

**A PUBLIC HEARING AND REGULAR MEETING  
OF THE TOWN OF LADYSMITH COUNCIL  
AGENDA  
5:30 P.M.**

Tuesday, December 19, 2023  
Ladysmith Seniors Centre  
630 2nd Avenue

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**Pages**

**1. CALL TO ORDER**

Call to Order 5:30 p.m. in Open Session, in order to retire immediately into Closed Session.

*Members of the public are welcome to attend all Open Meetings of Council, but may not attend Closed Meetings.*

**2. CLOSED SESSION**

Recommendation

That, in accordance with section 90 of the *Community Charter*, Council retire into closed session in order to consider items related to the following:

- (1) (a) personal information about an identifiable individual who holds or is being considered for a position as an officer, employee or agent of the municipality or another position appointed by the municipality;
- (1) (c) labour relations or other employee relations;
- (1) (e) the acquisition, disposition or expropriation of land or improvements, if the council considers that disclosure could reasonably be expected to harm the interests of the municipality;
- (1) (g) litigation or potential litigation affecting the municipality;
- (1) (i) the receipt of advice that is subject to solicitor-client privilege, including communications necessary for that purpose;
- (1) (k) negotiations and related discussions respecting the proposed provision of a municipal service that, in the view of the council, could reasonably be expected to harm the interests of the municipality if they were held in public; and

- (2) (b) the consideration of information received relating to negotiations between the municipality and a provincial government or the federal government or both, or between a provincial government or the federal government or both and a third party.

### **3. OPEN MEETING AND ACKNOWLEDGEMENT (6:00 P.M.)**

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

Members of the public may attend meetings in person at the Ladysmith Seniors Centre or view the livestream on YouTube:

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

### **4. AGENDA APPROVAL**

#### Recommendation

That Council approve the agenda for this Public Hearing and Regular Meeting of Council for December 19, 2023.

### **5. PUBLIC HEARING**

"Official Community Plan Bylaw 2022, No. 2200, Amendment Bylaw 2023, No. 2161", and "Town of Ladysmith Zoning Bylaw 2014, No. 1860, Amendment Bylaw (No.54) 2022, No. 2131".

Subject Property: 10940 Westdowne Road (Lot 1, District Lot 72, Oyster District, Plan 24076) (PID: 002-976-978).

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

#### **5.2 Introduction of Bylaws and Statutory Requirements - Planner, Development Services**

#### **5.3 Submissions**

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

#### **5.5 Declaration that the Public Hearing for Bylaw Nos. 2161 and 2131 is Closed - Mayor Stone**

**6. BYLAWS - OFFICIAL COMMUNITY PLANNING AND ZONING (SUBJECT OF THE PUBLIC HEARING)**

**6.1 “Official Community Plan Bylaw 2022, No. 2200, Amendment Bylaw 2023, No. 2161”**

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Recommendation

That Council give third reading to “Official Community Plan Bylaw 2022, No. 2200, Amendment Bylaw 2023, No. 2161”.

**6.2 “Town of Ladysmith Zoning Bylaw 2014, No. 1860, Amendment Bylaw (No.54) 2022, No. 2131”**

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Recommendation

That Council give third reading to “Town of Ladysmith Zoning Bylaw 2014, No. 1860, Amendment Bylaw (No.54) 2022, No. 2131”.

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

**Item from the Closed Meeting of Council held October 3, 2023**

**CE 2023-069**

That Council direct staff to:

2. Contact project funders notifying them of the cancelled tender for the construction of the Artist Studio project and to work with the funders on options and next steps.

**8. MINUTES**

**8.1 Minutes of the Regular Meeting of Council held December 5, 2023**

11

Recommendation

That Council approve the minutes of the Regular Meeting of Council held December 5,2023.

**9. DELEGATIONS**

**9.1 Sandra Marquis, Ladysmith Resources Centre Association**

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## 10. COMMITTEE MINUTES

### 10.1 Public Art Committee - December 4, 2023

66

#### Recommendation

That Council receive the minutes of the Public Art Committee meeting held December 4, 2023.

## 11. REPORTS

### 11.1 2024 Utility Due Dates

69

#### Recommendation

That Council approve the following utility billing due dates:

- February 28, 2024 for the period October to December, 2023;
- May 30, 2024 for the period January to March, 2024;
- August 29, 2024 for the period April to June, 2024; and
- November 28, 2024 for the period July to September, 2024.

### 11.2 Endorsement of TOL Funding Request Application – Island Health Resilience and Safety Program

71

#### Recommendation

That Council:

1. Endorse the Town's application of \$50,000 to the Island Health Resilience and Safety Program to support the YOUth Bloom project; and
2. Direct staff to include in the 2024-2028 Financial Plan \$50,000 for the YOUth Bloom project with funds to come from the Island Health Resilience and Safety Program.

### 11.3 Zoning Amendments to Align with the OCP: Increased Height and Density in the Downtown

74

#### Recommendation

That Council:

1. Direct that a public hearing not be held for "Town of Ladysmith Zoning Bylaw 2014, No. 1860, Amendment Bylaw 2023, No. 2163" pursuant to Section 464(2) of the *Local Government Act*;
2. Direct staff to schedule first reading of Bylaw 2163 and notification pursuant to section 467 of the *Local Government Act*; and
3. Direct staff to refer "Town of Ladysmith Zoning Bylaw 2014, No.



1860, Amendment Bylaw 2023, No. 2163” to the Ministry of Transportation and Infrastructure, after third reading of the bylaw, pursuant to section 52 of the *Transportation Act*.

## 12. BYLAWS

### 12.1 Bylaws for Adoption

- 12.1.1 “Town of Ladysmith Zoning Bylaw 2014, No. 1860, Amendment Bylaw, 2023, No. 2150” 84

Recommendation

That Council adopt “Town of Ladysmith Zoning Bylaw 2014, No. 1860, Amendment Bylaw 2023, No. 2150.”

- 12.1.2 “2024 Revenue Anticipation Borrowing Bylaw 2023, No. 2162” 87

Recommendation

That Council adopt “2024 Revenue Anticipation Borrowing Bylaw 2023, No. 2162”.

- 12.1.3 "Waterworks Regulations Bylaw 1999, No. 1298, Amendment Bylaw 2023, No. 2164" 89

Recommendation

That Council adopt “Waterworks Regulation Bylaw 1999, No. 1298, Amendment Bylaw 2023, No. 2164”.

- 12.1.4 "Sanitary Sewer Rate Bylaw 1999, No. 1299, Amendment Bylaw 2023, No. 2165" 92

Recommendation

That Council adopt "Sanitary Sewer Rate Bylaw 1999, No. 1299, Amendment Bylaw 2023, No. 2165".

- 12.2 Bylaw Status Sheet 94

## 13. NEW BUSINESS

#### **14. QUESTION PERIOD**

- A maximum of 15 minutes is allotted for questions.
- Persons wishing to address Council during "Question Period" must be Town of Ladysmith residents, non-resident property owners, or operators of a business.
- Individuals must state their name and address for identification purposes.
- Questions put forth must be related to items on the agenda.
- 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.

#### **15. ADJOURNMENT**

**TOWN OF LADYSMITH**

**BYLAW NO. 2161**

**A Bylaw to amend “Official Community Plan Bylaw 2022, No. 2200”**

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The Council of the Town of Ladysmith in open meeting assembled enacts the following amendments to “Official Community Plan Bylaw 2022, No. 2200”:

1. “Map 1 – Future Land Use”, is amended by changing the designation from Neighbourhood Residential to Manufactured Home Park Residential for the subject property at Lot 1, District Lot 72, Oyster District, Plan 24076 (10940 Westdowne Road), as shown in Schedule 1, attached to and forming part of this Bylaw.

**Citation**

2. This Bylaw may be cited for all purposes as “Official Community Plan Bylaw 2022, No. 2200, Amendment Bylaw 2023, No. 2161”.

**READ A FIRST TIME** on the 21<sup>st</sup> day of November, 2023

**READ A SECOND TIME** on the 21<sup>st</sup> day of November, 2023

**SECOND READING RESCINDED** on the 5<sup>th</sup> day of December, 2023

**READ A SECOND TIME AS AMENDED** on the 5<sup>th</sup> day of December, 2023

**PUBLIC HEARING HELD** on the \_\_\_\_\_ day of \_\_\_\_\_, 2023

**READ A THIRD TIME** on the \_\_\_\_\_ day of \_\_\_\_\_, 2023

**ADOPTED** on the \_\_\_\_\_ day of \_\_\_\_\_, 2024

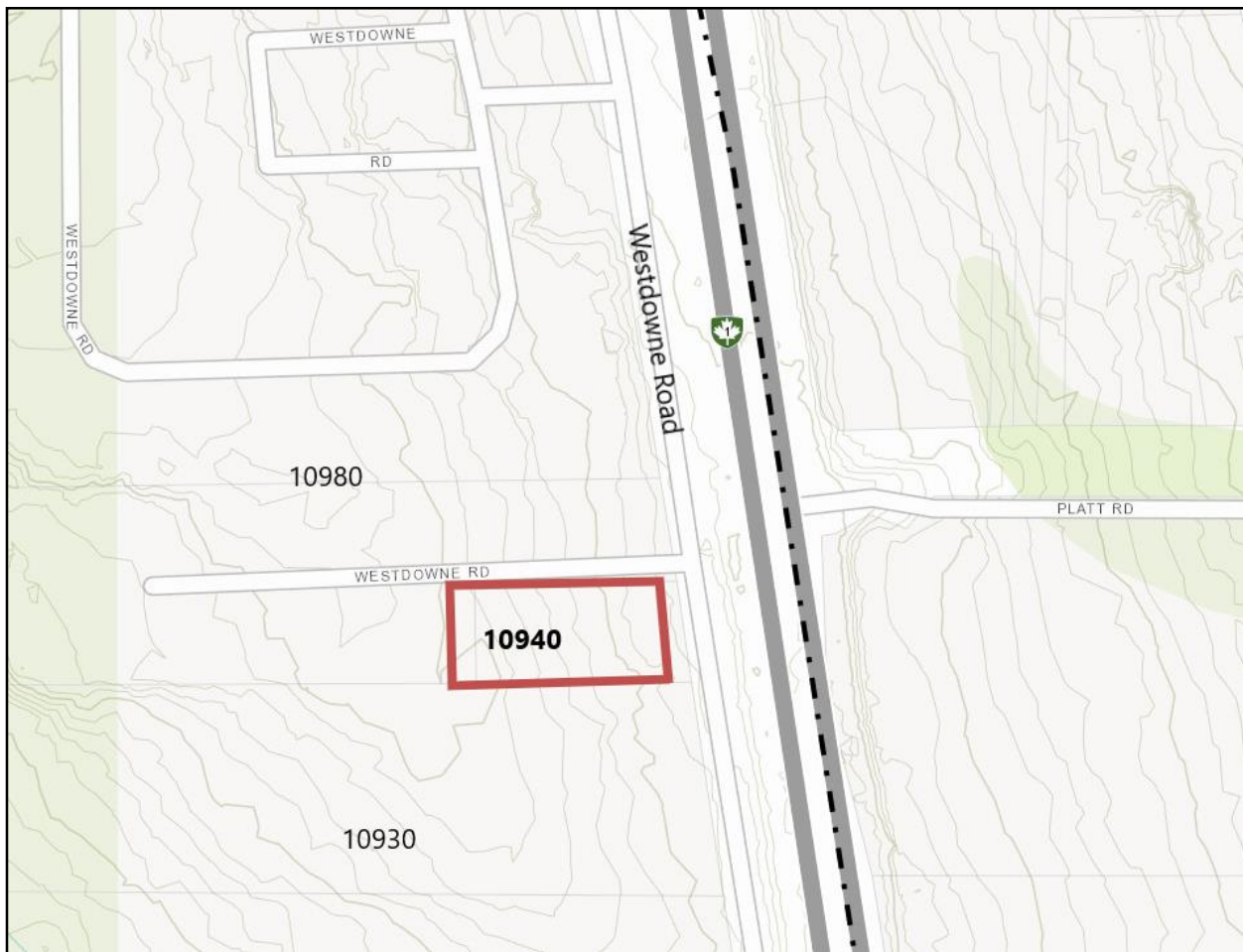
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Mayor (A. Stone)

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Corporate Officer (Sue Bouma)

Schedule 1



**TOWN OF LADYSMITH**

**BYLAW NO. 2131**

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

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The Council of the Town of Ladysmith in open meeting assembled enacts the following amendment to "Town of Ladysmith Zoning Bylaw 2014, No. 1860":

1. Amending Schedule B – Zoning Bylaw Map to change the zone from RU-1 (Rural Residential) to MHP-1 (Manufactured Home Park) for the subject property, at Lot 1, District Lot 72, Oyster District, Plan 24076 (10940 Westdowne Road), as shown in Schedule 1, which is attached to and forms a part of this Bylaw.

**Citation**

2. This Bylaw may be cited for all purposes as "Town of Ladysmith Zoning Bylaw 2014, No. 1860, Amendment Bylaw (No.54) 2022, No. 2131".

**READ A FIRST TIME** on the 20<sup>th</sup> day of December, 2022

**READ A SECOND TIME** on the 20<sup>th</sup> day of December, 2022

**PUBLIC HEARING HELD** on the \_\_\_\_\_ day of \_\_\_\_\_, 2023

**READ A THIRD TIME** on the \_\_\_\_\_ day of \_\_\_\_\_, 2023

**APPROVED BY MINISTRY OF TRANSPORTATION**

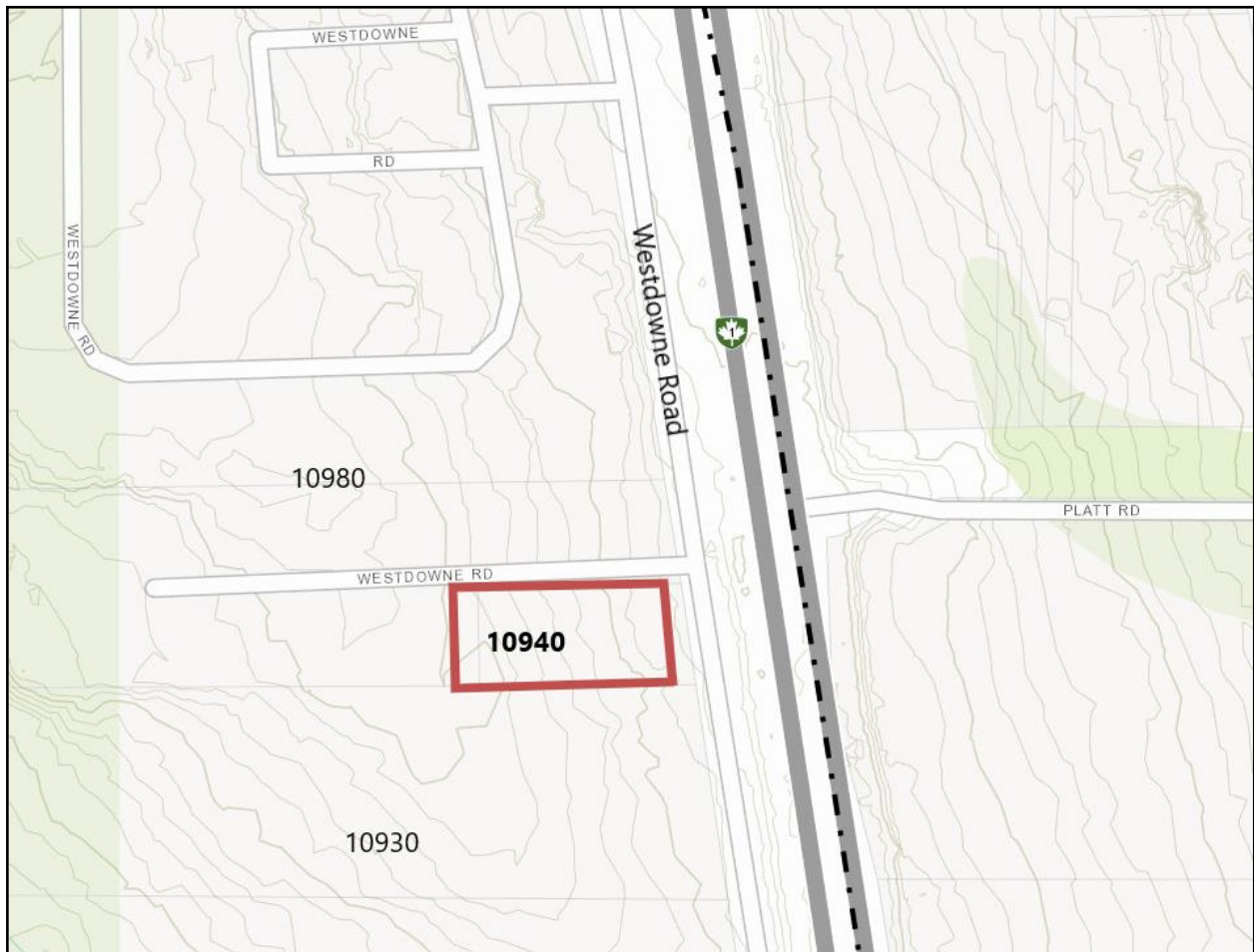
on the \_\_\_\_\_ day of \_\_\_\_\_, 2024

**ADOPTED** on the \_\_\_\_\_ day of \_\_\_\_\_, 2024

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

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

Schedule 1





## MINUTES OF A REGULAR MEETING OF COUNCIL

Tuesday, December 5, 2023

7:00 P.M.

Ladysmith Seniors Centre  
630 2nd Avenue

### Council Members Present:

Mayor Aaron Stone  
Councillor Ray Gourlay  
Councillor Amanda Jacobson  
Councillor Tricia McKay

Councillor Duck Paterson  
Councillor Marsh Stevens  
Councillor Jeff Virtanen

### Staff Present:

Allison McCarrick  
Erin Anderson  
Chris Barfoot  
Jake Belobaba

Ryan Bouma  
Chris Geiger  
Sue Bouma  
Andrea Hainrich

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### 1. CALL TO ORDER

Mayor Stone called this Meeting of Council to order at 5:30 p.m., in order to retire immediately into Closed Session.

### 2. CLOSED SESSION

#### CS 2023-282

That, in accordance with section 90 of the *Community Charter*, Council retire into closed session in order to consider items related to the following:

- (1)(b) personal information about an identifiable individual who is being considered for a municipal award or honour, or who has offered to provide a gift to the municipality on condition of anonymity;
- (1)(e) the acquisition, disposition or expropriation of land or improvements;
- (1)(k) negotiations and related discussions respecting the proposed provision of a municipal service that are at their preliminary stages and that, in the view of the council, could reasonably be expected to harm the interests of the municipality if they were held in public;
- (1)(i) the receipt of advice that is subject to solicitor-client privilege, including communications necessary for that purpose; and

- (2)(b) the consideration of information received and held in confidence relating to negotiations between the municipality and a provincial government or between a provincial government and a third party.

*Motion Carried*

### **3. OPEN MEETING AND ACKNOWLEDGEMENT (7:00 p.m.)**

Mayor Stone called this Regular Meeting of Council to order at 7:00 p.m., recognizing with gratitude that it was taking place on the unceded territory of the Stz'uminus First Nation.

### **4. AGENDA APPROVAL**

#### **CS 2023-283**

That Council approve the agenda for this Regular Meeting of Council for December 5, 2023, as amended to include the following item, received after publication of the agenda:

- Item 11.2.1, "Official Community Plan Bylaw 2022, No. 2200, Amendment Bylaw 2023, No. 2161".

*Motion Carried*

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

#### **Items from the Closed Meeting of Council held November 7, 2023**

#### **CE 2023-077**

That Council:

1. Approve the renewal of the lease agreement with land owner Paul Jorjorian for use of 17 and 25 Roberts Street as a municipal parking lot for a period of five (5) years at a rate of \$900 per month in 2024; \$950 per month in 2025; and \$1000 per month in 2026, 2027 and 2028.
2. Rise and report on Recommendation No. 1 once the agreement has been signed by both parties.

#### **Items from the Closed Meeting of Council held November 21, 2023**

#### **CE 2023-084**

That Council:

1. Appoint Bailey Dill, Ladysmith Chamber of Commerce, to the Ladysmith Harbour Economic Development Corporation under Article 13.2(a) of the Corporation's articles of incorporation; and
2. Rise and report on Recommendation No. 1 once all candidates have been notified.



Mayor Stone advised that if any errors had been made regarding appointments to the Ladysmith Harbour Economic Development Corporation or references to the Articles they would be corrected going forward.

## **6. MINUTES**

### **6.1 Minutes of the Public Hearing and Regular Meeting of Council held November 21, 2023**

#### **CS 2023-284**

That Council approve the minutes of the Public Hearing and Regular Meeting of Council held November 21, 2023.

*Motion Carried*

## **7. DELEGATIONS**

### **7.1 Roberta Bowman and Millie Stirling, Ladysmith Chamber of Commerce and Ladysmith Visitor Centre**

Millie Stirling and Roberta Bowman, past and present Executive Directors of Ladysmith Chamber of Commerce, provided an update to Council regarding the 2023 Tourism and Economic Development initiatives and achievements. Ms. Bowman and Ms. Stirling also discussed the activity of the Ladysmith Visitor Centre and outlined plans for the future.

Council thanked Ms. Bowman and Ms. Stirling for their presentations, and for their dedicated promotion of Ladysmith.

## **8. COMMITTEE MINUTES**

### **8.1 Parks, Recreation & Culture Advisory Committee - November 15, 2023**

#### **CS 2023-285**

That Council receive the minutes of the Parks, Recreation & Culture Advisory Committee meeting held November 15, 2023.

*Motion Carried*

**9. 2024-2028 FINANCIAL PLAN DISCUSSIONS - INTRODUCTION OF GENERAL CAPITAL PROJECTS**

**9.1 2024 Budget Deliberations – General Capital**

Council discussed the proposed capital projects presented in the December 5, 2023 report from the Director of Financial Services.

**9.2 Public Input and Questions**

A member of the public enquired about the status of the \$100,000 grant listed as one of the proposed funders of the 2024 capital projects, the possibility of repaving the alley between Gatacre Street and High Street, and whether there was a possibility of installing a crosswalk on 1<sup>st</sup> Avenue. He also asked whether town staff could provide in-house engineering and construction assistance with the new ramp proposed for the Ladysmith Historical Society.

**CS 2023-286**

That Council direct staff to include the projects presented in the report dated December 5, 2023, from the Director of Financial Services for inclusion in the 2024 – 2028 Financial Plan.

*Motion Carried*

**10. REPORTS**

**10.1 Street Sweeper Replacement Opportunity**

**CS 2023-287**

That Council amend the 2023-2027 Financial Plan to revise the street sweeper replacement budget to \$450,000, with the additional funds of \$30,000 to come from the savings in other projects and from the equipment replacement reserve and \$20,000 to come from the trade-in of the Town's current sweeper.

*Motion Carried*

**11. BYLAWS**

**11.1 Bylaws for Introduction**

**11.1.1 “2024 Revenue Anticipation Borrowing Bylaw 2023, No. 2162”**

**CS 2023-288**

That Council give first, second and third readings to “2024 Revenue Anticipation Borrowing Bylaw 2023, No. 2162”.

*Motion Carried*

**11.1.2 “Waterworks Regulations Bylaw 1999, No. 1298, Amendment Bylaw 2023, No. 2164”**

**CS 2023-289**

That Council give first, second and third readings to “Waterworks Regulations Bylaw 1999, No. 1298, Amendment Bylaw 2023, No. 2164”.

*Motion Carried*

**11.1.3 "Sanitary Sewer Rate Bylaw 1999, No. 1299, Amendment Bylaw 2023, No. 2165"**

**CS 2023-290**

That Council give first, second and third readings to "Sanitary Sewer Rate Bylaw 1999, No. 1299, Amendment Bylaw 2023, No. 2165".

*Motion Carried*

**11.2 Bylaws in Process**

**11.2.1 “Official Community Plan Bylaw 2022, No. 2200, Amendment Bylaw 2023, No. 2161”.**

**CS 2023-291**

That Council:

1. Rescind second reading of “Official Community Plan Bylaw 2022, No. 2200, Amendment Bylaw 2023, No. 2161”.
2. Amend “Official Community Plan Bylaw 2022, No. 2200, Amendment Bylaw 2023, No. 2161”, section 1, by replacing the words “Manufactured Home Park” with “Manufactured Home Park Residential”.
3. Give second reading to “Official Community Plan Bylaw 2022, No. 2200, Amendment Bylaw 2023, No. 2161”, as amended.

*Motion Carried*

**11.3 Bylaw Status Sheet**

**12. QUESTION PERIOD**

A member of the public wished Council and staff a happy holiday season and asked them to consider the number of tag lines used to promote Ladysmith.

**13. ADJOURNMENT**

**CS 2023-292**

That this Regular Meeting of Council be adjourned at 8:00 p.m.

*Motion Carried*

CERTIFIED CORRECT

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Mayor (A. Stone)

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Corporate Officer (S. Bouma)

**LADYSMITH RESOURCES CENTRE ASSOCIATION**  
**Notes to Financial Statements**  
**Year Ended March 31, 2023**

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**LADYSMITH RESOURCES CENTRE ASSOCIATION**  
**Financial Statements**  
**Year Ended March 31, 2023**

**LADYSMITH RESOURCES CENTRE ASSOCIATION**  
**Index to Financial Statements**  
**Year Ended March 31, 2023**

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Tammy Leslie, C.P.A., C.G.A., C.A.\*  
Lori John, C.P.A., C.G.A.\*  
Jaime Court, C.P.A.\*  
Sarah Brimacombe, C.P.A.\*  
\*A professional corporation.

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## INDEPENDENT AUDITOR'S REPORT

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To the Members of Ladysmith Resources Centre Association

*Report on the Financial Statements*

*Opinion*

We have audited the financial statements of Ladysmith Resources Centre Association (the Association), which comprise the statement of financial position as at March 31, 2023, and the statements of changes in net assets, operations and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Association as at March 31, 2023, and the results of its operations and cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations (ASNPO).

*Basis for Opinion*

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Association in accordance with ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

*Emphasis of Matters*

We draw attention to Notes 17, 19, 21 and 22 to the financial statements, in which two items have been disclosed. The first is the subsequent event regarding tenanting the Buller Street apartment project and the economic dependence this project has on obtaining sufficient rental income to satisfy financial obligations under the mortgage agreement with BC Housing. The second is the Association being named as a defendant in a Human Rights Complaint alongside BC Housing and the Ministry of Social Development and Poverty Reduction and the President's daughter being a named complainant in this lawsuit. Our opinion is not modified in respect of either of these matters.

(continues)

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Independent Auditor's Report to the Members of Ladysmith Resources Centre Association *(continued)*

*Responsibilities of Management and Those Charged with Governance for the Financial Statements*

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

In preparing the financial statements, management is responsible for assessing the Association's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Association or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Association's financial reporting process.

*Auditor's Responsibilities for the Audit of the Financial Statements*

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Association's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Association's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Association to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

*(continues)*



Independent Auditor's Report to the Members of Ladysmith Resources Centre Association *(continued)*

A handwritten signature in black ink, appearing to read "Palmer J. J. J.", written in a cursive style.

Duncan, British Columbia  
October 30, 2023

CHARTERED PROFESSIONAL ACCOUNTANTS

**LADYSMITH RESOURCES CENTRE ASSOCIATION**

**Statement of Financial Position**

**March 31, 2023**

	Operating Fund	Gaming Fund	Internally Restricted Fund	Total 2023	Total 2022
<b>ASSETS</b>					
<b>CURRENT</b>					
Cash (Note 3)	\$ 562,157	\$ 64,900	\$ 151,578	\$ 778,635	\$ 1,275,715
Restricted cash (Note 3)	-	7,611	-	7,611	7,606
Accounts receivable	963,397	-	-	963,397	648,124
Inventory	20,724	-	-	20,724	3,500
Goods and services tax recoverable	296,375	-	-	296,375	269,395
Prepaid expenses	33,919	-	-	33,919	3,882
Deposits (Note 5)	29,500	-	-	29,500	31,911
	1,906,072	72,511	151,578	2,130,161	2,240,133
TANGIBLE CAPITAL ASSETS (Net of accumulated amortization) (Note 6)	12,310,853	-	-	12,310,853	6,487,436
LONG TERM INVESTMENTS (Note 4)	27,125	-	-	27,125	26,989
DEPOSIT - TOWN OF LADYSMITH (Note 7)	-	-	226,862	226,862	231,770
	<u>\$ 14,244,050</u>	<u>\$ 72,511</u>	<u>\$ 378,440</u>	<u>\$ 14,695,001</u>	<u>\$ 8,986,328</u>
<b>LIABILITIES AND NET ASSETS</b>					
<b>CURRENT</b>					
Accounts payable and accrued expenses	\$ 1,038,964	\$ -	\$ -	\$ 1,038,964	\$ 823,152
Wages payable	63,876	-	-	63,876	53,501
Employee deductions payable	18,584	-	-	18,584	17,235
Deferred contributions (Note 8)	655,196	64,900	-	720,096	903,729
Gaming prize liability	-	7,611	-	7,611	7,606
	1,776,620	72,511	-	1,849,131	1,805,223
CAPITAL PROJECT FINANCING (Note 9)	11,491,661	-	-	11,491,661	6,093,074
DEFERRED CAPITAL CONTRIBUTIONS (Note 10)	353,591	-	-	353,591	91,329

*(continues)*

The accompanying notes form an integral part of these financial statements

# LADYSMITH RESOURCES CENTRE ASSOCIATION

## Statement of Financial Position (continued)

March 31, 2023

	Operating Fund	Gaming Fund	Internally Restricted Fund	Total 2023	Total 2022
	13,621,872	72,511	-	13,694,383	7,989,626
NET ASSETS					
Interfund transfer required	-	-	-	-	-
Unrestricted	(197,014)	-	-	(197,014)	223,901
Invested in capital assets (Note 11)	819,192	-	-	819,192	394,361
Internally restricted (Note 14)	-	-	378,440	378,440	378,440
	622,178	-	378,440	1,000,618	996,702
	\$ 14,244,050	\$ 72,511	\$ 378,440	\$ 14,695,001	\$ 8,986,328

ON BEHALF OF THE BOARD

 Director  
 Director

The accompanying notes form an integral part of these financial statements

**LADYSMITH RESOURCES CENTRE ASSOCIATION**  
**Statement of Changes in Net Assets**  
**Year Ended March 31, 2023**

	Operating Fund	Gaming Fund	Internally Restricted Fund	Invested in Capital Assets	2023	2022
<b>NET ASSETS - BEGINNING OF YEAR</b>	\$ 223,901	\$ -	\$ 378,440	\$ 394,361	\$ 996,702	\$ 1,001,716
Excess (deficiency) of revenue over expenses ( <i>Note 12</i> )	33,965	-	-	(30,049)	3,916	(5,013)
Net change in investment in capital assets ( <i>Note 13</i> )	(454,880)	-	-	454,880	-	-
<b>NET ASSETS - END OF YEAR (<i>Note 11</i>)</b>	\$ (197,014)	\$ -	\$ 378,440	\$ 819,192	\$ 1,000,618	\$ 996,703

The accompanying notes form an integral part of these financial statements

# LADYSMITH RESOURCES CENTRE ASSOCIATION

## Statement of Operations

Year Ended March 31, 2023

	Operating Fund	Gaming Fund	Internally Restricted Fund	Total 2023 March 31	Total 2022 March 31
	March 31	March 31	March 31	March 31	March 31
<b>REVENUES</b>					
BC Government grants	\$ 928,664	\$ 64,900	\$ -	\$ 993,564	\$ 928,832
Donations and fundraising revenue	173,181	15,337	-	188,518	173,940
Federal grants	68,550	-	-	68,550	53,044
Foundation and charitable grants	142,466	-	-	142,466	108,867
Interest revenue	734	-	-	734	1,546
Municipal grants	25,952	-	-	25,952	41,927
Other revenue	12,875	-	-	12,875	6,693
Recovered costs	9,268	-	-	9,268	9,734
	<u>1,361,690</u>	<u>80,237</u>	<u>-</u>	<u>1,441,927</u>	<u>1,324,583</u>
<b>EXPENSES</b>					
Building	4,908	-	-	4,908	4,908
Communications	-	-	-	-	10,377
Contractor and consulting fees	18,928	-	-	18,928	16,272
Fundraising	2,625	1,000	-	3,625	-
General administrative costs	7,002	216	-	7,218	3,801
Insurance	14,019	-	-	14,019	11,134
Occupancy and maintenance	4,532	17,385	-	21,917	24,878
Office	11,020	-	-	11,020	13,606
Professional fees	43,295	2,620	-	45,915	53,551
Program costs	160,869	18,336	-	179,205	135,411
Salaries and wages	1,030,631	40,680	-	1,071,311	989,286
Travel	8,562	-	-	8,562	7,811
Utilities	21,334	-	-	21,334	23,638
	<u>1,327,725</u>	<u>80,237</u>	<u>-</u>	<u>1,407,962</u>	<u>1,294,673</u>
<b>EXCESS OF REVENUES OVER EXPENSES FROM OPERATIONS</b>	<b>33,965</b>	<b>-</b>	<b>-</b>	<b>33,965</b>	<b>29,910</b>

(continues)

The accompanying notes form an integral part of these financial statements

**LADYSMITH RESOURCES CENTRE ASSOCIATION**

**Statement of Operations *(continued)***

**Year Ended March 31, 2023**

	Operating Fund	Gaming Fund	Internally Restricted Fund	Total 2023	Total 2022
	<i>March 31</i>	<i>March 31</i>	<i>March 31</i>	<i>March 31</i>	<i>March 31</i>
AMORTIZATION <i>(Note 12)</i>	(30,049)	-	-	(30,049)	(34,923)
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES</b>	<b>\$ 3,916</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,916</b>	<b>\$ (5,013)</b>

The accompanying notes form an integral part of these financial statements

# LADYSMITH RESOURCES CENTRE ASSOCIATION

## Statement of Combined Cash Flows

Year Ended March 31, 2023

	2023	2022
<b>OPERATING ACTIVITIES</b>		
Excess (deficiency) of revenues over expenses	\$ 3,916	\$ (5,013)
Item not affecting cash:		
Amortization of capital assets	30,049	34,923
	<u>33,965</u>	<u>29,910</u>
Changes in non-cash working capital:		
Accounts receivable	(315,273)	(526,875)
Inventory	(17,224)	-
Accounts payable and accrued expenses	215,817	668,601
Deferred contributions	(183,633)	516,166
Prepaid expenses	(30,037)	20,522
Goods and services tax recoverable	(26,980)	(261,497)
Deposits	2,411	2,589
Wages payable	10,375	4,644
Employee deductions payable	1,349	1,054
Deferred capital contributions	296,159	-
Gaming prize liability	-	3
	<u>(47,036)</u>	<u>425,207</u>
Cash flow from (used by) operating activities	<u>(13,071)</u>	<u>455,117</u>
<b>INVESTING ACTIVITIES</b>		
Purchase of capital assets	(1,315)	(60,407)
Construction of Buller Street Apartment Project	(5,852,152)	(5,245,634)
Interest on long term investment	(135)	-
Short term investment reclassified to long term	-	(26,989)
	<u>(5,853,602)</u>	<u>(5,333,030)</u>
Cash flow used by investing activities	<u>(5,853,602)</u>	<u>(5,333,030)</u>
<b>FINANCING ACTIVITIES</b>		
Transfer to Town of Ladysmith (Note 7)	4,908	4,908
BCHMC interim construction financing	5,364,690	5,245,634
	<u>5,369,598</u>	<u>5,250,542</u>
Cash flow from financing activities	<u>5,369,598</u>	<u>5,250,542</u>
<b>INCREASE (DECREASE) IN CASH FLOW</b>	<u>(497,075)</u>	<u>372,629</u>
Cash - beginning of year	1,283,321	910,692
<b>CASH - END OF YEAR</b>	\$ 786,246	\$ 1,283,321
<b>CASH CONSISTS OF:</b>		
Cash	\$ 778,635	\$ 1,275,715
Restricted cash	<u>7,611</u>	<u>7,606</u>
	<u>\$ 786,246</u>	<u>\$ 1,283,321</u>

The accompanying notes form an integral part of these financial statements

# LADYSMITH RESOURCES CENTRE ASSOCIATION

## Notes to Financial Statements

Year Ended March 31, 2023

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### 1. DESCRIPTION OF ASSOCIATION

Ladysmith Resources Centre Association ("The Association") is an organization established to coordinate, facilitate and provide community services and information in order to enhance the quality of life in the community of Ladysmith and the surrounding area. The Association was incorporated July 22, 1992 under the Societies Act of B.C. as a not-for-profit organization and is a registered charity under the Income Tax Act. The Association is exempt from income tax as long as certain conditions are met. The Association may issue charitable tax receipts to donors.

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### 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

#### Accounting standards

These financial statements have been prepared in accordance with standards established by the Canadian Chartered Professional Accountants for Not-for-Profit Organizations which is one of the financial frameworks included in Canadian Generally Accepted Accounting Standards.

#### Fund accounting

Ladysmith Resources Centre Association follows the deferral method of accounting for contributions.

The Operating Fund accounts for the Association's program delivery and administrative activities. This fund reports unrestricted resources and restricted operating grants.

The Gaming Funds reports the assets, liabilities, revenues and expenses related to the Association's bingo operations and other gaming funds.

#### Revenue recognition

Ladysmith Resources Centre Association follows the deferral method of accounting for contributions, which includes donations and government grants.

Externally restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Contributions restricted for the purchase of capital assets are deferred and amortized into revenue on a basis and rate corresponding with the amortization of the related capital assets.

Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Rental revenue is recognized as revenue when earned if the amount to be received can be reasonably estimated and collection is reasonably assured.

Fees for services are recognized when services are delivered.

#### Inventory

Inventory is valued at the lower of cost and net realizable value. Inventory consists of food supplies. It is estimated that there is \$19,367 of donated non-perishable food on hand at March 31, 2023, (\$26,547 - 2022) the value of which has not been recognized in these financial statements.

(continues)

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# LADYSMITH RESOURCES CENTRE ASSOCIATION

## Notes to Financial Statements

Year Ended March 31, 2023

### 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

#### Contributed materials and services

The operations of the Association depend on both the contribution of time by volunteers and donated materials from various sources. The fair value of donated equipment and materials are recorded in the financial statements when their fair value can be reasonably determined and they are used in the normal course of operations and would have been purchased.

Contributed services are not recorded in the financial statements because of the difficulty in determining the fair value of the services provided.

#### Capital assets

Capital assets are stated at cost less accumulated amortization. Contributed assets are recorded at fair market value at the date of contribution. Repairs and maintenance costs are charged to expenses. Betterments which extend the estimated useful life of an asset are capitalized. The tangible capital assets are amortized over their estimated useful lives at the following rates and methods:

Buller Street Land		non-amortizable
Buller Street Development	35 years	straight-line method
Equipment	20%	declining balance method
Motor vehicles	20%	declining balance method
Computer equipment	55%	declining balance method
Furniture and fixtures	20%	declining balance method
Leasehold improvements	3 years	straight-line method

The Association regularly reviews its property and equipment for impairment whenever events or changes in circumstances indicate that either the full or partial amount of the asset no longer has long-term service potential to the Association. If such conditions exist an impairment loss is measured at the amount by which the carrying amount of the asset exceeds its fair value or replacement cost.

#### Allocation of expenses

The Association engages in various programs. The costs of each program include the costs of personnel, building and other expenses that are directly related to providing the program. The Association also includes a number of general support expenses that are common to the administration of the Association and each of its programs.

The Association allocates certain of its general support expenses by estimating the appropriate basis of allocating each component expense, and applies that basis consistently each year. Building expenses are allocated on the basis of the contractual budgets of each fund.

#### Use of estimates

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that could affect the reported amount of assets and liabilities and disclosure of contingent liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the year. Significant areas requiring the use of management estimates related to the determination of useful lives of capital assets for amortization, valuation of receivables, accrued liabilities, and provision for contingencies. Actual results could differ from these estimates.

**LADYSMITH RESOURCES CENTRE ASSOCIATION****Notes to Financial Statements****Year Ended March 31, 2023****3. CASH AND RESTRICTED CASH**

The Association's bank accounts are held at one credit union. Deposits at the credit union are insured by the Province of British Columbia.

Cash and restricted cash in the Gaming Fund relates to the unallocated balance of funds of the Association's Gaming accounts and may be utilized only for program purposes as approved by the B.C. Gaming Commission from time-to-time.

Cash in the Internally Restricted Fund relates to balances the Board has internally restricted to support the Community Kitchen/Food Security programs, and the Contingency Reserve Fund (Note 7).

**4. TERM DEPOSIT**

	<b>2023</b>	<b>2022</b>
Term Deposit - interest rate 0.05%, matures January 18, 2025	<b>\$ 27,125</b>	<b>\$ 26,989</b>

**5. DEPOSITS**

	<b>2023</b>	<b>2022</b>
Town of Ladysmith - Landscaping Bond	<b>\$ 29,500</b>	<b>\$ 29,500</b>
BC Hydro - Design Deposit	<b>-</b>	<b>2,411</b>
	<b>\$ 29,500</b>	<b>\$ 31,911</b>

**6. CAPITAL ASSETS**

	<b>Cost</b>	<b>Accumulated amortization</b>	<b>2023 Net book value</b>	<b>2022 Net book value</b>
Buller Street Land	\$ 312,291	\$ -	\$ 312,291	\$ 312,291
Buller Street Development	11,945,226	-	11,945,226	6,093,074
Equipment	37,887	18,938	18,948	22,737
Motor vehicles	46,206	39,837	6,369	7,961
Computer equipment	63,987	58,374	5,613	10,354
Furniture and fixtures	83,424	78,365	5,059	6,324
Leasehold improvements	52,042	34,695	17,347	34,695
	<b>\$ 12,541,063</b>	<b>\$ 230,209</b>	<b>\$ 12,310,853</b>	<b>\$ 6,487,436</b>

Amortization expense for the year was \$30,049 (2022 - \$34,923)

# LADYSMITH RESOURCES CENTRE ASSOCIATION

## Notes to Financial Statements

Year Ended March 31, 2023

### 7. DEPOSIT - TOWN OF LADYSMITH

The Association has entered into an agreement with the Town of Ladysmith ("Town") to lease a facility. Under the terms of the agreement the Association has agreed to pay the Town annual rent of \$10 per annum commencing June 1, 2011. The term of the lease is for five years with up to seven options to renew for five years each. The current term renews in 2026.

As part of the agreement, the Association was required to deposit \$363,000 with the Town. The Town transfers \$409 each month from the \$363,000 deposit to a Contingency Reserve Fund owned by the Town, in order to set aside funds for the future replacement of major interior building elements including mechanical, HVAC, electrical building systems, fixtures and flooring.

In 2016, the Association received an additional lump sum payment of \$75,000 to help with expenses. This amount will reduce the overall funding committed from the Town of Ladysmith.

	2023	2022
Opening balance	\$ 231,770	\$ 236,678
Transfer to Contingency Reserve Fund	(4,908)	(4,908)
	<u>\$ 226,862</u>	<u>\$ 231,770</u>

Principal repayment terms are approximately:

2024	\$ 4,908
2025	4,908
2026	<u>217,046</u>
	<u>\$ 226,862</u>

### 8. DEFERRED CONTRIBUTIONS

The Association receives funding for various programs. Some of this funding is received in advance of the delivery of services under these various programs. The balance of this funding consists of:

	Balance, beginning of year	Current year contributions received (reallocated)	Amounts recognized as revenue	Balance, end of year
Contracts and grants	\$ 65,758	\$ 74,713	\$ (89,524)	\$ 50,947
Community gaming grants	64,900	64,900	(64,900)	64,900
Buller Street project contributions	348,734	(317,295)	-	31,439
Program fund contributions	424,337	1,413,079	(1,264,606)	572,810
	<u>\$ 903,729</u>	<u>\$ 1,235,397</u>	<u>\$ (1,419,030)</u>	<u>\$ 720,096</u>

**LADYSMITH RESOURCES CENTRE ASSOCIATION****Notes to Financial Statements****Year Ended March 31, 2023****9. CAPITAL PROJECT FINANCING**

The Association has secured interim construction financing and takeout financing with British Columbia Housing Management Commission ("BCHMC") for the purposes of the construction of 36 residential units at 314 Buller Street, Ladysmith for households with low and moderate incomes.

The BCHMC financing includes a forgivable mortgage in the amount of \$3,819,240 and the advancement of \$8,884,347 by way of interim construction financing and takeout financing.

In addition, Canada Mortgage and Housing Corporation ("CMHC") has also committed to providing a forgivable loan of \$524,953.62.

The construction of the development was completed in March 2023 and a mortgage in the amount of \$6,905,408 has been funded at 4.23% as of August 1, 2023 with a 10 year term and a 35 year amortization requiring payments of \$31,380.74 per month.

	Maximum Funding Amount	2023	2022
Due to British Columbia Housing Management Commission (BCHMC)	\$ 12,703,587	\$ 11,491,661	\$ 6,093,074

**10. DEFERRED CAPITAL CONTRIBUTIONS**

Deferred capital contributions represent both the unamortized value of capital assets donated to the Association and contributions received for the acquisition of capital assets. The changes in deferred capital contributions for the year are as follows:

	2023	2022
Balance, beginning of year	\$ 91,329	\$ 26,526
Capital contributions received	317,295	85,939
Transfer to capital project financing	(33,897)	-
Amortization of deferred capital contributions	(21,136)	(21,136)
Balance, end of year	\$ 353,591	\$ 91,329

**11. INVESTED IN CAPITAL ASSETS (A)**

	2023	2022
Invested in capital assets is calculated as follows:		
Capital assets	\$ 12,310,853	\$ 6,487,435
Amounts financed by:		
Interim construction financing from BCHMC	(11,491,661)	(6,093,074)
	\$ 819,192	\$ 394,361

**12. INVESTED IN CAPITAL ASSETS (B)***(continues)*

**LADYSMITH RESOURCES CENTRE ASSOCIATION**

**Notes to Financial Statements**

**Year Ended March 31, 2023**

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12. INVESTED IN CAPITAL ASSETS (B) *(continued)*

	<u>2023</u>	<u>2022</u>
	<u>2023</u>	<u>2022</u>
Deficiency of revenue over expenses in capital assets:		
Amortization	\$ (30,049)	\$ (34,923)

---

13. INVESTED IN CAPITAL ASSETS (C)

	<u>2023</u>	<u>2022</u>
Change in net assets invested in capital assets		
Purchase of new capitalized assets net of deferred revenues	\$ 454,880	\$ 60,406

---

14. INTERNALLY RESTRICTED FUND BALANCE

The Board of Directors has internally restricted \$51,578 (2022 - \$46,670) as a contingency fund for the future repair and maintenance of the leased building and \$226,862 (2022 - \$231,770) related to the funds on deposit with the Town of Ladysmith (Note 7). The Board has also internally restricted \$100,000 (2022 - \$100,000) to support the Community Kitchen/Food Security programs. Total internally restricted net assets are \$378,440 (2022 - \$378,440).

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15. COMMITMENTS

In the ordinary course of business, the Association has entered into various contractual arrangements with service providers. These contracts have various terms and lengths. The minimum annual commitments for the next five years are as follows:

2024	\$ 1,277
2025	1,277
2026	1,277
2027	1,277
2027 onwards	<u>319</u>
	<u>\$ 5,427</u>

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16. DISCLOSURE OF EMPLOYEE, CONTRACTOR, AND DIRECTOR REMUNERATION

The Societies Act (British Columbia) requires the disclosure of remuneration paid by the Association to employees and contractors whose remuneration was at least \$75,000 and any amounts of remuneration paid by the Association to directors.

For the fiscal year ended March 31, 2023, the Association did not pay any individual employees for services for annual remuneration of \$75,000 or greater, no remuneration of \$75,000 or greater was paid to contractors for services, and no remuneration was paid to any members of the Board.

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## LADYSMITH RESOURCES CENTRE ASSOCIATION

### Notes to Financial Statements

Year Ended March 31, 2023

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#### 17. ECONOMIC DEPENDENCE

The Association receives the majority of its funding from contracts with the Province of British Columbia through its various ministries and crown corporations, which provide funds for specific programs that offer services that benefit the community. The continuation of the majority of programs is dependent upon the continued funding from these sources. For the year ended March 31, 2023 65% (2022 - 64%) of the Association's funding came from the Provincial Government.

The BC Housing agreement for the Buller Street apartment project requires the Association to tenant the Building within specific parameters. Failure to place tenants who will pay rents within the parameters of the BC Housing agreement for this project could result in the loss of BC Housing funding for the Buller Street apartment project, and potentially the removal of the project from the Association's programs. Currently all the units have been tenanted within the BC Housing parameters and sufficient rents are being collected.

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#### 18. FINANCIAL RISKS

The Association is exposed to various risks through its financial instruments and has a comprehensive risk management framework to monitor, evaluate and manage these risks. The following analysis provides information about the Association's risk exposure and concentration as of March 31, 2023.

##### Liquidity risk

Liquidity risk is the risk that the Association will be unable to fulfil its obligations on a timely basis or at a reasonable cost. The Association manages its liquidity risk by monitoring its cash balances and cash flows generated from operations to ensure it has sufficient funds to fulfill its obligations.

##### Credit risk

Credit risk is the risk that a counterparty may default on its contractual obligations resulting in financial loss. The Association is exposed to credit risk from customers. In order to reduce its credit risk, the Association reviews a new customer's credit history before extending credit and conducts regular reviews of its existing customers' credit performance. An allowance for doubtful accounts is established based upon factors surrounding the credit risk of specific accounts, historical trends and other information. The Association has an insignificant number of customers which minimizes credit risk.

##### Interest rate risk

Interest rate risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Fixed-interest and non-interest bearing financial instruments are subject to changes in fair value while floating rate financial instruments are subject to fluctuations in cash flows. The Association is exposed to interest rate risk through the floating rate on cash deposits and fair value risk through the fixed rate on the term loan. The Association is also exposed to interest rate risk due to the requirement to obtain a mortgage to finance the Buller Street Project.

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## **LADYSMITH RESOURCES CENTRE ASSOCIATION**

### **Notes to Financial Statements**

**Year Ended March 31, 2023**

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#### **19. RELATED PARTY**

The Association has been named as a defendant in a Human Rights Complaint alongside BC Housing and the Ministry of Social Development and Poverty Reduction. This complaint was filed on May 9, 2022 and the Ladysmith Resources Centre Association was formally included as a party to the complaint on December 7, 2022. On the date of the initial filing, both the current President of the Association, and her daughter were named as complainants. Subsequent to the initial filing and before the Ladysmith Resources Centre Association was formally included as a party, the President had removed her name from the lawsuit but her daughter remains a named complainant. The results of this lawsuit are not determinable at this time.

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#### **20. COMPARATIVE FIGURES**

Certain comparative figures have been reclassified to conform to the presentation format adopted for the current year. These reclassifications do not impact net assets or surplus.

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#### **21. CONTINGENT LIABILITY**

On December 7, 2022, the Association was named in a Human Rights Complaint alongside BC Housing and the Ministry of Social Development and Poverty Reduction. The results of this lawsuit are not determinable at this time.

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#### **22. SUBSEQUENT EVENT**

Subsequent to the year end the Association commenced tenancing the Buller Street apartment project. The building is currently fully tenanted in accordance with the BC Housing agreement. It is imperative upon the Association to maintain tenants within the parameters of the BC Housing agreement for this project. Failure to maintain the tenants per the parameters could result in the Association being unable to meet its financial obligations with regards to the agreement.

On August 1, 2023 a mortgage was taken out with the Scotiabank through an agreement with BC Housing in the amount of \$6,905,408. This mortgage bears interest at 4.23% for a term of ten years and is amortized over thirty-five years. Commencing September 1, 2023, monthly principal and interest payments of \$31,380.74 are required under this agreement.

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**LADYSMITH RESOURCES CENTRE ASSOCIATION**

*Heart on the Hill*

# 2022 2023 ANNUAL REPORT





# Ladysmith Resources Centre Association 2022-2023 Annual Report

For fiscal year April 1, 2022 to March 31, 2023

*The Annual Report is produced by the  
communications, graphics and leadership team  
at Ladysmith Resources Centre Association.*



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# President's Message



The Ladysmith Resources Centre Association celebrated its 30th anniversary in November 2022. This event marked an amazing and unique history. The LRCA started when a small group of people from different organizations in the community identified needs and then together planned how to address those needs with a focus on the unique strengths and challenges of Ladysmith. Today the LRCA has grown to 17 programs, 40 full and part time staff and 230 volunteers. In addition, 2023 was the culmination of years of planning and work that resulted in the opening of the Heart on the Hill 36 unit subsidized housing complex. The LRCA now provides programs for vulnerable people for food, shelter, housing, counselling, education, peer support, community connections and advocacy from prenatal clients to seniors.

The LRCA does this all through support from other community programs, community service organizations, local businesses, individual donors, federal and provincial governments and the Town of Ladysmith. Please see the long list of supporters and partners on page 29. It is these supports that have made the LRCA what it is today. It is also strong community partnerships that allow the LRCA to reach beyond what the LRCA is capable of individually to support people across the community.

It is the staff and volunteers of the LRCA who provide the day-to-day work of those programs and supports. I have been involved with the LRCA for years and throughout that time I have always been impressed by the hard work, dedication and expertise of LRCA staff and volunteers. It is the staff and volunteers of the LRCA who are the “Heart on the Hill”. The Board of Directors offers a huge thank you to them all.

The LRCA has a thirty year history of achievements, dozens of funders and partnerships and a base of skilled and dedicated staff and volunteers; so I expect that the LRCA will continue to make the community of Ladysmith proud for many years to come.

**Sandra Maquis**  
President

# LRCA Board of Directors

April 2022 to March 2023

## Board Members

**Sandra Marquis**

President (since November 2022)

**Vicky Stickwood-Hislop**

Past President (November 2022 – October 2023)

**Jennica Graham**

Past President (until November 2022)

**Mary-Ethel Audley**

Vice-president (since November 2022)

**John Potts**

Treasurer (November 2022 – October 2023)

**Stewart Johnson**

Treasurer/Secretary (until November 2022)

**Candi McNeil**

Secretary (since November 2022)

**Guido Weisz**

Director (November 2022 – October 2023)

**Bill Brown**

Director (until November 2022)

**Denise Pearson**

Director (until June 2022)

**Sandra Reder**

Director (from July 2023)

**Anita McLeod**

Director (from July 2023)

**Jennifer Aker**

Director (July - October 2023)

## Executive Director

**Maeve O'Byrne**

Interim Executive Director (since September 2023)

**Karen Laing**

Executive Director (until August 2023)

During the year Executive Director Karen Laing resigned, Maeve O'Byrne stepped in, in the interim while the Board recruits a new Executive Director. Our whole hearted thanks to all the staff who despite the challenges have continued to develop and support LRCA clients'.

# Community Engagements

LRCA fundraising events continued successfully and smoothly during this time frame, as LRCA events partnered with Ladysmith Downtown Business Association for a special day of family events on High Street and the grassy plaza area beside our offices.

Close to 1,000 balls were sold and were offered as part of a gift package for those young and old who participated in the Hill Dash running races. Best balls ticket seller again this year was Brian Trueman.

Home Hardware donated 180 landscape ties and David Stalker Excavating used its loader to drop the balls from the top of the hill. Free A & W hamburgers, a bouncy castle, a beer garden, and other activities kept the crowd entertained.



Fundraising for a modified Christmas Cheer campaign offered gift cards to registered families, and proved to be an amazing success as the pandemic wound down.



LCRA fundraising Concerts in the Park continued Sunday summer nights in 2022, featuring generous crowds and performers including Doctors of Rock and Roll, Tasha Adams Quartet, Chris Noel and the Burning House, and Beatlemania. Concert sponsors were amazing, and Janet Beecroft returned to recruit and organize volunteers.

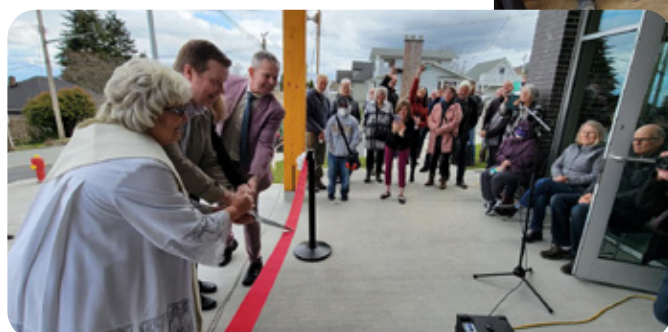




In November 2022, the LRCA celebrated its 30 anniversary at its Second Avenue location with a display of historical news clippings, a special cake and array of special guests.



A major campaign to fundraise for appliances, fixtures, cabinets, counters, special donor board and furniture for the first-floor commercial kitchen and multi-purpose hall at Heart on the Hill independent living affordable housing project on Buller Street was successfully completed at this time. Donors are listed in an engraving on the first-floor lobby wall.



A grand opening for the Heart on the Hill building featuring tours, cake, speeches, live music and more was held on March 25.



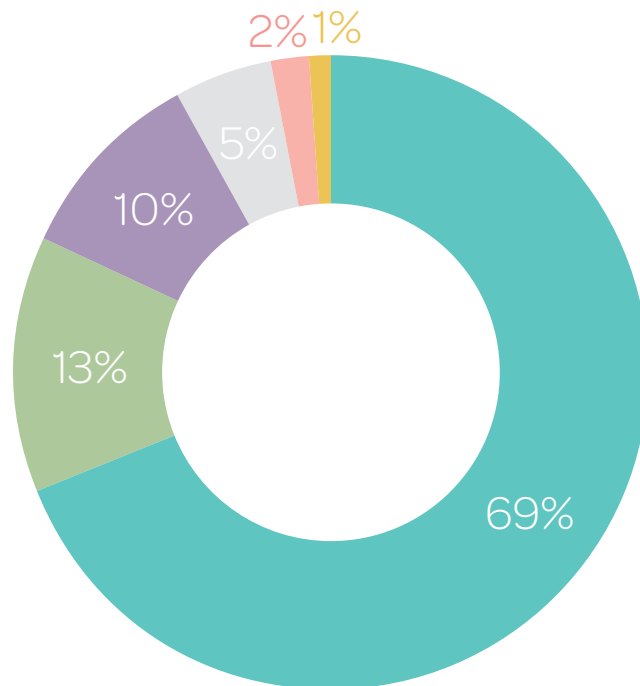
# Financial Report

# 2023 Financial Highlights

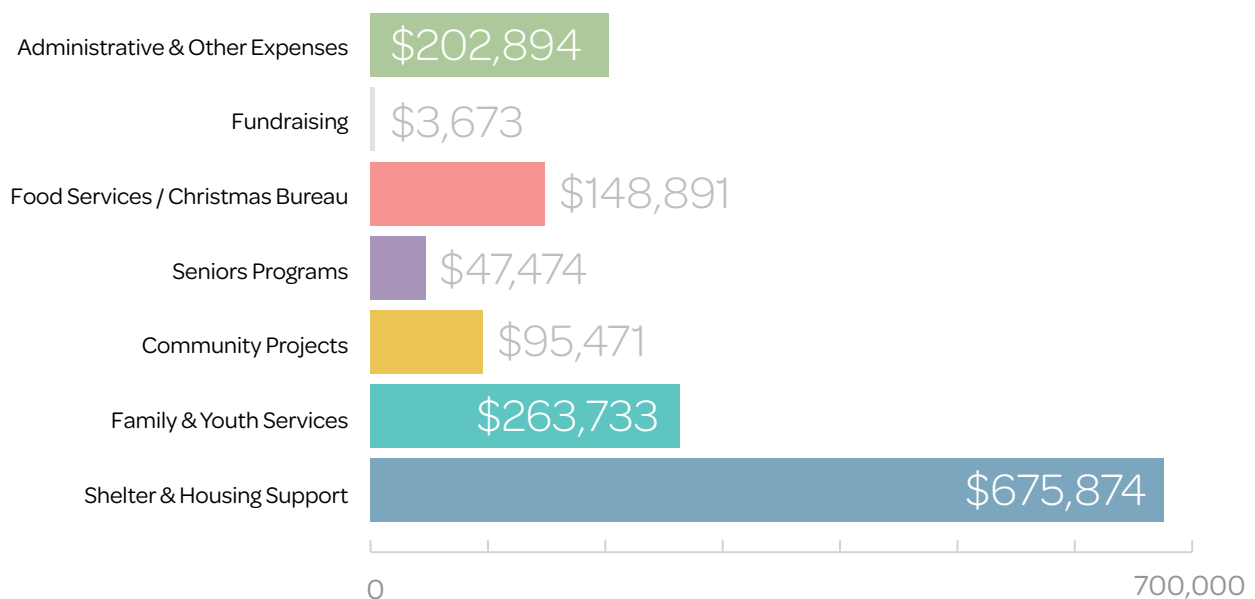
For year ending March 31

## Revenue by source

- BC Government Grants
- Federal Grants
- Municipal Grants
- Foundation and Charitable Grants
- Donations & Fundraising
- Interest & Other Income



## Resource Allocation





# 2023 Financial Report

For year ending March 31

## Assets

	2023	2022
Cash and restricted cash	786,246	1,283,321
Other current assets	1,343,915	956,812
Capital assets, net of amortization	12,310,853	6,487,435
Deposit - Township of Ladysmith	226,862	231,770
Long Term investments	27,125	26,989
	<b>14,695,001</b>	<b>8,986,327</b>

## Liabilities & Deferred Contributions

Payables and other accruals	1,121,424	893,887
Deferred contributions	720,096	903,729
Gaming prize liability	7,611	7,606
Deferred capital contributions	353,591	91,329
Capital Project Financing	11,491,661	6,093,625
	<b>13,694,383</b>	<b>7,989,625</b>

## Net Assets

Invested in capital	819,192	394,361
Internally restricted	378,440	378,440
Unrestricted	(197,014)	223,901
	<b>1,000,618</b>	<b>996,702</b>

**\$ 14,695,001      \$ 8,986,327**



	2023		2022	
<b>Revenue</b>				
BC Government Grants	993,564	68.9%	928,832	70.1%
Donations and fundraising	188,518	13.1%	173,940	13.1%
Federal grants	68,550	4.8%	53,044	4.0%
Foundation and charitable grants	142,466	9.9%	108,867	8.2%
Municipal grants	25,952	1.8%	41,927	3.2%
Other revenue	12,875	0.9%	6,693	0.5%
Recovered costs	9,268	0.6%	9,734	0.7%
Interest income	734	0.1%	1,546	0.1%
	<b>1,441,927</b>		<b>1,324,583</b>	
<b>Disbursements</b>				
Personnel and related costs	1,071,311	74.5%	997,097	75.0%
Facility costs	48,159	3.3%	53,424	4.0%
Program support costs	187,767	13.1%	135,411	10.2%
Contracted services	18,928	1.3%	16,272	1.2%
Amortization of building and equipment	30,049	2.1%	34,923	2.6%
Professional Fees	45,915	3.2%	53,551	4.0%
Gaming prizes and advertising	3,625	0.3%	10,377	0.8%
General and administrative costs	32,257	2.2%	28,541	2.1%
	<b>1,438,011</b>		<b>1,329,596</b>	
<b>Excess of revenue over disbursements</b>	<b>\$ 3,916</b>		<b>\$ (5,013)</b>	

# LRCA Programs and Services



# Food Security

LRCA  
Foodbank  
provided food for

3,610  
family visits

## LRCA Food Bank

LRCA Food Bank provides its members with the most nutritious food possible in the safest and most welcoming way it can.

Between April 2022 and March 2023, the LRCA Food Bank provided food for 3,610 family visits representing 6,411 individual visits.

Hours of distribution are 4 p.m. to 6 p.m. on Tuesdays and 9:30 a.m. to 11:30 a.m. on Wednesdays.

In addition to weekly food distribution, the LRCA Food Bank provides daily snacks, fruit and bread to walk-in clients and supplied food to other LRCA programs, including the shelter and Born Healthy.

Between April 2022 and March 2023, 17,019 kg of recovered food was delivered by Loaves and Fishes and distributed to clients.



Backpack Project

**1408.8kg of produce distributed**  
from Kiwi Grove volunteers

**17,019kg of food recovered** by Loaves and Fishes (of which 11,019kg was produce)

The Food Bank is thankful for the strong support of businesses, including 49th Parallel Grocer and events like Save-On-Foods Stuff the Truck, providing nourishment to many.

LRCA Food Bank was grateful to distribute 1,408 kg of fresh organic produce grown by the volunteers at the charity garden at Kiwi Cove.

Our volunteer team includes 30 people providing 1,000 hours a year to make the Food Bank run efficiently. Not including special events, the LRCA Food Bank has shifted from pre-packaged units of food to a shopping experience allowing clients a choice in foods and what they typically consume.

## Gather Around Fruit Project

The Gather Around Gleaning Project continued this year with 511 kg of fruit picked in the community, with 356 kg of it distributed to Food Bank Clients.

 356kg

of gleaned fruit was  
distributed by Gather  
Around Gleaning

# Shelter Services

BC Housing's Rialto building on First Avenue in Ladysmith was renovated, and LRCA shelter services were moved from the Island Hotel to this fresh, new 10-pod facility offering 24/7 starting in April in 2022.

Services include meals, laundry, showers, transportation, warm clothing, access to hygiene products and harm reduction for guests.

Typically, the shelter fed between 25 and 30 dinner guests daily, 90 meals per day, and the 10-bed facility was full most nights. Between 20 and 30 guests were served breakfast daily.

In the shelter's welcoming environment, guests can use Wi-Fi to watch movies, listen to music and communicate with loved ones.

Feeling comfortable, guests demonstrated a willingness to communicate their personal needs to shelter staff.

Shelter staff also work on respectfully helping guests access permanent housing, healthcare, and employment.

LRCA shelter staff are steadfast in their commitment to provide a safe, respectful, and professional base for members of the community who use the services.



BC Housing's Rialto building

**1,959** snack bags (lunch)

**1,859** showers

**6,322** meals served

**1,139** harm reduction accessed

were recorded by staff at the Rialto shelter site from October 2022 to end of March 2023.

**1,940**  
bed stays  
during this report's time frame





# Heart on the Hill

In March 2023 the subsidized housing project of the Ladysmith Resources Centre Association opened. The Heart on the Hill provides 36 units of much needed affordable housing in Ladysmith. The project represents a huge amount of work and commitment by many people. It is the culmination of seven years of hard work by LRCA Board members, staff and volunteers and by the Ladysmith Supported Housing Committee. Funding for the project was provided by the Pat and Gordon Edge estate, BC Housing, Canada Mortgage and Housing Corporation, Cowichan Housing Association, Nanaimo Foundation, the Town of Ladysmith and the Ladysmith Supported Housing Committee. Individual donors and community organizations have also supported the development of the building. The building was designed by Checkwitch Poiron Architects, the project was managed by CitySpaces and the contractor was Kinetic Construction.



# Housing Support Services

We have been continuously helping people with BC Housing applications as our building is getting closer to opening, selections should be happening soon and the community is buzzing with excitement, we have many daily enquiries as there is such desperation in the community. If rentals come up, they are so out of reach financially for most. The stories that we hear are heartbreaking and our only solace is that 36 people will have stable, secure and shelter that is affordable.

This program builds capacity for core housing needs. 12 families have been helped this year with rent and utilities. which includes 22 men

women and children. While supporting them with this help, we can also ensure they use any of our other services they might need.

This program has housed 2 single men and a single woman in Ladysmith and Chemainus.

We were able to acquire a VAT (Vulnerable Assessment Tool) for a senior homeless man. It is almost impossible to house him as he has an active addiction. Having the VAT puts him a little closer on the list for shelter, although he will have to live in Nanaimo as Ladysmith has no such shelter for him.

We were also able to get a medical certificate filled out for a single man trying to get on medical EI. An Outreach Doctor that we have worked with in the past was contacted and was able to help this client.

We have also helped purchase prescriptions for clients.

3

single people  
housed in Ladysmith  
and Chemainus

1

single homeless  
man able to get into  
a rehab facility paid  
by the Province



**12 families**

helped with rent and utilities,  
this includes **22 men**,  
**women** and **children**



3

**people** were able  
to get Social Assistance



4

**senior single  
homeless men** now  
have applications in  
for Old Age Pension  
and Canada Pension



## Building opening March 2023

Three (3) people were able to get Social Assistance, a single homeless man that was able to get into a rehab facility that will be paid for through the Province, and four (4) senior single homeless men now have their applications in for Old Age Pension and Canada Pension. There were issues with Service Canada not accepting an application without a civic address, they will not accept any applications without a civic address no matter that these individuals are homeless and just have a Box number that the program has for them to get their mail. After explaining that we use the LRCA Office civic address, and they are able to accept the applications. This demonstrates the lack of understanding homeless people face when applying for aid from the Government.



Affordable Housing Project under construction

During the year we gave out:

**105** gas cards

**103** thrift cards

**65** 49th Parallel cards

**71** laundry cards



# Family and Youth Services

This program provided direct support to 81 clients. Additionally, we helped 3 siblings and 61 parents/caregivers totalling 145 extended family members.

Our primary referral source continues to be the Ministry of Children and Family Development. Other referral sources include Kw'umut Lelum as the delegated Aboriginal agency, Stz'uminus First Nations and SD68. Families can also self refer. We continue to work closely with community partners, including Island Health, the RCMP, Victim Services and our own Restorative Justice Program.

As we emerge from the pandemic to a 'new normal', the impact this has had on mental health, drug use, poverty, and housing challenges is beginning to surface. Our clients come with layers of adverse childhood experiences: grief/loss, divorce/separation, abuse/neglect, hunger, peer to peer violence and bullying, identity/sexuality struggle, self-harm/suicide risk, and overlapping diagnoses. Despite these increased challenges, we celebrate and empower clients' successes, talents and creativity, and incredible resiliency. Safe relationships with safe adults are where healing begins.

## Other activities and highlights of the past year include:

- Circle dialog processes at the local high school in partnership with our Restorative Justice program
- Longest Day of Play in June 2022
- Our first drop-in program for 2SLGBTQIA+ (Redefine and Shine) in partnership with the Ladysmith Arts Council
- Annual Christmas toy drive, which showed enormous community spirit.
- Cooking classes
- After school nutritious snack program pilot as part of the Ladysmith Poverty Reduction Strategy deliverables
- Addressing 'period poverty' in partnership with the Cowichan Women's Health Collective



Healthy After-school Snack Program funded by Poverty Reduction Task Force/Social Planning Cowichan to address hunger in children and youth and reduce barriers for accessing food.

2023 Toy Drive





"Redefine and Shine" drop-in therapeutic art youth group, facilitated by Farrell Elliott from Ladysmith Art Council and Lacey from LRCA.

81  
clients  
supported

64 **siblings and caregivers**  
(secondary recipients) served



FYSS Staff Megan and Krystal at community event.



Cooking Group closure, with a field trip and tour of Yellowpoint Farms in March 2023



Food Box Delivery to Client/Family





# Born Healthy

Born Healthy is a free and inclusive support and education program for pregnant people, parents/caregivers, and their infants 0-9 months. It is funded by the Public Health Agency of Canada through the Canada Prenatal Nutrition Program. The aim is to improve the health and wellbeing of those populations.

Born Healthy is a place for conversation, connection, and a community of people on a similar journey. A fundamental component of the program is a weekly fresh lunch. Each week we enjoy a delicious, nutritious meal together prepared by our volunteer kitchen staff. We model nutritious, easy-to-make, affordable meals that utilize local produce when possible. We have also begun reintroducing skill building days in the kitchen where participants learn how to make a healthy meal for their family.

Born Healthy was able to return to in-person programming following the COVID pandemic in the spring of 2022.

Every week we are visited by a local professional to share their knowledge. Topics covered include dental health, eye care, sexual health, financial health, infant massage, infant sleep, infant feeding, vaccinations, car seat safety, infant and child safety around the home, summer safety, infant CPR and choking, infant development, speech and language, literacy, local resources, parental health and wellbeing, positive parenting, birth control and much more.

Born Healthy is grateful for the support from the Ladysmith Health Care Auxiliary, which donates baby layettes to all our families. We are also grateful for the food bank, without which we wouldn't be able to offer a weekly meal.

“

*I am so grateful I was able to attend the Born Healthy Program through the LRCA with both of my babies. I didn't know many other parents with babies when I had my first child and felt quite isolated and lonely. I met other parents and felt a sense of connection with the community that I had never experienced before. I have learned a lot of information and gained skills through the program, which have made me feel more confident and empowered as a parent. Born Healthy is an incredible resource that positively impacts our community by supporting parents in raising healthy, happy babies. I wish every parent and caregiver could have access to a program like this!"*



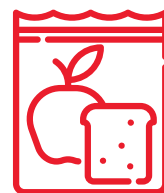
45

**adults and their babies**  
attended **35 times** for a  
total of **209 visits**



19

**local professionals**  
presented



70+

**take home meals**  
given out

439

**volunteer hours**  
by **7 community**  
**members**



**279 engaged members** in  
our private Facebook group

# Adventures in Early Literacy

Adventures in Early Literacy continues to experience exponential growth and ongoing success with the Storybook Walk at Kinsmen (A.K.A) Brown Drive Park.

With the help of community partners, the project was initially erected in January of 2021 when the COVID pandemic was still in full swing. It was designed to get families outside, exercising in the fresh air, and connecting with each other, all while reading a book. It was a safe alternative to an indoor family literacy program, and it was intended to last 24 weeks. And yet, almost 3 years later, the Storybook Walk continues to thrive, attracting the footprints of readers from all over the island and beyond.

School groups, daycares, families, seniors and more flock to the park to read a book that has been deconstructed and placed into signs along a pathway. Each sign also invites the readers to answer a question pertaining to the story as well as the opportunity to engage with a physical literacy prompt to get them moving in a fun and imaginative way to the next sign. It has proven to be an exciting and worthwhile adventure for its participants.

Adventures in Early Literacy has also held events at the park inviting families to be part of a special day to celebrate the book's theme. Local authors have been showcased and young artist have had the opportunity to display their work with the public. Some of the organizations involved in these events include LaFF, PacificCare, Childcare Resource and Referral, Ladysmith Parks Recreation and Culture and School District 68.



In addition to events, and as an extension to the Storybook Walk, Adventures in Early Literacy has also given away free craft kits to coincide with the theme of the books.

Adventures in Early Literacy has been blazing a trail beyond the park. Community relations and partnerships have been a key element to this program and as such have provided opportunities to create pop up Storybook Walks. In June, and thanks to the Ladysmith Maritime Society, readers had the chance to hunt for pages of a book at the Ladysmith Community Marina Pirate Days celebration. In December and back by popular demand, readers had the opportunity to enjoy four different book (one per week) on the special Holiday-themed Storybook Stroll where for the second year in a row, readers followed maps to find the story pages in downtown windows. With sponsorship from PacificCare, Childcare Resource and Referral, School District 68 and VIHA, free books were given away via a draw as well as on the street to families participating in the stroll.

Adventures in Early Literacy continues to work with The Town of Ladysmith, Ladysmith Rotary, LaFF, Ladysmith Arts Council, Vancouver Island Region Library, School District 68, Ladysmith Maritime Society, Ladysmith Downtown Business Association and the Festival of Lights to create a unique, dynamic and high-quality program that engages young and old readers alike. Adventures indeed.





## Over 1000 **people** (parents and children) read the books

Without the ability to track participants, it's impossible to accurately quantify how many people have enjoyed the Storybook Walk (and its spinoffs in the last year).

School groups, families, grandparents, caregivers, daycares, and people without children have all attended the Storybook Walk. It's fair to say over one thousand people have had a reading adventure at least once at the Storybook Walk in the last year. Many of whom have started to make the Holiday Storybook Stroll a yearly Christmas tradition.



## Comments from the Community:

“

*This program deserves every penny! You continue to enrich the lives of children and their parents in Ladysmith. Instilling a love for reading is a gift. Doing that by getting children outside interacting with their community is a valuable bonus. Ladysmith is lucky to have you.”*

“

*Great job. This town has you as its YOUNG READERS ANGEL”*

“

*My granddaughter loves the Story Book walk!”*

# Mother Goose

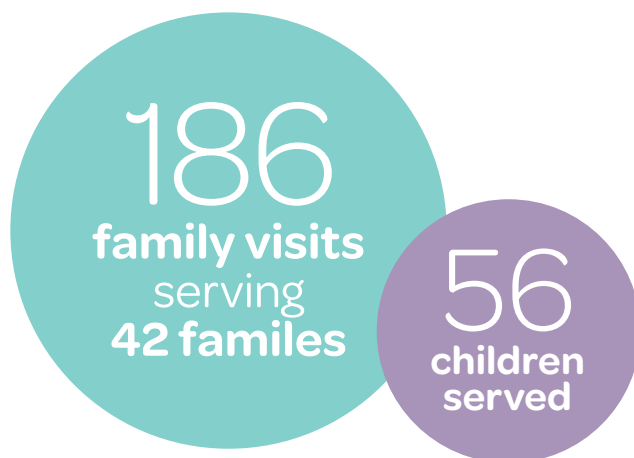
Ladysmith Mother Goose runs six sessions a year. Two in the spring, two in the fall, and two in the winter. Each session accommodates up to 8 caregivers with children. Caregivers are provided an opportunity to attend on a registered drop-in basis; attendees join the 'Ladysmith Mother Goose' Facebook group, then mark 'attending' when a weekly event is posted. Those without Facebook are able to contact the coordinator personally to RSVP.

Ladysmith's parent child Mother Goose program is a group experience for caregivers and children ages zero to 5. Caregivers participate with their children sharing rhymes, songs, and movement. The program creates valuable community connections for those caring for young children. The focus being on caregiver child interaction, gaining skills and confidence that enable the caregivers to create healthy habits during the children's crucial early years. The songs chosen build early language skills, rhythm, and foster the child's growing gross and fine motor skills.

After the events that transpired over the previous few years, which lead to remote online programming, April 2022 brought the program back in real life. This was a very exciting time as many of the toddlers who had been born during the hiatus had not been physically socialized with other children. It was a noticeably unique experience when the young ones were able to reach out and touch each other in real life. The in-person programming was well received by caregivers as well, who had for years been the main, or only source of in-person interaction for the children in their care.

Facilitators assure a laid-back space where families are encouraged to be themselves. And assured that sometimes making it out of the house with a small child is a 'win' on its own! Newcomers are always welcome, both word of mouth, and the LRCA's Born Healthy program, is the main source of new attendees. Our program is free of charge to all attendees, with a suggested yearly donation of twenty dollars upon registration.

Creating community is a valuable asset for both the children and caregivers providing socialization and an opportunity to have continued contact with the Mother Goose facilitator.



## 48 sessions

**8 sessions**  
in each series

**6 Series:**

**2 Spring** (am/pm)

**2 Fall** (am/pm)

**2 Winter** (am/pm)

# Seniors Support Services



LRCA seniors' office provided advocacy, information, education, support, and a willing ear to 354 seniors, their family and/or friends this year. This number represents an increase in seniors seeking help or information.

Seniors were assisted with government documents concerning benefits (GIS, SAFER, HAFI), housing problems, information about referrals, supports available in the community and provided with a place to vent anger, frustration, and grief. Without the programs provided by the LRCA, many of our seniors would "feel lost" and have great difficulties with government forms and all the documents that are more easily accessed online.

The senior's office programs also helped seniors with transportation, income tax, grocery shopping, educational sessions, wellness phone checks, cell phones, tablets & laptops instruction, yards and gardens, and a weekly Seniors Coffee Drop-in for socialization.



**286 students** helped **49 seniors** in our Students Helping Seniors summer program

**2 volunteers** spent **36 hours** checking on **24 seniors** by phone

Comments from seniors include the words:

*"grateful, glad, happy and appreciate"*

**928**

grocery phone orders taken by 6 49th Parallel volunteers

**133 seniors** received **medical rides** from **5 volunteers**

**551 seniors** **income taxes** completed by **4 volunteers**

**8 volunteers** helped with **information sessions** for **91 seniors**

**3 volunteers** helped **25 seniors** with instruction for **tablets** and **other electronics**

**2 volunteers** spent an average of **10 hours per month** supporting our **Coffee Drop-in Program** for up to **40 seniors per month**



# Counselling Services

The post-pandemic brought to the service an increased number of clients expressing difficulties with intimate relationships and parenting as well as the normal issues with anxiety and depression. In addition, although statistics are limited to the latter three months of the budget year, the age range has decreased substantially and rests at an average of 45.8 years over 15 clients.

Over the year, we were fortunate to retain a Clinical Supervisor and each counsellor receives at least one monthly supervisory session; this is working very well. We have introduced the short term, solution based model and professional development workshops are organized for the Fall to solidify the education of this model for all our counsellors.



435  
counselling  
hours provided  
to **33 clients**

# Victim Support Services

Ladysmith Victim Services Program (Ladysmith VS) provides 24/7 on-call and in-office crisis/trauma support to the communities of Ladysmith, Cedar, Cassidy, Stz'uminus, Thetis Island, Penelakut Island, Saltair, and Chemainus.

Our small but mighty victim service team; includes:

- Our VS manager/case worker/on-call responder – has worked with the Ladysmith VS program for more than three years.
- A new casual case worker/ on-call responder; and
- Our Victim Services Volunteer who has been volunteering with VC for 13 years as the most amazing victim services volunteer.

The team works together with RCMP officers, schools, and community members to respond to the needs of those who have experienced a trauma, been the victim of crime, lost a loved one, or are in crisis.

The team is called in to provide trauma/crisis intervention, follow up support and assistance with accessing supports and resources, such as counselling, groups, mental health, justice system assistance, grief and loss.

In addition, VS workers will work with victims as they navigate through the justice system; providing court updates, explaining the criminal justice system, and accompanying victims when they are called to testify.

The Ladysmith Victim Service workers, work hard to advocate for victims and members of the community that need help during some of the most difficult times in their life. Victim Services also along side RCMP officers to assist them in best meeting the needs of the community they protect. Ladysmith VS is available to anyone from who may feel they or a loved one requires support, anyone can refer but the large majority of referrals come from the police officers through their interaction with the public.



*We are a compassionate team that works hard supporting victims; ensuring the rights of victims are upheld; and individuals feel supported during their most difficult times."*

VS Manager

**272 new client referrals**

**1,595 hours of victim service**

**81 hours of volunteer work**

**218 incidents** requiring Victim Services support

Victim Services attended more than **15 on-scene support requests**, including **13 after-hours, on-scene emergencies** for a total of **35 hours of crisis support**

# Restorative Justice

During this fiscal year our Restorative Justice services continued with curriculum roll-out at Ladysmith Senior Secondary, following an 8-week pilot project the previous year. This involved 6-week circle dialog processes for all grade 9 Humanities students, involving topics related to what causes harm and conflict and how harm can be prevented or repaired, thus drawing on restorative justice practices, philosophies, and principles.

Along with our work at the school, we continued to offer supports to the RCMP and Victim Services and our own Youth and Family Services team.

Approximately  
**120 youth**  
were involved in our  
school project

Community  
Building

Community  
Dialog Session

Connection  
Circles

Circles in  
Schools

Addressing  
Harm and  
Conflict

Forums/Circles

Mediation

Healing Circles

Intensive  
Support

Addressing  
Root Causes

Re-integration

# Donors and Partners

The LRCA gratefully recognizes financial support from our Funders. Without their support, our work would not be possible. *We hope we haven't missed anyone.*

49th Parallel Grocery store  
BC Gaming  
BGC  
BC Housing  
BC Ministry of Children & Family Development  
BC Ministry of Public Safety and Solicitor General  
Bejeweled Beading  
Beyond the Usual  
Budget Blinds  
Canada Summer Jobs  
Cowichan Housing Association  
Cowichan Women's Health Collective  
Cowichan Valley Hospice Society  
Chemainus District Chamber of Commerce  
CMHC  
Community Volunteer Income Tax Program Grant  
David Stalker Excavating  
Den's Ladysmith Collision Centre Inc  
Fishing for Fun  
Four-One-One Apparel  
Food Banks BC  
Freemason's, Ladysmith  
Great Canadian Dollar Store, Ladysmith/Chemainus  
Harmac Pacific

Home Hardware  
Island Savings Chemainus  
Kinsmen Club of Ladysmith  
Kiwi Cove Garden  
Ladysmith Arts Council  
Ladysmith Brass Band  
Ladysmith Downtown Business Association  
Ladysmith Family and Friends  
Ladysmith Festival of Lights  
Ladysmith Fire Hall  
Ladysmith and District Credit Union  
Ladysmith Rotary Club  
Ladysmith Health Care Auxiliary  
Ladysmith Maritime Society  
Ladysmith Parks Recreation and Culture (YOUth Ladysmith)  
Ladysmith Visitor Centre  
Ladysmith Early Years Partnership "LEYP" (Childcare Resources and Referrals, Pacific Care)  
Little Otters Den  
Loaves and Fishes  
Mid Island Consumer Co-op  
Mischa Weiz Foundation  
Nanaimo Foundation  
Nanaimo Brain Injury Society  
New Horizons for Seniors Program (NHSP)

Nowik Mortgage Bikes for Kids  
Old English Car Club – Central Island Branch  
Pacific Sport  
Panago Pizza Ladysmith  
Peace Love and Joy singing group.  
Public Health agency (Born Healthy)  
RCMP  
Remax  
Rhythm Dance Performing Co.  
Saltair Association for Local Teamwork  
Save-On Foods  
Social Planning Cowichan  
Spuzzum Contracting Ltd.  
Vancouver Island Regional Library  
Steelworkers Humanity Fund  
Stz'minus First Nation  
School District 68 Nanaimo-Ladysmith  
Tim Hortons, Ladysmith  
Toys Toques and Toiletries  
Town of Ladysmith  
Umbrella Welding & Mechanical  
United Way  
Victoria Corvette Club  
Western Forest Products  
Yellow Point Farms

*We would also like to thank the hundreds of individual donors and supporters that continue to generously give to the LRCA.*





630 2nd Avenue, Ladysmith

250-245-3079 | [info@lrca.ca](mailto:info@lrca.ca) | [www.lrca.ca](http://www.lrca.ca)

 [facebook.com/ladysmithresourcescentre](https://facebook.com/ladysmithresourcescentre)



**LADYSMITH RESOURCES CENTRE ASSOCIATION**

*Heart on the Hill*

**Minutes of the Public Art Committee (PAC)  
Monday, December 4, 2023 at 4:00 p.m.  
Frank Jameson Community Centre**

---

**COMMITTEE MEMBERS PRESENT:**

Lynda Baker, Chair  
Kathleen Darby  
Gordon Filewych

Kathy Holmes  
Councillor Tricia McKay

**STAFF PRESENT:**

Andrea Downey, Lead  
Chris Barfoot, Guest  
Kim Cheang (Minute Taker)

**REGRETS:**

Shirley Louie  
Ora Steyn

Julia Noon

---

**CALL TO ORDER AND  
ACKNOWLEDGEMENT**

The meeting was called to order at 4:00 p.m.

The Chair acknowledged with gratitude that the meeting was taking place on the traditional, unceded territory of the Stz'uminus First Nation.

**AGENDA**

2023-14:

That the Public Art Committee approve the agenda for the meeting as presented.  
*Motion Carried*

**MINUTES**

2023-15:

That the Public Art Committee approve the minutes of the November 6, 2023 meeting as presented.  
*Motion Carried*

**NEW BUSINESS**

Election of Chair

2023-16:

That the Public Art Committee appoint Lynda Baker as Chair.  
*Motion Carried*

Town of Ladysmith Flag and Creating Art on the Holland Creek Trail culvert.

CS 2023-269

1. That Council refer the redesign of the Town of Ladysmith flag to the Public Art Committee.
2. That Council refer the subject of creating art on the Holland Creek Trail culvert to the Public Art Committee for recommendations regarding process.

1. Town of Ladysmith Flag Redesign

The Committee discussed ideas and suggested that the first step should be to research and compile information to determine the process.

- K. Darby offered to put this out to the Creative Cities Network of Canada membership and board, to see who has a process or who can recall a previous process and budget.
  - Staff to post in the Creative Cities Network of Canada public art forum for feedback.
  - Staff brought the Town branding standards for the Committee to review.
2. Creating Art on the Holland Creek Trail Culvert .

The Committee agreed that further research is needed to determine the easiest and most inexpensive option (i.e., graffiti artist).

The Committee suggested reaching out to the Ladysmith Arts Council to see if they are interested in partnering with the Town on the culvert project with youth and access funding. The Committee also suggested reaching out to the School District for their alternate programs to see if anything in the art program that would align with this project.

Staff to confirm:

1. Confirm lighting in the culvert. If lighting has already been constructed and completed, then there's no room for movement.
2. Can they pause to do something more artistic with the lighting?
3. If there are electrical concerns?
4. Is there any possibility of support from the building process in any way?
5. How long is the culvert?

## OLD BUSINESS

### Review amended Terms of Reference and Public Art Policy

C. Barfoot discussed the transition from the Public Art Task Group to the Public Art Committee. New term to start in September 2024.

### Banner theme update from Council – November 21 & the Timeline for Selection

The Call for Submissions will be posted by end of the week and will close January 29, 2024.

The Committee suggested the following five community groups be invited to the 2024 Community Public Art Banner Selection Committee:

- Members of the PAC – Lynda Baker (facilitator), Gordon Filewych
- Arts Council of Ladysmith and District (1 member)
- Chamber of Commerce (1 member)
- Festival of Lights (1 member)
- Ladysmith Days (1 member)

Staff will schedule a meeting with the Selection Committee to review and score the entries, and make recommendations to the PAC.

Staff will schedule a meeting with the Committee to approve the selection panel's recommendation and adjudication.

Update on Deaccession of Public Art of Julian North Collection

The Committee reviewed Council's direction regarding the art collection, and suggested contacting the Victoria Art Gallery and Vancouver Art Gallery to see they are interested in purchasing or receiving the collection. The committee also suggested contacting art galleries that have the ability to display permanent collections (i.e., VIU and other institutions).

**NEXT MEETING**

To be determined by the Committee.

**ADJOURNMENT**

2023-17:

That the Public Art Committee adjourn this meeting at 5:15 p.m.

*Motion Carried*



## STAFF REPORT TO COUNCIL

**Report Prepared By:** Camelia Copp, Revenue Accountant  
**Reviewed By:** Erin Anderson, Director of Financial Services  
**Meeting Date:** December 19, 2023  
**File No:** 1820-01  
**Re:** 2024 Utility Due Dates

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### **RECOMMENDATION:**

That Council approve the following utility billing due dates:

- February 28, 2024 for the period October to December, 2023;
- May 30, 2024 for the period January to March, 2024;
- August 29, 2024 for the period April to June, 2024; and
- November 28, 2024 for the period July to September, 2024.

### **EXECUTIVE SUMMARY:**

Staff have selected the utility billing dates for 2024. Payments are due at least 30 days from the billing date and staff try to accommodate the pension dates set by the upper levels of government as well as work within the operations of the Town.

### **PREVIOUS COUNCIL DIRECTION:**

n/a

### **INTRODUCTION/BACKGROUND:**

The water, sewer, and solid waste (garbage, recycling and organics collection) services are billed each quarter. Water meters are read near the end of each quarter and the water consumption for the period determines the fee charged; sewer and solid waste are charged per month.

Each of the service bylaws set a similar penalty date of no less than 30 days from the billing date and often this date lands in the middle of the month for February, May, August and November. Staff attempt to extend the due date to accommodate the end of the month pension payment dates, however, on occasion the due date is the same as the pension date.

### **ALTERNATIVES:**

Council can choose to:

1. Select other dates as the quarterly due dates.
2. Change the billing frequency to three times a year, though water leaks may remain undiscovered for a longer period of time.

**FINANCIAL IMPLICATIONS:**

There is a 10% penalty applied to unpaid utility bills. Bills that remain unpaid at December 31<sup>st</sup> roll to the property owner's taxes in arrears and begin accruing interest charges.

**LEGAL IMPLICATIONS:**

Current bylaws include similar language to the following:

*A 10% penalty shall be added to any unpaid current water charges no less than 30 days from the billing date and the due date selected shall be clearly indicated on the utility billing.*

**CITIZEN/PUBLIC RELATIONS IMPLICATIONS:**

Staff have received feedback from a few property owners requesting more time to make payment.

**INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS:**

Public Works staff (Utilities) read the water meters and Finance staff calculate the billings.

**ALIGNMENT WITH STRATEGIC PRIORITIES:**

- |   |  |
|---|--|
| <input type="checkbox"/> Core Infrastructure                    | <input type="checkbox"/> Economy                   |
| <input type="checkbox"/> Official Community Plan Implementation | <input type="checkbox"/> Leadership                |
| <input type="checkbox"/> Waterfront Area Plan                   | <input checked="" type="checkbox"/> Not Applicable |

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

**Allison McCarrick, Chief Administrative Officer**

**STAFF REPORT TO COUNCIL**

**Report Prepared By:** Chris Barfoot, Director PR&C  
**Reviewed By:** Allison McCarrick, Chief Administration Officer  
**Meeting Date:** December 19, 2023  
**File No:** 1855-23-09  
**Re:** Endorsement of TOL Funding Request Application – Island Health Resilience and Safety Program

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**RECOMMENDATION:**

That Council:

1. Endorse the Town's application of \$50,000 to the Island Health Resilience and Safety Program to support the YOUTH Bloom project, and
2. Direct staff to include in the 2024-2028 Financial Plan \$50,000 for the YOUTH Bloom project with funds to come from the Island Health Resilience and Safety Program.

**EXECUTIVE SUMMARY:**

The Town has been approved to continue to the application phase of the Island Health Resilience and Safety Program. Staff were notified on November 27, 2023, that the Town's submitted Expression of Interest for funding had been supported. The deadline for the next phase and funding application was December 15, 2023. Staff submitted an application, however, it can be withdrawn if Council wishes not to proceed with the funding request at this time.

**PREVIOUS COUNCIL DIRECTION:**

N/A

**INTRODUCTION/BACKGROUND:**

In order to expand collaborative opportunities, for the second year, Island Health is allocating up to \$1 million for [Resilience and Safety grants](#) aimed at helping improve mental wellbeing, mitigating the harms associated with the unregulated drug supply and building youth resilience to challenging life events.

Grants of up to \$50,000 are available to not-for-profit organizations, local governments, Indigenous Nations and local businesses for new initiatives that keep their community safe and healthy.

The resilience and safety grants are not intended to fund on-going or existing programs.

In October 2023, staff submitted an Expression of Interest for the YOUth Bloom project and received notification from Island Health on November 27, 2023, that the project was selected to move forward to the next steps in the application process.

The YOUth Bloom project would be run in partnership with Ladysmith Parks, Recreation & Culture, Stz'uminus First Nation – Recreation and Ladysmith Secondary School. The project would include four programs run weekly from May to December, leading to recognized certifications, and opportunities for youth-led roles, providing resources and supporting self-directed learning, skill, and leadership development.

Each of the following programs will weave and intersect with each other, as the intent is for the program elements to complement and build upon each other:

- Food Literacy & Cooking Skills (May - June 2024)
- Farm to Table Gardening (May 2024 – September 2024)
- Skills Training (April 2024– December 2024)
- Mentorship & Leaders In Training Program (July 2024 – December 2024)

Program elements will include in-depth skills training workshops such as Food Safe and 1<sup>st</sup> Aid.

The programs will provide the youth with opportunities to develop connections to supportive adults and will broadly contribute to a sense of belonging within the larger communities of Ladysmith and Stz'uminus. The primary program focus is to assist the youth in developing autonomy, competence and purpose, both individually and in group sessions, where the youth can learn self-regulatory and other life skills.

The Application deadline for the next step was **December 15, 2023**, with notification of the funding being announced February 5, 2024. Staff have submitted an application and will withdraw this application if Council does not wish to pursue the funding opportunity at this time.

**ALTERNATIVES:**

Council can choose to direct staff to withdraw the Town's application for funding.

**FINANCIAL IMPLICATIONS:**

If approved, \$50,000 for the project will be included in the 2024-2028 Financial Plan. The monies will come from the grant funder if successful.

**LEGAL IMPLICATIONS:**

N/A

**CITIZEN/PUBLIC RELATIONS IMPLICATIONS:**

The programs will provide the youth with opportunities to develop connections to supportive adults and will broadly contribute to a sense of belonging within the larger communities of Ladysmith and Stz'uminus.

**INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS:**

The programs will be facilitated through the Parks, Recreation & Culture Department.

**ALIGNMENT WITH STRATEGIC PRIORITIES:**

- |   |  |
|---|--|
| <input type="checkbox"/> Core Infrastructure                    | <input type="checkbox"/> Economy               |
| <input type="checkbox"/> Official Community Plan Implementation | <input checked="" type="checkbox"/> Leadership |
| <input type="checkbox"/> Waterfront Area Plan                   | <input type="checkbox"/> Not Applicable        |

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

**Allison McCarrick, Chief Administrative Officer**

**ATTACHMENT:**

N/A

## STAFF REPORT TO COUNCIL

**Report Prepared By:** Jake Belobaba, Director of Development Services  
**Reviewed By:** Allison McCarrick, CAO  
**Meeting Date:** December 19, 2023  
**File No:** 3360-23-06  
**RE:** Zoning Amendments to Align with the OCP: Increased Height and Density in the Downtown

**RECOMMENDATION:**

That Council:

1. Direct that a public hearing not be held for "Town of Ladysmith Zoning Bylaw 2014, No. 1860, Amendment Bylaw 2023, No. 2163" pursuant to Section 464(2) of the *Local Government Act*;
2. Direct staff to schedule first reading of Bylaw 2163 and notification pursuant to section 467 of the *Local Government Act*; and
3. Direct staff to refer "Town of Ladysmith Zoning Bylaw 2014, No. 1860, Amendment Bylaw 2023, No. 2163" to the Ministry of Transportation and Infrastructure, after third reading of the bylaw, pursuant to section 52 of the *Transportation Act*.

**EXECUTIVE SUMMARY:**

The purpose of this report is to introduce Bylaw 2163 which will increase the density, height and range of permitted uses in the Downtown consistent with policies in the Town's OCP.

**PREVIOUS COUNCIL DIRECTION:**

Resolution Number	Meeting Date	Resolution Details
CS 2023-112	2023-05-02	<p>That Council:</p> <ol style="list-style-type: none"> <li>1. Rescind third reading of "Official Community Plan Bylaw 2022, No. 2200";</li> <li>2. Give third reading to "Official Community Plan Bylaw 2022, No. 2200" as amended, to add 1141 Cloke Road to Development Permit Area 10 - Coach House Intensive Residential, as shown in Schedule 1 of Bylaw 2134"; and</li> <li>3. Adopt "Official Community Plan Bylaw 2022, No. 2200".</li> </ol>

## **INTRODUCTION/BACKGROUND:**

On May 2, 2023, Council adopted OCP Bylaw No. 2200. The OCP identifies “Priority Growth Areas”, where development is to be incentivized and concentrated. These areas are designated for higher-density development. The Downtown, or ‘Downtown Heart’ designation is a Priority Growth Area (see Figure 1).

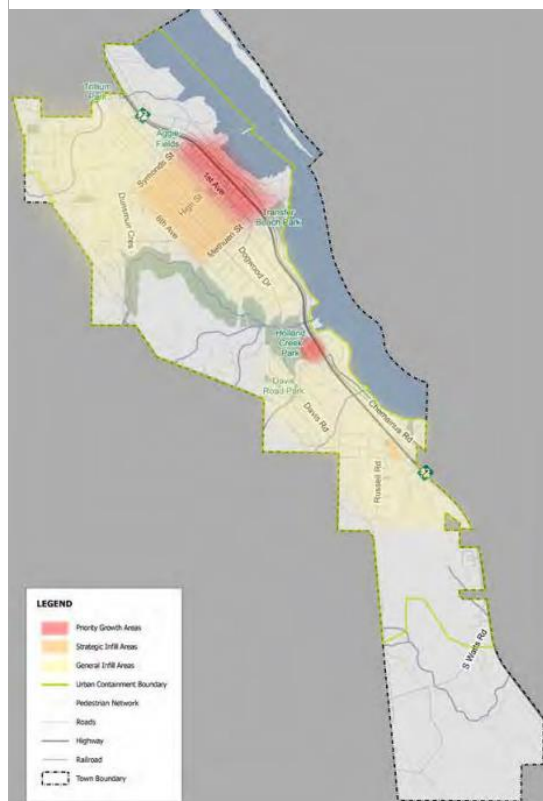
Densifying and redirecting development to Priority Growth Areas is a top priority of the OCP. Part D, Section 1 of the OCP lists four priorities (in no particular order) that are “based on strong community input for urgent action”:

1. Reduce community greenhouse gas emissions by 45% by 2030 and be on track to reduce emissions by 75% by 2040, and reach net zero emissions by 2049.
2. Walk the path of reconciliation.
3. Be a place where people from all walks of life can call home, with access to affordable and appropriate housing.
4. Concentrate growth in Priority Growth Areas in support of the three priorities noted above as well as the broader OCP goals.

The ‘Downtown Heart’ designation is divided into two sub areas: 1<sup>st</sup> Avenue, which has a maximum Floor Space Ratio (FSR) of 3.0, maximum height of five storeys and mandatory commercial uses on the first floor; and areas outside of 1<sup>st</sup> Avenue, which have a maximum FSR of 3.3, maximum height of six storeys and allow for either residential or commercial on the first floor.

The existing zoning in the Downtown was established long before the new OCP was adopted. Currently, most of the properties in the Downtown fall within one of four zones:

*Figure 1: Priority Growth Areas*



1. Live/Work Residential (R-2-LW)
2. Downtown Commercial (C-2)
3. Highway Service Commercial (C-3)
4. Medium Density Residential (R-3)

Figure 2: Downtown Zoning



The C-2 and R-2-LW zones cover approximately 76%<sup>1</sup> of the Downtown. There are no properties outside of the Downtown that are zoned C-2 or R-2-LW. The C-3 zone applies to properties inside and outside of the Downtown and permits only “Gas Bar”, “Service Station” and “Convenience Store” as principle uses. Only three properties in the Downtown are zoned C-3, all of which are gas stations. Similarly, the R-3 zone applies to properties inside and outside of the Downtown, however only four Downtown sites are zoned R-3. Permitted uses in the R-3 zone are limited to multi-unit dwellings, townhouses, and single unit dwellings constructed prior to 2021.

As shown in Table 1, none of the above-noted zones currently allow for the scale of development contemplated for the Downtown in the new OCP.

### **PROPOSAL:**

Bylaw 2163 will make two primary amendments to the Zoning Bylaw:

1. Rezoning all Downtown properties currently zoned R-2-LW and C-3 to C-2; and
2. Amending the C-2 zone to reflect OCP policies for the Downtown Heart designation.

The proposed amendments include changes to setback, height, lot coverage and density regulations. Table 1 provides a breakdown of the proposed changes relative to the existing zoning regulations.

Bylaw 2163 will incorporate permitted uses and accessory uses from the C-3 and R-2-LW zones with some uses added to the C-2 zone (e.g. urban agriculture) and others removed due to redundancy (e.g. retail sale of motor vehicle parts is already permitted in the C-2 zone as ‘retail sales’). Residential use will be allowed above the first storey along 1<sup>st</sup> Avenue and on any storey along other streets.

<sup>1</sup> The C-2 zone covers approximately 46% of the Downtown whereas approximately 30% of the Downtown is zoned R-2-LW.



Bylaw 2163 also applies regulations similar to “site-specific” zoning where permitted uses that ought to be limited to achieve OCP policies (e.g. service station, single unit dwelling, duplex, etc.) are limited to existing locations. Under the proposed zoning, these uses will be permitted only in locations where they already exist. However, as permitted uses, these existing land uses will not be fettered by non-conforming use status under section 528 of the *Local Government Act* (i.e. they can be torn down and rebuilt and expanded in those locations without any additional restrictions).

Bylaw 2163 will change the permitted height in the C-2 zone, allowing 18-metre (approximately five-storey) buildings on parcels fronting only 1<sup>st</sup> Avenue and 21-metre, (approximately six-storey) buildings on corner lots on 1<sup>st</sup> Avenue and lots with frontages on other Downtown streets. Lots fronting only 1<sup>st</sup> Avenue have a maximum Floor Space Ratio (FSR) of 3.0 whereas corner lots and lots fronting other streets have a maximum FSR of 3.3. To reflect the practicalities of constructing to the new permitted heights and densities, on the Downtown’s small lots, lot coverage has been increased to 100% and the rear setback has been removed.

Bylaw 2163 will not change the zoning regulations for any of the R-3 sites in the Downtown. Only four sites in the Downtown are zoned R-3, all of which have existing or recently approved multi-family developments. Further review is needed before changing the R-3 zoning to reflect the OCP policies for the Downtown. Similarly, Bylaw 2163 does not make any changes to any parking regulations (e.g. number of required spaces per unit), general regulations (e.g. setback exemptions) or specific use regulations (e.g. home-based business regulations).

*Table 1: Current/Proposed Regulations*

	Current/Required			Proposed
	(R-2-LW)	(C-3)	(C-2)	
<b>Permitted Principle Uses</b>	Single Unit Dwelling. Live/Work Unit. Two Unit Dwelling Cottage Industry	Gas Bar. Service Station. Convenience Store	Retail Sales. Convenience Store Cultural Facility Library Restaurant Coffee Shop Bakery Office Assembly Personal Service Establishment Indoor Recreation Facility Neighborhood Pub. Liquor Retail Sales Tourist Accommodation Visitor Centre	All uses currently permitted in the C-2 Zone plus:  Dwelling Unit Bed and Breakfast Gas Bar* Service Station* Two Unit Dwelling* Motor Vehicle Body Shop*

\* If constructed prior to December 19, 2023.

			Artist Studio Commercial School Media Production Studio Garden Centre Veterinary Clinic Animal Grooming Personal Repair Service Print Shop Cottage Industry Public Parking Cannabis Retail Sales <sup>2</sup> Single Unit Dwelling <sup>3</sup>	
<b>Permitted Accessory Uses</b>	Retail Sales Secondary Suite Coach House Dwelling Home Based Business, Bed and Breakfast Urban Agriculture	Retail Sales of motor vehicle parts & accessories. Vehicle Sales or Rental <sup>¶</sup>	Dwelling Unit Home Based Business	Home Based Business Secondary Suite* Coach House Dwelling* Urban Agriculture Vehicle Sales or Rental <sup>¶</sup>
<b>Site-Specific Permitted Uses</b>	None	Motor Vehicle Body Shop	Funeral Home Motor Vehicle Sales/Rental Service Station Machinery Valve Repair	Funeral Home Motor Vehicle Sales Motor Vehicle Rental Service Station Machinery Valve Repair
<b>Density</b>	<u>Single Unit Dwelling:</u> Max. floor area of 33% of parcel area or 240m <sup>2</sup> whichever is less. <u>Two Unit Dwelling:</u> Max. floor area of 50% of parcel area or 390m <sup>2</sup> whichever is less.	Max. GFA for commercial use of 500m <sup>2</sup> 0.5 FSR	1.0 FSR and 75 Units Per Hectare (UPH) <sup>4</sup>	1 <sup>st</sup> Avenue: 3.0 FSR Other Streets: 3.3 FSR <sup>5</sup>
<b>Parcel Coverage</b>	33%	75%	75%	100%
<b>Principal Building Height</b>	9m (approximately 2.5 storeys)	6m (approximately 2 storeys)	12m (approximately 3.5 storeys)	18m on 1 <sup>st</sup> Ave. 21m on other streets
<b>Principle building setbacks</b>	Front: 6.0m Interior Side #1: 3.0m Interior Side #2: 1.5m Exterior Side: 3.0m Rear: 4.5m	Front: 4.5m Exterior Side: 3.0m Interior Side: 3.0m Rear: 3.0 m	Front: 0m Exterior Side: 0m Interior Side: 0m Rear: 3.0m	Front/Exterior side: <ul style="list-style-type: none"> <li>• 1<sup>st</sup>-3<sup>rd</sup> storeys: 0m</li> <li>• 4<sup>th</sup> storey: 2.7m</li> <li>• 5<sup>th</sup> storey: 5.4m</li> <li>• 6<sup>th</sup> storey: 8.1m</li> </ul> Interior Side: 0m Rear: 0m

<sup>2</sup> Limited to designated areas.

<sup>3</sup> If constructed prior to 2021.

<sup>¶</sup> Must be accessory to a Service Station.

<sup>4</sup> Some properties have site specific density regulations.

<sup>5</sup> Service Station and Gas Bar are limited to a GFA of 500m<sup>2</sup> and a parcel coverage of 75%.

Staff note that currently most buildings in the Downtown range in height from 1-4 storeys. OCP policy 2.3(e) applies to the Downtown<sup>6</sup>:

“Careful consideration should be given to compatibility of development with adjacent neighbourhood buildings, providing transitional form and character between different designations and elevations due to significant topographical changes.”

Staff note that, despite the proposed increases in height and density, policies 2.3(e) and (j) need not be addressed through zoning. Development Permit Areas 2, 3 and 4 apply to the areas that would be covered under the new C-2 Zoning. As shown in Table 2, Development Permit Guidelines exist in each of these designations that address compatibility with adjacent development.

*Table 2: Applicable Downtown Development Permit Guidelines*

DPA	Guideline	Policy
2	1(a)	Buildings, and areas that form a heritage streetscape, should be designed in the neo-traditional aesthetic complementary to the form, massing, and scale of established heritage buildings.
	2(a)	The massing of new buildings should respect the character defining heights of surrounding buildings, and should not overpower neighbouring buildings.
2	2(b)	Multi-storey buildings should be setback and/or terraced above the second or third level to reduce massing impacts on the street. Setbacks and terraces on new buildings adjacent to historic buildings should begin no more than one storey greater than the height of adjacent buildings.
	2(h)	New development should incorporate the following measures with regard to hillside and steeply sloping sites: <ul style="list-style-type: none"> <li>• Building design should step with the natural topography, rather than benching across changes in elevation. Building forms should depict a series of buildings nestled into the hillside, rather than a single, uniform building.</li> <li>• Cuts and fills should blend with the natural topography, providing smooth transitions and mimicking pre-development site contours.</li> </ul>
	2(j)	Building siting, height of buildings, roof forms, and rooftop appearance should respect and, where feasible, protect the existing views from adjacent and higher buildings and properties.
3	1(b)	The form, massing, and scale of buildings should transition between adjacent buildings and uses.
3	2(a)	The height of new buildings should respect the character-defining heights of surrounding buildings, and should not overpower neighbouring buildings.
	2(j)	Building siting, height of buildings, roof forms, and rooftop appearance should respect and, where feasible, protect the existing views from adjacent and higher buildings and properties.
3	2(k)	New development should incorporate the following measures with regard to hillside and steeply sloping sites: <ul style="list-style-type: none"> <li>• Building design should step with the natural topography where appropriate, rather than benching across changes in elevation.</li> </ul>

<sup>6</sup> 2.3(e) applies to 1<sup>st</sup> Avenue) and 2.3(j) applies to other Downtown streets. However the two policies have identical wording.

DPA	Guideline	Policy
		<ul style="list-style-type: none"> <li>Cuts and fills should blend with the natural topography, providing smooth transitions and mimicking pre-development site contours.</li> </ul>
3	2(m)	Building siting, height of buildings, roof forms, and rooftop appearance should respect and, where feasible, protect the existing views from adjacent and higher buildings and properties.
4	1(a)	Buildings should be designed to complement the form, massing, and scale of residential buildings within the neighbourhood.
4	1(d)	Small multi-unit buildings, including tri-plexes and four-plexes, should be designed to resemble single unit dwellings.
4	2(a)	The height of new buildings should respect the heights of surrounding buildings.
4	2(g)	<p>New development should incorporate the following measures with regard to hillside and steeply sloping sites:</p> <ul style="list-style-type: none"> <li>Building design should step with the natural topography, rather than benching across changes in elevation. Building forms should depict a series of buildings nestled into the hillside, rather than a single, uniform building form.</li> <li>Cuts and fills should blend with the natural topography, providing smooth transitions and mimicking pre-development site contours.</li> <li>Large cuts and fills and large structural retaining walls are not supported.</li> </ul>

New building construction in the Downtown will require a Development Permit and the Town can use the above guidelines to impose reasonable height, siting and massing conditions to make new development compatible with the surrounding built form. For example, under guideline 2(a) under DPA 2, the Town could require a proposal for a six-storey building to be modified to respect adjacent 1-storey buildings. Given these existing guidelines, the proposed zoning amendments do not include regulations dealing with transitions between new and existing buildings.

### **DISCUSSION/ANALYSIS:**

For the reasons outlined below, staff are recommending approval of the proposed bylaw.

#### **Official Community Plan**

The proposed bylaw aligns the density, height and land use regulations in the Zoning Bylaw with the land use and growth management policies in the OCP. OCP policies for form and character, specifically compatibility between new and existing buildings, are already addressed through development permit guidelines. Combined with the proposed zoning changes, staff see an ample policy framework to ensure the larger scale developments constructed under the proposed zoning will be incremental in nature and not overwhelm the existing form and character of the Downtown.

Rezoning the Downtown priority growth area has a direct impact on OCP priorities 3 (i.e. housing) and 4 (i.e. concentrating growth in priority growth areas) noted above. The proposed zoning will also have an indirect impact on priority 1 (i.e. reducing GHG's) as higher density development in a community's core tends to reduce GHG emissions from transportation and the built environment. Similarly, the proposed amendments indirectly support a key implementation action called for under section 3, Part D of the OCP. This section calls for amendments to the

Development Cost Charges (DCC) and Revitalization Tax exemption bylaws “to incentivize growth in Priority Growth Areas”, noting “complementary benefits” for infrastructure, transportation, and housing. Although these changes to the DCC and tax revitalization programs have not yet been tabled, staff note that permissive zoning supports (and is arguably a prerequisite) to such programs. Development cannot proceed unless authorized under zoning, and DCC and tax incentives are less likely to have an impact (or even be nullified) if developers must rezone to align their proposed developments with the OCP. In this regard, the proposed zoning amendments themselves create a powerful incentive to redevelop the Downtown and create a solid foundation on which future financial incentives can be built.

#### *Additional Policy Considerations*

The Province recently announced new legislation intended to support Bill 44<sup>7</sup> which, if approved, will allow local governments to impose Amenity Cost Charges (ACCs). ACC’s will function similar to Development Cost Charges (DCCs), with predetermined fees charged at time of development and reserved for amenities. Only local governments that have “pre-zoned” land in accordance with their OCP’s can implement an ACC program.

Currently, amenities are typically negotiated on a case-by-case basis as part of the rezoning process. It has been argued that these conditions encourage local governments to “down zone” lands to retain this negotiating ability. The new legislation is intended to reduce rezoning applications, shorten development approval times and codify development costs by incenting local governments to pre-zone lands for housing development.

Although exact requirements for a local government to enact an ACC program have yet to be specified and will require some form of pre-zoning, it is likely that the proposed zoning amendments in Bylaw 2163 will align with this requirement. Subsequently, it is reasonable to assume that Bylaw 2163 will be one of several steps needed to develop an ACC program.

#### **ALTERNATIVES:**

Council can choose to:

1. Defeat Bylaw 2163.
2. Direct staff to schedule a public hearing for Bylaw 2163.
3. Defer consideration of Bylaw 2163 to a subsequent meeting of Council.
4. Amend Bylaw 2163 and give the bylaw first and second readings as amended.
5. Refer Bylaw 2163 back to staff for further review, as specified by Council.
6. Refer Bylaw 2163 to the Community Planning Advisory Committee (CPAC) for additional comment.

#### **FINANCIAL IMPLICATIONS:**

N/A

#### **LEGAL IMPLICATIONS:**

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<sup>7</sup> Bill 44 is the Housing Statutes (Residential Development) Amendment Act, 2023

Standard requirements for Council consideration and referrals established under provincial legislation have been accounted for in staff's review and recommendations in this report. At this time, there are no special legal considerations for this proposal.

#### **CITIZEN/PUBLIC RELATIONS IMPLICATIONS:**

Council can elect not to have a public hearing under section 464(2) of the *Local Government Act* because an OCP amendment is not required to approve the proposed rezoning. Staff are recommending this option as Bylaw 2163 is consistent with the OCP, which was adopted earlier this year following extensive public engagement (which included a public hearing). Should Council decide not to hold a public hearing as recommended, public notification is required under section 467 of the *Local Government Act* and must be carried out prior to first reading of Bylaw 2163.

#### **INTERGOVERNMENTAL REFERRALS:**

Under Section 52 of the *Transportation Act*, Bylaw 2163 must be approved by the Ministry of Transportation and Infrastructure, following third reading and prior to adoption of the bylaw. Since the proposed bylaw is consistent with the Town's OCP and the OCP process included extensive intergovernmental referrals no further intergovernmental referrals are recommended at this time.

#### **INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS:**

The proposal was discussed with Infrastructure Services, the Building Department and the Fire Department/Protective Services.

Infrastructure Services noted that some developments allowed under the new zoning may trigger sewer and water upgrades. In the case of water, potential upgrades are expected to be relatively minor and limited to "fire flows"<sup>8</sup> (not reservoir supply<sup>9</sup>). In the case of sewer, the increased density will incrementally increase sewer flows in the Downtown, potentially leading to a proposed development exceeding available capacity in downstream sewer mains. In both cases, these issues would be flagged at the development permit and building permit stages by the Engineering and Building Inspection departments. In the case of water, building permits can be withheld until adequate fire flows can be achieved<sup>10</sup>, whereas sewer upgrades will likely require an excess or extended services resolution of Council under section 507 of the *Local Government Act*. Generally speaking, the required development permit application would provide an opportunity to identify potential infrastructure deficiencies attributable to a proposed development, and the required building permit application provides a failsafe to ensure development does not proceed if infrastructure upgrades are necessary.

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<sup>8</sup> In the context of this report "fire flows" generally refer to the ability to distribute water throughout a building with sufficient pressure for firefighting purposes (e.g. for sprinklers or hose connections).

<sup>9</sup> Comparatively speaking, the proposed amendments are likely to decrease the demands on the Town's water supply as more of the Town's housing demand will be accommodated in multi-family housing, which tends to consume less water than other types of housing such as single-family dwellings.

<sup>10</sup> Fire flow deficiencies allow the building inspector to automatically refuse a building permit.

The Fire Department noted that it has the capability to fight fires in six storey buildings. Fire safety features in taller buildings (e.g. sprinklers, hose connections, additional fireproofing etc.) that are not found in other building types are expected to reduce the likelihood of fires and assist the Fire Department when firefighting is necessary. Regardless of the proposed amendments, the Fire Department must continually update long-term plans, and as the Downtown densifies (a process that will occur incrementally over the next 20-30 years) the Fire Department will consider this growth in each iteration of its long-term plans.

Since the proposed bylaw is consistent with the Town's OCP and the OCP process included extensive interdepartmental referrals no further interdepartmental referrals are recommended for Bylaw 2163.

**COMMUNITY PLANNING ADVISORY COMMITTEE (CPAC) REVIEW:**

As this is a Town-initiated application, CPAC review of the proposed bylaw is not automatically required. CPAC was involved in the development of the new OCP and this involvement included a CPAC representative on the OCP steering committee. Because the proposed amendments are consistent with the new OCP staff do not recommend further review by CPAC. However, Under the CPAC Terms of Reference Council can refer the proposed bylaw to CPAC (see Alternative 6).

**ALIGNMENT WITH STRATEGIC PRIORITIES:**

- |  |   |
|--|---|
| <input checked="" type="checkbox"/> Core Infrastructure                    | <input checked="" type="checkbox"/> Economy |
| <input checked="" type="checkbox"/> Official Community Plan Implementation | <input type="checkbox"/> Leadership         |
| <input type="checkbox"/> Waterfront Area Plan                              | <input type="checkbox"/> Not Applicable     |

***I approve the report and recommendation(s).***

**Allison McCarrick , Chief Administrative Officer**

**ATTACHMENT(S):**

- A. Bylaw 2163



**TOWN OF LADYSMITH**

**BYLAW NO. 2150**

**A Bylaw to amend “Town of Ladysmith Zoning Bylaw 2014, No. 1860”**

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The Council of the Town of Ladysmith in open meeting assembled enacts the following amendments to “Town of Ladysmith Zoning Bylaw 2014, No. 1860”:

1. Schedule A – Zoning Bylaw Text is amended by adding new site specific regulations to Section 11.2 Downtown Commercial (C-2), as follows:

- a. The following is added to the end of Section 11.2(10):

“(h) For the *Parcel* legally described as THAT PART OF LOT 8 BLOCK 10 DISTRICT LOT 56 OYSTER DISTRICT PLAN 703 LYING SOUTH WESTERLY OF A BOUNDARY PARALLEL TO AND 30 FEET PERPENDICULARLY DISTANT NORTH EASTERLY FROM THE COMMON BOUNDARY LINE BETWEEN LOTS 8 AND 9 IN SAID BLOCK AND PLAN (19 Gatacre Street), a *Funeral Home* is a permitted *Principal Use* subject to the condition that hosting funerals or memorials is prohibited.”

**Citation**

2. This Bylaw may be cited for all purposes as “Town of Ladysmith Zoning Bylaw 2014, No. 1860, Amendment Bylaw 2023, No. 2150”.

**READ A FIRST TIME** on the 17<sup>th</sup> day of October, 2023

**READ A SECOND TIME** on the 17<sup>th</sup> day of October, 2023

**PUBLIC HEARING HELD** on the 21<sup>st</sup> day of November, 2023

**READ A THIRD TIME** on the 21<sup>st</sup> day of November, 2023

**APPROVED BY MINISTRY OF TRANSPORTATION**

on the 1<sup>st</sup> day of December, 2023

**ADOPTED** on the \_\_\_\_\_ day of \_\_\_\_\_, 2023

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Mayor (A. Stone)

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Corporate Officer

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Mayor (A. Stone)

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Corporate Officer

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

this 1<sup>st</sup> day of December 20, 23  
Ministry of Transportation and Infrastructure

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Development Services

## TOWN OF LADYSMITH

### BYLAW NO. 2162

#### **A Bylaw to Provide for the Borrowing of Money in Anticipation of Revenue**

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**WHEREAS** the Town of Ladysmith does not have sufficient money on hand to meet the current lawful expenditures of the municipality;

**AND WHEREAS** it is provided by Section 177 of the *Community Charter* that Council may, without the assent of the electors or the approval of the Inspector of Municipalities, provide for the borrowing of such sums of money as may be necessary to meet the current lawful expenditures of the municipality provided that the total of the outstanding liabilities does not exceed the sum of:

The whole amount remaining unpaid of the taxes for all purposes levied during the current year, provided that prior to the adoption of the annual property tax bylaw in any year, the amount of the taxes during the current year for this purpose shall be deemed to be 75% of the taxes levied for all purposes in the immediately preceding year.

**AND WHEREAS** the total amount of liability that Council may incur is seven million and four hundred thousand dollars (\$7,400,000);

**AND WHEREAS** there are no liabilities outstanding under Section 177;

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

1. The Council shall be and is hereby empowered and authorized to borrow upon the credit of the Town of Ladysmith an amount or amounts not exceeding the sum of seven million and four hundred thousand dollars (\$7,400,000).
2. The form of obligation to be given as acknowledgement of the liability shall be a promissory note or notes bearing the corporate seal and signed by the Mayor and the officer assigned the responsibility of financial administration of the municipality.
3. All unpaid taxes and the taxes of the current year when levied or so much thereof as may be necessary shall, when collected, be used to repay the money so borrowed.

**Effective Date**

4. This bylaw comes into effect January 1, 2024.

**Citation**

5. This bylaw may be cited for all purposes as "2024 Revenue Anticipation Borrowing Bylaw 2023, No. 2162".

**READ A FIRST TIME** on the 5<sup>th</sup> day of December, 2023

**READ A SECOND TIME** on the 5<sup>th</sup> day of December, 2023

**READ A THIRD TIME** on the 5<sup>th</sup> day of December, 2023

**ADOPTED** on the \_\_\_\_\_ day of \_\_\_\_\_, 2023

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Mayor (A. Stone)

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Corporate Officer (S. Bouma)

**TOWN OF LADYSMITH**

**BYLAW NO. 2164**

**A Bylaw to amend the Waterworks Regulations**

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The Council of the Town of Ladysmith in open meeting assembled amends “Waterworks Regulations Bylaw 1999, No. 1298” as follows:

1. Delete Schedule “A” in its entirety and replace with the attached Schedule “A”.

**Effective Date**

2. The provisions of this bylaw shall become effective and be in force as of January 1, 2024.

**Citation**

3. This bylaw may be cited as Town of Ladysmith “Waterworks Regulations Bylaw 1999, No. 1298, Amendment Bylaw 2023, No. 2164”.

**READ A FIRST TIME** on the 5<sup>th</sup> day of December, 2023

**READ A SECOND TIME** on the 5<sup>th</sup> day of December, 2023

**READ A THIRD TIME** on the 5<sup>th</sup> day of December, 2023

**ADOPTED** on the \_\_\_\_\_ day of \_\_\_\_\_, 2023

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Mayor (A. Stone)

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Corporate Officer (S. Bouma)



**SCHEDULE "A"**  
**TOWN OF LADYSMITH**  
**"Waterworks Regulations Bylaw 1999, No. 1298"**

**1. METERED SINGLE UNIT DWELLING**

Per billing period:

Base Rate, including consumption to 25 m <sup>3</sup>	\$ 60.95	
Next 26 m <sup>3</sup> to 50 m <sup>3</sup>	\$ 1.1091	per m <sup>3</sup>
Next 51 m <sup>3</sup> to 75 m <sup>3</sup>	\$ 1.3106	per m <sup>3</sup>
Next 76 m <sup>3</sup> to 100 m <sup>3</sup>	\$ 1.6128	per m <sup>3</sup>
Next 101 m <sup>3</sup> to 125 m <sup>3</sup>	\$ 2.1171	per m <sup>3</sup>
Over 125 m <sup>3</sup>	\$ 2.8228	per m <sup>3</sup>
Over 200 m <sup>3</sup> (April to September only)	\$ 3.6696	per m <sup>3</sup>

**2. METERED SINGLE UNIT DWELLING WITH SUITE**

Per billing period:

Base Rate, including consumption to 37.50 m <sup>3</sup>	\$ 91.43	
Over 37.50 m <sup>3</sup>	\$ 1.0081	per m <sup>3</sup>

**3. METERED SERVICE - all other users**

Per billing period:

Base Rate, including consumption to 25 m <sup>3</sup>	\$ 60.95	
Over 25 m <sup>3</sup>	\$ 1.0081	per m <sup>3</sup>

**4. NON-METER SERVICE**

Per billing period:	\$ 88.39	per unit
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**5. BULK WATER RATE** \$ 2.54 per m<sup>3</sup>

**6. WATER SERVICE CONNECTION RATES**

Where a service connection has not been previously provided to a parcel but where the Public Waterworks system front or abuts the parcel:

(A) Up to a 25mm (4") service connection including meter, meter box, meter setter, check valves, shut-off valves and other related appurtenances: \$3,000 per connection

(B) Larger than 25mm (4") shall be: At cost but no less than \$3,000 per connection

**SCHEDULE "A" (cont.)**

Where a service connection has been previously provided to a parcel:

- |   |  |
|---|--|
| (C) Service connection including meter, meter box, meter setter, check valves, shut-off valves and other related appurtenances and is the requested size:                             | \$100 per connection                             |
| (D) Owner requested service modification including installation of a water meter, meter box, meter setter, check valves, shut-off valve and any other related appurtenances shall be: | At cost, but no less than \$3,000 per connection |

**7. FINES**

Every person who violates any provision of this bylaw shall be guilty of an offence punishable on summary conviction and shall be liable to a fine or to imprisonment for not more than 6 months, or both.	\$2,000 per offence
Each day that a violation of the provisions of this bylaw occurs, exist or is permitted to occur or exists, shall constitute a separate offense.	

**TOWN OF LADYSMITH**

**BYLAW NO. 2165**

**A Bylaw to amend the Sanitary Sewer Rates**

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The Council of the Town of Ladysmith in open meeting assembled amends "Sanitary Sewer Rate Bylaw 1999, No. 1299" as follows:

1. Delete Schedule "A" in its entirety and replace with the attached Schedule "A".

**Effective Date**

2. The provisions of this bylaw shall become effective and be in force as of January 1, 2024.

**Citation**

3. This bylaw may be cited as "Sanitary Sewer Rate Bylaw 1999, No. 1299, Amendment Bylaw 2023, No. 2165".

**READ A FIRST TIME** on the 5<sup>th</sup> day of December, 2023

**READ A SECOND TIME** on the 5<sup>th</sup> day of December, 2023

**READ A THIRD TIME** on the 5<sup>th</sup> day of December, 2023

**ADOPTED** on the \_\_\_\_\_ day of \_\_\_\_\_, 2023

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Mayor (A. Stone)

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Corporate Officer (S.Bouma)

**SCHEDULE "A"**  
**TOWN OF LADYSMITH**  
**"Sanitary Sewer Rate Bylaw 1999, No. 1299"**

**SCHEDULE OF RATES**

<b>CLASSIFICATION</b>		<b>Sewer Charge Per Month (\$)</b>
<b>Residences or Apartments:</b>	For each Dwelling Unit	\$ 31.87
<b>Motels &amp; Auto Courts:</b>	Premises of owner or operator	\$ 31.87
	For each rental unit	\$ 4.87
<b>Mobile Home Parks:</b>	Public rest rooms and/or service rooms	\$ 31.87
	For each mobile home with sewer connection	\$ 31.87
<b>Hotels:</b>	Owners or managers quarters	\$ 31.87
	Per apartment for rent	\$ 31.87
	Per room for rent	\$ 4.87
<b>Beer Parlours, Pubs, Licenced Cabarets &amp; Lounges:</b>	For each separately licenced area	\$ 66.35
<b>Cafes, Restaurants &amp; Dining Rooms:</b>		\$ 66.35
<b>Offices, Shops and Stores:</b>	Per office, store & store unit not otherwise specified	\$ 31.87
<b>Store(s) and Suites(s) combined:</b>	Per store unit	\$ 31.87
	Per suite	\$ 31.87
<b>Stores(s) and Office(s) combined:</b>	Per store unit	\$ 31.87
	per office unit	\$ 31.87
<b>Office Building:</b>	per office unit	\$ 31.87
<b>Laundry or Laundromat:</b>		\$ 105.43
<b>Services Stations and Garages:</b>	Without car wash	\$ 31.87
	With car wash	\$ 70.92
<b>Public or Social Club with licenced bar:</b>		\$ 66.35
<b>Church Hall, Public Hall or Lodge Room</b>		\$ 24.67
<b>Hospitals &amp; Nursing Homes</b>	per bed	\$ 14.82
<b>Schools</b>	per classroom, auditorium or office	\$ 31.87

Effective January 1, 2024

**BYLAW STATUS SHEET**  
**December 19, 2023**

Bylaw #	Description	Status
2131	"Town of Ladysmith Zoning Bylaw 2014, No. 1860, Amendment Bylaw (No. 54) 2022, No. 2131" (10940 Westdowne Rd.) Changes zoning from Rural Residential (RU-1) to Manufactured Home Park (MHP-1).	First and second readings, December 20, 2022. Public Hearing required. MOTI approval required.
2133	"Town of Ladysmith Zoning Bylaw 2014, No. 1860, Amendment Bylaw (No. 56) 2023, No. 2133". Allows convenience store at 1132-1142 Rocky Creek Rd.	First and second readings, January 10, 2023. Public Hearing required. MOTI approval required.
2150	"Town of Ladysmith Zoning Bylaw 2014, No. 1860, Amendment Bylaw 2023, No. 2150". To permit a funeral consulting business at 19 Gatacre Street.	First and second readings, October 17, 2023. Public Hearing and third reading held November 21, 2023. MOTI approval December 1, 2023.
2161	"Official Community Plan Bylaw 2022, No. 2200, Amendment Bylaw 2023, No. 2161". To expand the mobile home park at 10940 Westdowne Road.	First and second readings, November 21, 2023. Second reading rescinded, second reading as amended, December 5, 2023. Public Hearing scheduled December 19, 2023.
2162	"2024 Revenue Anticipation Borrowing Bylaw 2023, No. 2162". To provide the authority to borrow money in anticipation of revenue.	First, second and third readings, December 5, 2023.
2164	"Waterworks Regulations Bylaw 1999, No. 1298, Amendment Bylaw 2023, No. 2164". To amend the bylaw to include a 5% increase to the water rates.	First, second and third readings, December 5, 2023.
2165	"Sanitary Sewer Rate Bylaw 1999, No. 1299, Amendment Bylaw 2023, No. 2165". To amend the bylaw to include a 3% increase to the sewer rates.	First, second and third readings, December 5, 2023.