 support and mentorship) started by TVI should be promoted
    - Work with partners to reduce information overload and redundancy
  - Inventory existing resources and summarize/update for website content
  - Update operator contact list
  - Create and maintain newsletter
  - Create operator survey
  - Identify gaps in existing resources and supports

<ul style="list-style-type: none"> <li>▪ Communicate collective response back to sources</li> <li>▪ Create customized resources where possible to fill gaps</li> <li>● Potential Partnerships: TVI, BDC, MTCA, BCHA, operators, chambers of commerce, local government, sector organizations, networks, service providers</li> <li>● Resources/Funding: Local government contributions, MRDT</li> <li>● Timeframe: 2020 – ongoing</li> <li>● Budget: \$10,000</li> </ul>
<p>Performance Measures:</p> <ul style="list-style-type: none"> <li>● Operator engagement</li> <li>● Program uptake</li> <li>● Clicks on resource centre website</li> <li>● Operator satisfaction</li> <li>● Improved experience offerings</li> <li>● Increase in digital readiness standards</li> </ul>

Major Category: Visitor Services
<b>Activity Title:</b> Visitor Services Operating Expenses
<p>Tactics:</p> <ul style="list-style-type: none"> <li>● Support Visitor Servicing in static and mobile visitor servicing sites</li> <li>● Work with community partners to increase engagement with visitors while in market</li> <li>● Provide training and familiarization to Visitor Staff and Front Line Staff in accommodation properties</li> </ul>
<p>Implementation Plan:</p> <ul style="list-style-type: none"> <li>● Description: provide support to static visitor centres for overall staffing costs, implement mobile visitor servicing through the community, through the summer months</li> <li>● Objectives: <ul style="list-style-type: none"> <li>▪ Improve the in-market experience for visitors, support increased length of stay and upsell of retail, restaurant and tour opportunity</li> <li>▪ Rationale: The in-market consumer may access points of engagement with visitor centre staff and front-line staff that will help them have a better, and longer stay</li> </ul> </li> <li>● Action Steps: <ul style="list-style-type: none"> <li>▪ Work with Visitor Centres to identify partnership opportunities in training and familiarization for staff</li> <li>▪ Work with front-line accommodation and tour operator staff to provide training and familiarization opportunities</li> </ul> </li> <li>● Potential Partnerships: Community groups, Cowichan Valley Regional District, Destination BC</li> <li>● Resources/Funding: MRDT</li> <li>● Timeframe: ongoing</li> <li>● Budget: \$ 50,000</li> </ul>

Performance Measures:

- Visitor counts
- Stakeholder satisfaction and referrals

## Performance Measures

Each tactic above has noted performance measures, which may be summarized in output-outcome measures as follows.

### Output Measures

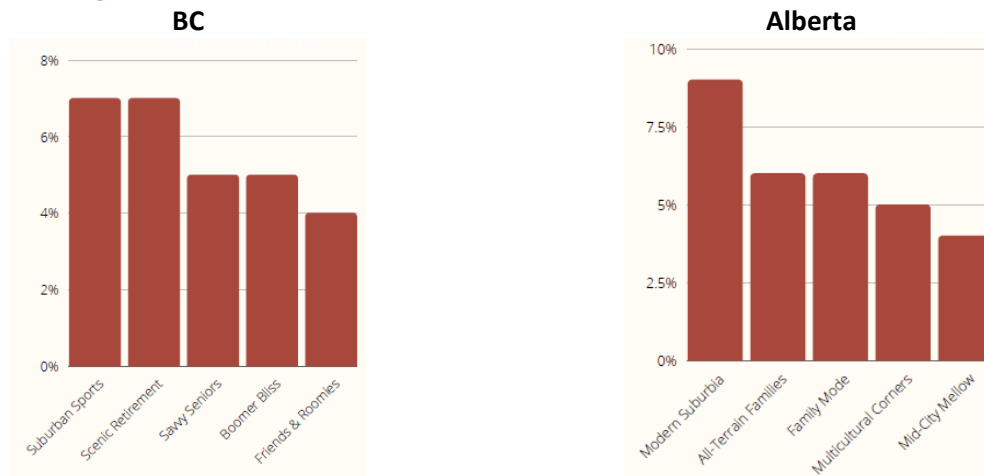
BC-Brand Aligned marketing assets (image, video)  
Social Media Organic Community growth  
Consumer email subscriptions  
Website views, time on site  
Advertisements in right-match media outlets  
Unpaid media coverage

### Outcome Measures

Increased overnight stays  
Increased average length of stay  
Increased average spend in market  
Stakeholder leads  
Increased consumer awareness  
Stakeholder awareness and trust in Tourism Cowichan

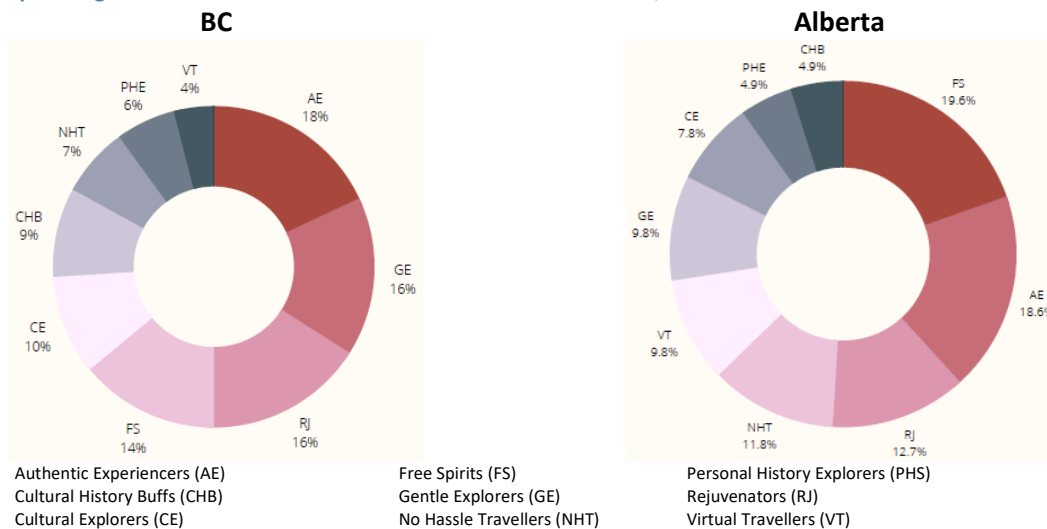
## Appendix (Target Market)

Figure 1 Top Prizm Segments of BC and Alberta Travellers to Vancouver Island, 2020<sup>1</sup>



The EQ share of travellers visiting Vancouver Island in 2020 is shown in Figure 8. Authentic Experiencers, Gentle Explorers, Rejuvenators and Free Spirits collectively account for roughly two thirds of all travellers from BC. Three of Alberta's top four EQ segments are shared with BC, implying a relatively consistent psychographic makeup for the Island's critical regional markets.

Figure 2 Top EQ Segments of BC and Alberta Travellers to Vancouver Island, 2020<sup>1</sup>



**Section 3: Budget for One-Year Tactical Plan**

<b>Revenues (MRDT and Non-MRDT)</b>	<b>Budget \$</b>
Ending Carry Forward from Previous Year (All Net Assets Restricted and Unrestricted)	475253
General MRDT (net of admin fees)	336000
MRDT from online accommodation platforms (OAP)	70000
Local government contribution	120000
Stakeholder contributions (i.e. membership dues)	5000
Estimated Co-op funding (e.g. CTO; DMO-led projects)	130000
Grants - Federal	0
Grants - Provincial	0
Grants/Fee for Service - Municipal	0
Retail Sales	0
Interest	1400
Other (please describe):	0
<b>Total Revenues</b>	<b>\$1,137,653</b>
<b>Expenses (MRDT and Non-MRDT)</b>	<b>Budget \$</b>
<b>Marketing</b>	
Marketing staff – wage and benefits	160000
Media advertising and production	177000
Website - hosting, development, maintenance	60000
Digital, Social Media, Email	180000
Consumer shows, events	0
Collateral production and distribution	90000
Travel Trade and Media Relations	5000
Consumer focused asset development (written content, video, photography)	70000
Other (please describe) (Consortia marketing ie. Ride Island)	20000
<b>Subtotal</b>	<b>\$762,000</b>
<b>Destination &amp; Product Experience Management</b>	
Destination and product experience management staff – wage and benefits	0
Industry development and training	5000
Product experience enhancement and training	100000
Research and evaluation	38000
Other (please describe)	10000
<b>Subtotal</b>	<b>\$153,000</b>
<b>Visitor Services</b>	
Visitor Services Wages and Benefits	0
Visitor Services Operating Expenses	50000
Other (please describe)	0
<b>Subtotal</b>	<b>\$50,000</b>
<b>Meetings, Conventions, Events &amp; Sport</b>	
Staff – wages and benefits	0
Meetings, conventions, conferences, events, sport, etc.	0
<b>Subtotal</b>	<b>\$0</b>

<b>Administration</b>	
Management and staff unrelated to program implementation - wages and benefits	
Finance staff – wages and benefits	20000
Human Resources staff – wages and benefits	0
Board of Directors costs	30000
Information technology costs – workstation related costs (i.e. computers, telephone, support, networks)	0
Office lease/rent	0
General office expenses	32653
<b>Subtotal</b>	<b>\$82,653</b>
<b>Affordable Housing (if applicable)</b>	
OAP Revenue	
General MRDT Revenue	
<b>Subtotal</b>	<b>\$0</b>
<b>Other</b>	
All other wages and benefits not included above (please describe)	0
Other activities not included above (please describe) Website reserve fund, internal reserve fund	90000
<b>Subtotal</b>	<b>\$90,000</b>
<b>Total Expenses</b>	<b>\$1,137,653</b>
<b>Estimated Carry Forward - all Net Assets Restricted and Unrestricted</b>	<b>\$0</b>

**Section 3: Projected Spend by Market (*broad estimate*) for LEISURE activities only & projected percentage of spend focused on each season (*broad estimate*)**

(Add more rows as needed)

<b>Geographic Market</b>	<b>Total Marketing Budget by Market</b>	<b>% of Total \$ by Market</b>
BC	\$910,122	80%
Alberta	\$170,648	15%
Ontario		
Other Canada (please specify)		
Washington	\$56,882.65	5%
California		
Other USA (please specify)		
Mexico		
China		
UK		
Germany		
Australia		
Japan		
Other International ( <i>Please specify</i> )		
<b>Total</b>	<b>\$1,137,653</b>	<b>100%</b>

November 9, 2021

Dear Mayor Stone and Council members,

On behalf of Ladysmith Family and Friends and the over 400 families and 200 seniors who we support, I am inviting you to help us help those who are in need of a blanket of support this holiday season and throughout the year.

Attached is an update of how we will be creating a community winter celebration to replace LaFF's annual Breakfast with Santa event. There are different ways you can get involved, and if you can I hope you will.

Wishing you all the best this holiday season,

Sincerely,

Jacqueline and the LaFF'ing Team

# It Takes a Village

## LaFF's Winter Celebration FUNdraiser



-Friday, Dec 10th-

Dear Town of Ladysmith Mayor and Town Council,

It Takes a Village... Join LaFF as we create a festive and safe community experience with magical take home activities.

Together, with your help, we will create a festive welcoming village station with delightful activities to do at home.

Thanks to this amazing community, for the last twenty six years, LaFF has been wrapping a blanket of support around thousands of families and seniors. We need your help this holiday season as we continue to connect families and build a healthy and safe community for all.

----- PLEASE RETURN THIS FORM TO LaFF -----

Village Station/ Activity	Sponsorship Opportunity (full or partial funding)	I wish to invest this amount towards this Station/Activity
Mama's Jam Emporium	SPONSORED	\$1000
Island Wellness Woods	\$1,000	
The Birds Nest	\$1,000	
Photo House	\$1,000	
Pancake Bistro	\$1,000	
Memory Lane Book Nook	\$1,500	
Reindeer Trading Post	\$250	
LaFF Spice Shack	\$500	
Woodworking Wonderland	\$3000	
Garland Galore	\$1,500	
Holiday Potpourri Place	SPONSORED	\$500
Cedar Swag Site	SPONSORED	\$1,000.00
Root Cellar	\$1,500	
Veggie Barn	SPONSORED	\$1,500.00
Letter Lounge	\$750	
Sponsor Family/ the Event	\$80 per ticket	
Purchase Family Event Tickets	\$80 per ticket	Purchase online at Eventbrite
A tax deductible donation to LaFF	General Donation to LaFF	

Ways to sponsor the event	Benefits of sponsorship
<ul style="list-style-type: none"> <li>• Sponsor a particular themed village station</li> </ul>	<ul style="list-style-type: none"> <li>• Supporting your community</li> </ul>
<ul style="list-style-type: none"> <li>• Sponsor a family needing a helping hand</li> </ul>	<ul style="list-style-type: none"> <li>• Advertising your business online and at event</li> </ul>
<ul style="list-style-type: none"> <li>• Donate to this FUNdraiser to help LaFF support families</li> </ul>	<ul style="list-style-type: none"> <li>• Tax deduction for general donation to LaFF</li> </ul>

Name/ business/ organization: \_\_\_\_\_

The total amount you would like to sponsor \$ \_\_\_\_\_

#### Contact information

Email: \_\_\_\_\_

Phone #: \_\_\_\_\_

Mailing Address: \_\_\_\_\_

#### Method of Payment:

Mail cheque and form to: Box 1830, Ladysmith BC, V9G 1B4

or

E-transfer: ilovetolaff@shaw.ca and leave a message in the memo directing your donation request

\_\_\_ I am enclosing a business card LaFF may use to acknowledge my commitment to community on social media

For more information please do not hesitate to email [laffadmin@shawbiz.ca](mailto:laffadmin@shawbiz.ca) or call 250-210-0870

LaFF Office: 532 1<sup>st</sup> Ave, Ladysmith Mail: Box 1830, Ladysmith BC, V9G 1B4 [www.familyandfriends.ca](http://www.familyandfriends.ca)

Thank you for making a difference in our community!

Sincerely,

Jacqueline and the LaFF'ing Team

