

**THE COMMITTEE OF THE WHOLE
AGENDA
6:00 P.M.**

**Tuesday, September 10, 2024
Ladysmith Seniors Centre
630 2nd Avenue
Pages**

1. CALL TO ORDER AND ACKNOWLEDGEMENT

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>.

2. AGENDA APPROVAL

Recommendation

That the agenda for this September 10, 2024 Committee of the Whole meeting be approved.

3. MINUTES

3.1 Minutes of the Committee of the Whole Meeting held July 9, 2024

4

Recommendation

That the minutes of the Committee of the Whole meeting held July 9, 2024 be approved.

4. DELEGATIONS

4.1 Jada Basi, Consultant, City Spaces

7

Cowichan Region Workforce Housing Strategy Presentation to Council.

5. REPORTS

5.1 Building Inspector's Report to August 31, 2024 23

Recommendation

That the Committee receive the Building Inspector's Report for the months May to August 2024.

5.2 Ladysmith Fire/Rescue Reports for May, June and July 2024 24

Recommendation

That the Committee receive the Ladysmith Fire/Rescue Reports for the months of May, June and July 2024.

5.3 Coastal Animal Control Services Reports for April, May and June 2024 30

Recommendation

That the Committee receive the Coastal Animal Control Services Reports for the months April to June 2024.

5.4 Fee for Freedom of Information Requests 33

Recommendation

That the Committee recommend that Council direct staff to include the permitted Freedom of Information application fee in the Town of Ladysmith's "Freedom of Information and Protection of Privacy Bylaw 2022, No. 2116".

5.5 2024 Q2 (Apr - Jun) Financial Update 36

Recommendation

That the Committee receive the staff report dated September 10, 2024, regarding the 2024 Q2 (April - June) Financial Update from the Director of Financial Services.

5.6 OCP Implementation: Short Term Priorities 50

Recommendation

That the Committee recommend to Council:

1. That implementation of the following short-term actions of the OCP be prioritized for 2025:
 - a. Updating the Development Cost Charge and Revitalization Tax Exemption Bylaws to incentivize growth in Priority Growth Areas, with an expanded scope that includes developing an Amenity Cost Charge Bylaw;

- b. Undertaking Ladysmith’s First Mobility Plan and updating the Subdivision and Development Servicing Bylaw to reflect recommendations of the mobility plan;
 - c. Amending the Zoning Bylaw to reduce the minimum lot size for R-1 Zone;
 - d. Amending the Zoning Bylaw to include parking supply ratios and dimensions for van-accessible parking spaces;
 - e. Completing a tree protection bylaw;
 - f. Developing a monitoring program for purpose-built rental housing;
- 2. That Council pass a resolution authorizing staff to apply for any available grant that can be used to fund the projects under recommendation 1(a) to 1(f); and
 - 3. That staff be directed to include proposed funding in the 2025 budget for the projects under recommendation 1.

5.7 Diversity, Equity and Inclusion

68

Recommendation

That the Committee recommend that Council approve the Diversity, Equity and Inclusion (DEI) Statement as provided in the staff report dated September 10, 2024 from the Manager of Human Resources.

5.8 2023-2026 Strategic Priorities Update

76

Recommendation

That the Committee receive the 2023-2026 Strategic Priorities Update dated September 10, 2024.

6. COUNCIL SUBMISSIONS

6.1 Flyer Restrictions and Alternatives

Councillor Paterson has requested that the Committee discuss restricting the posting of flyers on Town property, including street lamps, and explore the option of providing a designated bulletin board as an alternative.

7. NEW BUSINESS

8. ADJOURNMENT



COMMITTEE OF THE WHOLE MEETING MINUTES

Tuesday, July 9, 2024

6:30 P.M.

Ladysmith Seniors Centre
630 2nd Avenue

Council Members Present:

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

Councillor Duck Paterson
Councillor Marsh Stevens
Councillor Jeff Virtanen

Staff Present:

Allison McCarrick
Erin Anderson
Chris Barfoot
Jake Belobaba

Ryan Bouma (*via Zoom*)
Chris Geiger
Sue Bouma
Michele Gill

1. CALL TO ORDER AND ACKNOWLEDGEMENT

Councillor McKay, Chair, called this Committee of the Whole meeting to order at 6:30 p.m., and acknowledged with gratitude that it was being held on the unceded territory of the Stz'uminus First Nation.

2. AGENDA APPROVAL

CW 2024-036

That the agenda for this July 9, 2024 Committee of the Whole meeting be approved as amended to include RCMP quarterly reports related to Item 4.1.

"Ladysmith Detachment Annual Policing Priorities for 2024 to 2025".

Motion Carried

3. MINUTES

3.1 Minutes of the Committee of the Whole Meeting held May 14, 2024

CW 2024-037

That the minutes of the Committee of the Whole meeting held May 14, 2024 be approved.

Motion Carried

4. PRESENTATION

4.1 Ladysmith Detachment Annual Policing Priorities for 2024 to 2025

Acting Detachment Command, Cpl. Tracy Dubnyk, updated the Committee regarding the detachment's implementation of the 2024-2025 policing priorities of Enhanced Road Safety, Crime Reduction, Relationship Building with Indigenous Partners and Employee Wellness and Morale. She responded to Council's questions.

Council thanked Cpl. Dubnyk for her presentation and asked for DUI occurrences to be included in future RCMP quarterly reports.

5. REPORTS

5.1 Direction for Future Spring Clean Up

CW 2024-038

That the Committee recommend that Council direct staff to provide other alternatives to the annual large item Spring Clean Up program in a future report to Council.

Motion Carried

5.2 Ray Knight Drive Parking Update

CW 2024-039

That the Committee recommend that Council receive the July 9, 2024 report from the Infrastructure Services department regarding the parking situation on Ray Knight Drive.

Motion Carried

6. COUNCIL SUBMISSIONS

6.1 Division of Maintenance Responsibilities on the Trans-Canada Highway

CW 2024-040

That the Committee recommend that the Mayor, on behalf of Council, write a letter to the Ministry of Transportation and Infrastructure requesting that the Ministry take on their maintenance responsibilities as outlined in the "2002 Division of Maintenance Responsibilities" agreement.

Motion Carried

7. UNFINISHED BUSINESS

7.1 Invasive Species Bylaw - Discussion

CW 2024-041

That the Committee recommend that Council direct staff to include the control of invasive species in the Tree Protection Bylaw anticipated under the Official Community Plan implementation.

Motion Carried

8. ADJOURNMENT

CW 2024-042

That this Committee of the Whole Meeting be adjourned at 7:38 p.m.

Motion Carried

CERTIFIED CORRECT

Chair (Councillor T. McKay)

Corporate Officer (S. Bouma)

A photograph of two construction workers in safety gear standing on a wooden frame under construction, overlaid with a teal and black geometric graphic. The workers are positioned on the left side of the frame, and the wooden structure extends towards the right. The background is a clear blue sky.

COWICHAN REGION WORKFORCE HOUSING STRATEGY

Town of Ladysmith - Council
September 10th, 2024

Cowichan Region's Workforce Housing Strategy

- Purpose and Process
- Vision and Strategies
- Concluding Comments
- Questions

The background features two overlapping, irregular, angular shapes. The top shape is a vibrant teal color, and the bottom shape is a bright lime green. They are positioned diagonally across the page, creating a dynamic, layered effect.

Purpose and Process

Why a Workforce Housing Strategy?

Our Purpose:

- To identify a collaborative and regional solution to workforce housing
- To identify potential solutions to attract and retain staff within various industries
- To foster sustainable economic growth in the Cowichan Region



Project Process



The background features two overlapping, irregular, angular shapes. The top shape is a vibrant teal color, and the bottom shape is a bright lime green. They are positioned diagonally across the page, creating a dynamic, modern aesthetic.

Vision and Strategies

Vision

“The Cowichan Region is taking bold action towards offering housing choices for workers at all income levels and stages of their vocations.”

Vision: Four Strategy Areas

- **Strategy Area #1:** Enable Industry-Led Workforce Housing Solutions
- **Strategy Area #2:** Accelerate Housing Development
- **Strategy Area #3:** Enhance Short-Term Rental Regulations
- **Strategy Area #4:** Establish a Housing Corporation

Strategy Area #1: Enable Industry-Led Workforce Housing Solutions

- **Core challenge:** attracting, retaining, and supporting workers within healthcare, tourism, agriculture, construction, and non-profit sectors
- **Strategy:** industry-led solutions that
 - create opportunities for various industries to initiate housing solutions within their own sphere of influence
 - foster a supportive planning and development environment to enable businesses to be part of the solution

Strategy Area #2: Accelerate Housing Development

- **Core challenge:** Cowichan Region needs 4,995 new housing units by 2025 (~991 units/yr); development trend ~460 new housing units/yr, a shortfall of ~531 units/yr
- **Strategy:** accelerate housing development by increasing the number of housing units built in the Cowichan Region with a sense of urgency using a wide range of tools (e.g. temporary use permit guidelines and mobilize modular housing construction)

Strategy Area #3: Enhance Short-Term Rental Regulations

- **Core challenge:** low rental vacancy rate, significant number of conversions – impacts long-term renters; also provides short-term accommodation for temporary workers, contract and seasonal workers, and newly recruited workers moving to the region
- **Strategy:** enhance short-term rental regulations by
 - Mitigating the diversion of rental housing units from the market
 - Balancing making STRs available to serve short-stay workers and tourists while ensuring that rental housing is available for long-term residents
 - Aligning with new provincial legislation

Strategy Area #4: Establish a Housing Corporation

- **Core challenge:** Limited capacity and resources required to meet the housing crisis in the region
 - At the local government level (e.g., to process applications, respond to funding calls, and opportunities for partnerships)
 - Within the private sector builder / developer sector (e.g., to close the unit shortfall gap, diversify the types of housing being built etc.)
 - Non-profit sector (e.g., to meet the growing need and emerging social issues)
- Increasing expectations and requirements placed upon local governments by the Province to meet housing targets

Strategy Area #4: Establish a Housing Corporation

- **Strategy:** scale-up and increase capacity to address workforce housing needs in the Cowichan Region, starting with
 - Conducting a feasibility study to identify the framework for transitioning CHA to HC
 - If feasible and supported, the Housing Corporation could take a lead role in the development of housing on behalf of the region (CVRD electoral areas and member municipalities) and in partnership with other sectors

The background features two overlapping, irregular, angular shapes. The top shape is a teal color, and the bottom shape is a lime green color. Both shapes are tilted and have jagged edges, creating a dynamic, abstract composition.

Concluding Comments

Concluding Comments

- Housing the workforce is a complex issue that cannot be addressed in isolation and requires partnerships between all sectors and levels of government
- Organizations across the region are already working closely and collaboratively on many local initiatives
- Leveraging these strong community ties will support the implementation of this Strategy

The background features two overlapping, irregular, angular shapes. The top shape is a vibrant teal color, and the bottom shape is a bright lime green. They are positioned diagonally across the page, creating a dynamic, layered effect.

Questions?



TOWN OF LADYSMITH
Quarterly Building Permit Summary - YTD AUGUST 2024

1 Building Permit could = more than 1 dwelling unit
(eg. SFD + suite is 1 permit but 2 dwelling units)

| | Commercial | | Industrial | | Institutional | | Residential (NEW) | | Residential Reno, Add, Suite, CH | | Dwelling Units | Total Permits | Bldg & Pibg Permit Fees This Month | Permit Values This Month | Permit Values Year to Date 2024 |
|------------|-------------------|--------|-------------------|-----------|----------------|--------|--------------------------------|-------------|-------------------------------------|----------|-------------------|------------------|---------------------------------------|-----------------------------|---------------------------------------|
| | No. of Permits | Values | No. of Permits | Values | No. of Permits | Values | No. of Permits (new res) | Values | No. of Permits | Values | | | | | |
| AUG | 0 | \$0 | 2 | \$349,200 | 0 | \$0 | 4 | \$1,585,000 | 3 | \$77,332 | 6 | 9 | \$22,935 | \$2,011,532 | \$16,183,979 |

Year to Date

| | | | | | | | | | | | | | | | |
|--------------|----------|------------------|----------|------------------|----------|-----------------|-----------|---------------------|-----------|------------------|-----------|-----------|------------------|---------------------|--------------|
| JAN | 0 | \$0 | 0 | \$0 | 0 | \$0 | 4 | \$1,700,000 | 2 | \$34,500 | 7 | 6 | \$20,042 | \$1,734,500 | \$1,734,500 |
| FEB | 0 | \$0 | 0 | \$0 | 0 | \$0 | 5 | \$1,575,000 | 4 | \$159,000 | 8 | 9 | \$20,122 | \$1,734,000 | \$3,468,500 |
| MAR | 1 | \$8,000 | 0 | \$0 | 0 | \$0 | 3 | \$1,500,000 | 4 | \$93,000 | 6 | 8 | \$18,623 | \$1,601,000 | \$5,069,500 |
| APR | 1 | \$5,000 | 0 | \$0 | 0 | \$0 | 5 | \$2,320,112 | 2 | \$101,275 | 10 | 8 | \$27,973 | \$2,426,387 | \$7,495,887 |
| MAY | 0 | \$0 | 0 | \$0 | 0 | \$0 | 4 | \$2,050,000 | 2 | \$4,500 | 8 | 6 | \$23,710 | \$2,054,500 | \$9,550,387 |
| JUN | 0 | \$0 | 0 | \$0 | 0 | \$0 | 6 | \$2,450,000 | 1 | \$38,460 | 10 | 7 | \$28,645 | \$2,488,460 | \$12,038,847 |
| JUL | 2 | \$180,600 | 0 | \$0 | 1 | \$60,000 | 3 | \$1,740,000 | 3 | \$153,000 | 4 | 9 | \$24,226 | \$2,133,600 | \$14,172,447 |
| AUG | 0 | \$0 | 2 | \$349,200 | 0 | \$0 | 4 | \$1,585,000 | 3 | \$77,332 | 6 | 9 | \$22,935 | \$2,011,532 | \$16,183,979 |
| SEP | | | | | | | | | | | | | | | |
| OCT | | | | | | | | | | | | | | | |
| NOV | | | | | | | | | | | | | | | |
| DEC | | | | | | | | | | | | | | | |
| TOTAL | 4 | \$193,600 | 2 | \$349,200 | 1 | \$60,000 | 34 | \$14,920,112 | 21 | \$661,067 | 59 | 62 | \$186,276 | \$16,183,979 | |

| | | | |
|-----------|---|-----------|---|
| Demos Mth | 0 | Demos YTD | 0 |
|-----------|---|-----------|---|

| Comparison | #DU | Value | #BP | Value |
|------------|-----|--------------|-----|--------------|
| YTD 2024 | 59 | \$14,920,112 | 62 | \$16,183,979 |
| YTD 2023 | 45 | \$12,054,546 | 54 | \$13,615,901 |
| YTD 2022 | 75 | \$22,267,378 | 52 | \$24,026,286 |

5 BPs = 6 Dwelling Units (DU)
 - 3 SFD = 3 DU
 - 1 SFD + Suite = 2 DU
 - 1 Suite Added to SFD = 1 DU

| NEW D.U. TYPE | SFD | SFD + Suite | Suite added to existing | Coach House | Multi-Family |
|---------------|-----|-------------|-------------------------|-------------|--------------|
| THIS MONTH | 3 | 1 | 1 | 0 | 0 |
| YTD | 11 | 18 | 3 | 1 | 8 |



Ladysmith Fire /Rescue

P.O. Box 760 Ladysmith, B.C. V9G 1A5
 Phone: 250-245-6436 · Fax: 250-245-0917



FIRE CHIEF'S REPORT

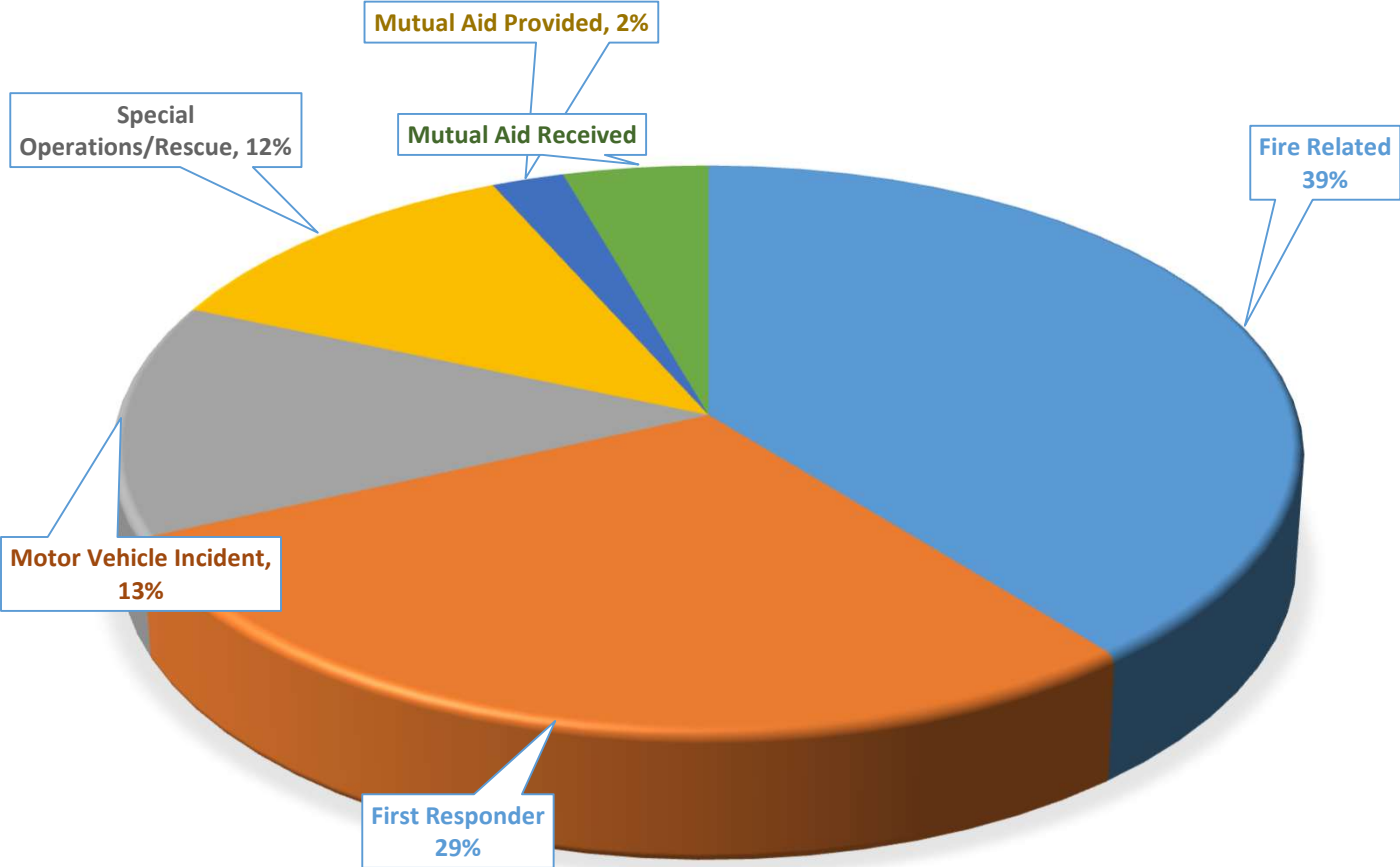
MONTH: **May 2024**

| TYPE OF CALL OUT | J | F | M | A | M | J | J | A | S | O | N | D | YTD TOTALS | YTD 2023 |
|---------------------------------------|-----------|-----------|-----------|-----------|-----------|----------|----------|----------|----------|----------|----------|----------|------------|------------|
| Fire Related | 10 | 11 | 15 | 10 | 7 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 53 | 42 |
| Alarms Activated | 2 | 4 | 6 | 3 | 5 | | | | | | | | 20 | 22 |
| Burning Complaint / Duty Officer | 5 | 5 | 4 | 4 | 2 | | | | | | | | 20 | 13 |
| Outdoor Fire | | 1 | 1 | 2 | | | | | | | | | 4 | 1 |
| Structure/Chimney | 2 | 1 | 3 | 1 | | | | | | | | | 7 | 3 |
| Vehicle Fire | 1 | | 1 | | | | | | | | | | 2 | 3 |
| First Responder | 6 | 3 | 9 | 9 | 12 | | | | | | | | 39 | 38 |
| Motor Vehicle Incident | 4 | 4 | 4 | 2 | 4 | | | | | | | | 18 | 13 |
| Special Operations/Rescue | 7 | 1 | 4 | 4 | | | | | | | | | 16 | 12 |
| Mutual Aid Provided | | 1 | | 2 | | | | | | | | | 3 | 7 |
| MONTH TOTALS (exc.. Practices) | 27 | 20 | 32 | 27 | 23 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 129 | 112 |
| Mutual Aid Received | 1 | 1 | 4 | | | | | | | | | | 6 | |
| Practices (Totals for each Month) | 5 | 4 | 4 | 5 | 4 | | | | | | | | 22 | |
| Training Hours | 386 | 284 | 465 | 483 | | | | | | | | | 1618 | |

APPROVED: _____

Fire Chief Chris Geiger

MAY 2024 YTD TOTALS



■ Fire Related ■ First Responder ■ Motor Vehicle Incident ■ Special Operations/Rescue ■ Mutual Aid Provided ■ Mutual Aid Received



Ladysmith Fire /Rescue

P.O. Box 760 Ladysmith, B.C. V9G 1A5
 Phone: 250-245-6436 · Fax: 250-245-0917



FIRE CHIEF'S REPORT

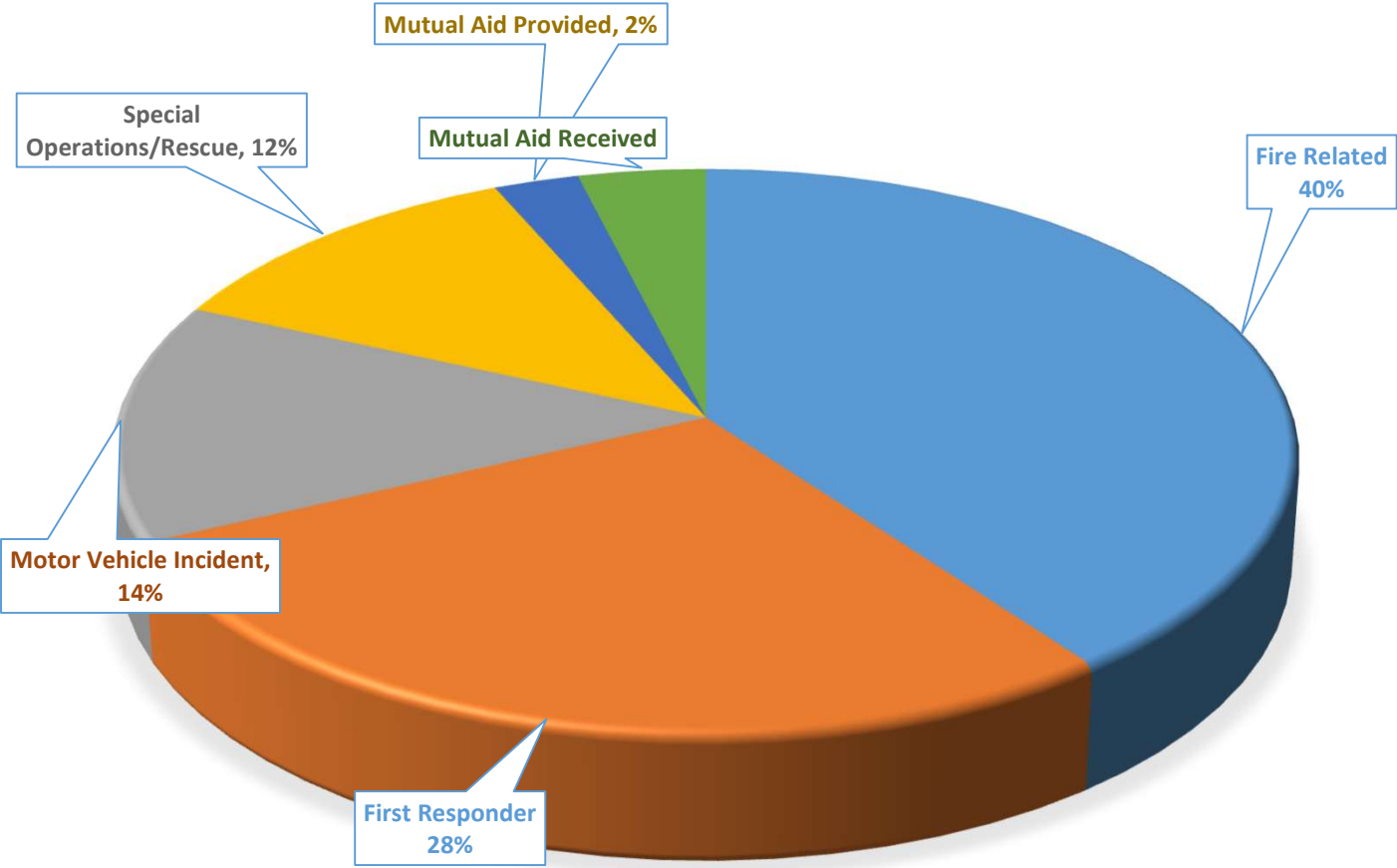
MONTH: June 2024

| TYPE OF CALL OUT | J | F | M | A | M | J | J | A | S | O | N | D | YTD TOTALS | YTD 2023 |
|---------------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|----------|----------|----------|----------|----------|----------|------------|------------|
| Fire Related | 10 | 11 | 15 | 10 | 7 | 8 | 0 | 0 | 0 | 0 | 0 | 0 | 61 | 50 |
| Alarms Activated | 2 | 4 | 6 | 3 | 5 | 2 | | | | | | | 22 | 25 |
| Burning Complaint / Duty Officer | 5 | 5 | 4 | 4 | 2 | 3 | | | | | | | 23 | 17 |
| Outdoor Fire | | 1 | 1 | 2 | | 2 | | | | | | | 6 | 1 |
| Structure/Chimney | 2 | 1 | 3 | 1 | | | | | | | | | 7 | 4 |
| Vehicle Fire | 1 | | 1 | | | 1 | | | | | | | 3 | 3 |
| First Responder | 6 | 3 | 9 | 9 | 12 | 4 | | | | | | | 43 | 46 |
| Motor Vehicle Incident | 4 | 4 | 4 | 2 | 4 | 3 | | | | | | | 21 | 15 |
| Special Operations/Rescue | 7 | 1 | 4 | 4 | | 2 | | | | | | | 18 | 13 |
| Mutual Aid Provided | | 1 | | 2 | | 1 | | | | | | | 4 | 7 |
| MONTH TOTALS (exc.. Practices) | 27 | 20 | 32 | 27 | 23 | 18 | 0 | 0 | 0 | 0 | 0 | 0 | 147 | 131 |
| Mutual Aid Received | 1 | 1 | 4 | | | | | | | | | | 6 | |
| Practices (Totals for each Month) | 5 | 4 | 4 | 5 | 4 | 4 | | | | | | | 26 | |
| Training Hours | 386 | 284 | 465 | 483 | 198 | 186 | | | | | | | 2002 | |

APPROVED: _____

Fire Chief Chris Geiger

JUNE 2024 YTD TOTALS



■ Fire Related ■ First Responder ■ Motor Vehicle Incident ■ Special Operations/Rescue ■ Mutual Aid Provided ■ Mutual Aid Received



Ladysmith Fire /Rescue

P.O. Box 760 Ladysmith, B.C. V9G 1A5
 Phone: 250-245-6436 · Fax: 250-245-0917



FIRE CHIEF'S REPORT

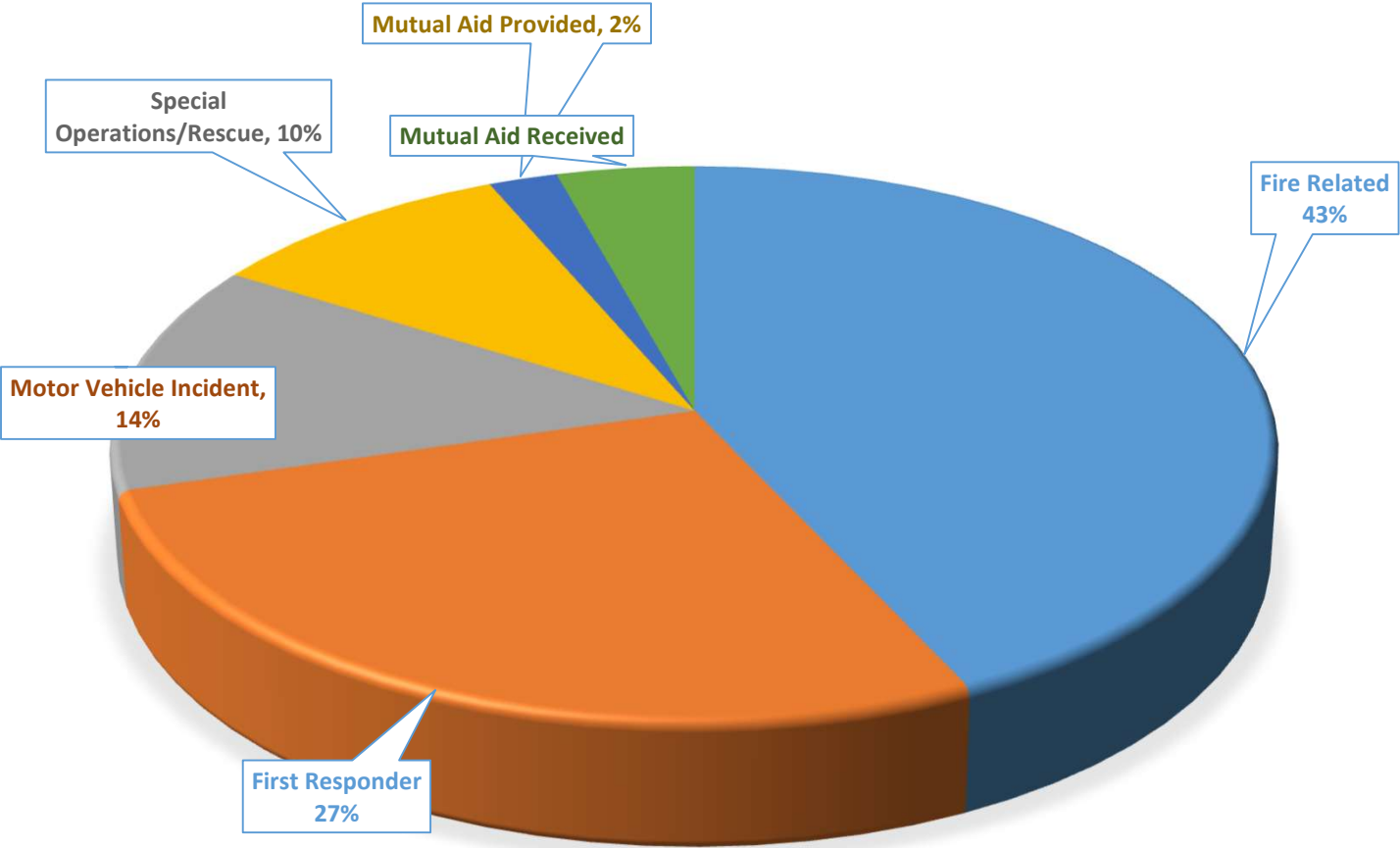
MONTH: July 2024

| TYPE OF CALL OUT | J | F | M | A | M | J | J | A | S | O | N | D | YTD TOTALS | YTD 2023 |
|---------------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|----------|----------|----------|----------|----------|---------------|-------------|
| Fire Related | 10 | 11 | 15 | 10 | 7 | 8 | 19 | 0 | 0 | 0 | 0 | 0 | 80 | 62 |
| Alarms Activated | 2 | 4 | 6 | 3 | 5 | 2 | 4 | | | | | | 26 | 30 |
| Burning Complaint / Duty Officer | 5 | 5 | 4 | 4 | 2 | 3 | 13 | | | | | | 36 | 23 |
| Outdoor Fire | | 1 | 1 | 2 | | 2 | | | | | | | 6 | 1 |
| Structure/Chimney | 2 | 1 | 3 | 1 | | | 2 | | | | | | 9 | 5 |
| Vehicle Fire | 1 | | 1 | | | 1 | | | | | | | 3 | 3 |
| First Responder | 6 | 3 | 9 | 9 | 12 | 4 | 8 | | | | | | 51 | 58 |
| Motor Vehicle Incident | 4 | 4 | 4 | 2 | 4 | 3 | 4 | | | | | | 25 | 19 |
| Special Operations/Rescue | 7 | 1 | 4 | 4 | | 2 | | | | | | | 18 | 13 |
| Mutual Aid Provided | | 1 | | 2 | | 1 | | | | | | | 4 | 10 |
| MONTH TOTALS (exc.. Practices) | 27 | 20 | 32 | 27 | 23 | 18 | 31 | 0 | 0 | 0 | 0 | 0 | 178 | 162 |
| Mutual Aid Received | 1 | 1 | 4 | | | | 2 | | | | | | 8 | |
| Practices (Totals for each Month) | 5 | 4 | 4 | 5 | 4 | 4 | 5 | | | | | | 31 | |
| Training Hours | 386 | 284 | 465 | 483 | 198 | 186 | 178 | | | | | | 2180 | |

APPROVED: _____

Fire Chief Chris Geiger

JULY 2024 YTD TOTALS



■ Fire Related ■ First Responder ■ Motor Vehicle Incident ■ Special Operations/Rescue ■ Mutual Aid Provided ■ Mutual Aid Received

CACS Summary of Service Calls

| | |
|-----------------------------|----------|
| Total calls by type: | 3 |
| At large | 1 |
| Noisy | 1 |
| Other | 1 |

01-Apr-24 to 30-Apr-24

| Issue | Call # | Received | Type | Completed |
|------------------|--------|-----------|----------------|-----------|
| | | | 3 calls | |
| Ladysmith | | | | |
| At large | | | 1 | |
| | 2272 | 04-Apr-24 | Dog | 08-Apr-24 |
| Noisy | | | 1 | |
| | 2274 | 15-Apr-24 | Dog | 18-Apr-24 |
| Other | | | 1 | |
| | 2273 | 10-Apr-24 | Dog | 12-Apr-24 |
| Total: | | | 3 calls | |

CACS Summary of Service Calls

Total calls by type: 2
Confined 1
Injured Animal 1

01-May-24 to 31-May-24

| Issue | Call # | Received | Type | Completed |
|------------------|--------|-----------|----------------|-----------|
| | | | 2 calls | |
| Ladysmith | | | | |
| Confined | | | 1 | |
| | 2276 | 15-May-24 | Dog | |
| Injured Animal | | | 1 | |
| | 2275 | 05-May-24 | Dog | 07-May-24 |
| Total: | | | 2 calls | |

CACS Summary of Service Calls

Total calls by type: 2
Noisy 2

01-Jun-24 to 30-Jun-24

| Issue | Call # | Received | Type | Completed |
|------------------|--------|-----------|----------------|-----------|
| | | | 2 calls | |
| Ladysmith | | | | |
| Noisy | | | 2 | |
| | 2278 | 06-Jun-24 | Dog | 15-Jun-24 |
| | 2277 | 05-Jun-24 | Dog | 15-Jun-24 |
| Total: | | | 2 calls | |

STAFF REPORT TO COMMITTEE OF THE WHOLE

Report Prepared By: Sue Bouma, Corporate Officer
Reviewed By: Allison McCarrick, CAO
Meeting Date: September 10, 2024
File No: 0580-01
Re: Fee for Freedom of Information Requests

RECOMMENDATION:

That the Committee recommend that Council direct staff to include the permitted Freedom of Information application fee in the Town of Ladysmith’s “Freedom of Information and Protection of Privacy Bylaw 2022, No. 2116”.

EXECUTIVE SUMMARY:

Government bodies in BC were permitted to charge a non-refundable Freedom of Information (FOI) application fee starting in November of 2021. The current application fee of \$10 is set by the Province. The Town does not currently charge the application fee though staff are requesting that the \$10 fee be charged.

PREVIOUS COUNCIL DIRECTION:

| | | |
|-------------|------------|--|
| CS 2022-164 | 2022-06-21 | That Council adopt “Freedom of Information and Protection of Privacy Bylaw 2022, No. 2116”. |
| CS 2022-142 | 2022-06-07 | That Council give first three readings to “Freedom of Information and Protection of Privacy Bylaw 2022, No. 2116”. |

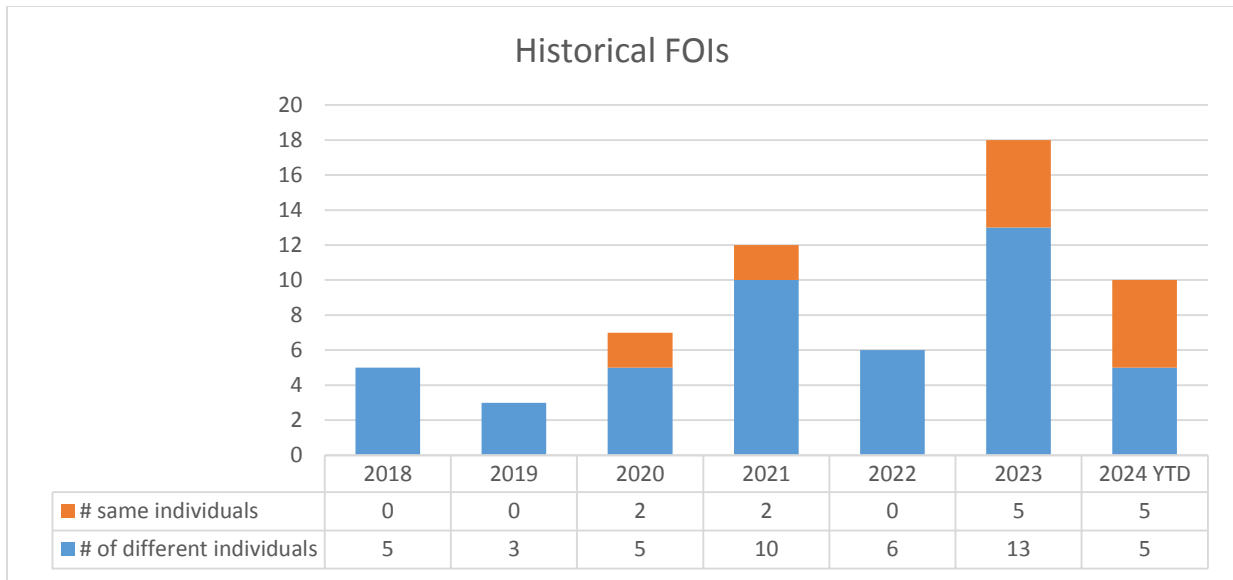
INTRODUCTION/BACKGROUND:

In November of 2021, the Province introduced the ability to charge a \$10 application fee¹ for Freedom of Information requests. The Town has not implemented this application fee, but it has on occasion charged for limited and specific services associated with processing the request, as provided by the Act. These provisions are based on the amount of time required to complete the request. If the request will take more than 3 hours to complete, a fee, set by the Province, is charged at the Province’s prescribed rate² of \$7.50 per each 15 minutes (\$30 per hour) after the first 3 hours. This fee is only for non-personal requests.

The number of FOIs has increased recently. There have been between 3 to 18 FOIs over the years:

¹ Freedom of Information and Protection of Privacy Regulation BC Reg 155/2012 s.13(2)
² Freedom of Information and Protection of Privacy Regulation BC Reg 155/2012 – Schedule 1





From 2019-2023, there has been one FOI per year that has exceeded the three-hour minimum.

The intent of establishing a fee is not to deter individuals from submitting a FOI request but rather to ensure the individual requesting the information understands there is a cost to the Town. Most of the FOI requests are for information available on the Town’s website.

Not everything is an FOI. The majority of questions are not FOI-type questions and staff answer these questions regularly. There is no fee for this type of transaction. There are some individuals who will e-mail questions and expect an instant answer. It should be noted that the Act provides that government bodies must respond to an FOI request within 30 business days of receipt of their application.

ALTERNATIVES:

Council can choose to:

1. Continue with the current practice and not implement the \$10 application fee.

FINANCIAL IMPLICATIONS:

This application fee will not offset the cost of fulfilling an FOI request, nor is there an expectation to do so.

LEGAL IMPLICATIONS:

N/A

CITIZEN/PUBLIC RELATIONS IMPLICATIONS:

As a public body, there is an expectation that information will be provided upon request. Often, the information is available on the Town's website and available via a search.

INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS:

Corporate Services is responsible for coordinating every FOI request, though often the individual departments are in charge of fulfilling the specific requested information.

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 type="checkbox"/> Not Applicable |

I approve the report and recommendation.

Allison McCarrick, Chief Administrative Officer

INFORMATION REPORT TO COMMITTEE OF THE WHOLE

Report Prepared By: Erin Anderson, Director of Financial Services
Reviewed By: Allison McCarrick, CAO
Meeting Date: September 10, 2024
File No: 0640-20
RE: 2024 Q2 (Apr - Jun) Financial Update

RECOMMENDATION:

That the Committee receive the staff report dated September 10, 2024, regarding the 2024 Q2 (April - June) Financial Update from the Director of Financial Services.

EXECUTIVE SUMMARY:

This is the second quarterly update since the 2024-2028 Financial Plan was adopted. There have been some vacancies, additional operating grant revenues, some anticipated cost savings, and additional recreation revenues that will result in an anticipated surplus at year-end.

PREVIOUS DIRECTION:

N/A

INTRODUCTION/BACKGROUND:

This is the second quarterly financial report to the Committee for 2024:

General revenues – Taxation & Other

| | 2024 Actuals YTD | 2024 Budget | 2024 Variance YTD | 2023 Actuals YTD | 2023 Budget | 2023 Variance YTD. |
|---------------------------------|---------------------|-------------------|-------------------------|------------------------|------------------|--------------------------|
| Grants in Lieu | -189,266 | -189,549 | 100% | -194,031 | -193,872 | 100% |
| Interest on investment | -803,199 | -1,342,567 | 60% | -713,675 | 1,079,162 | 66% |
| Penalty & Interest | -15,312 | -92,000 | 17% | -3,730 | -87,860 | 4% |
| Property Tax | -8,395,327 | -8,398,228 | 100% | 7,849,130 | 7,851,469 | 100% |
| Taxes Collected on Behalf (net) | -288,821 | 0 | - | -243,179 | 0 | - |
| Grand Total | -9,691,926 | 10,022,344 | 97% | 9,003,745 | 9,212,363 | 98% |

Note that revenues appear with a negative (-) per accounting standard.



The 2024 property tax notices were mailed in late May. The taxes were due July 2, 2024, after which a 2% penalty was applied to the outstanding current balance. A further 8% penalty will be applied to current taxes outstanding as of September 11, 2024. The Province sets the interest rate that is charged on arrears and delinquent taxes. For this time period, the interest rate was 10.2%¹ though it dropped to 9.95% July 1st.

As of the July 2nd due date, roughly 95% of taxes were paid which is consistent with previous years.

The Town's Return on Investment for this quarter is \$803,199 (in 2023 it was \$713,675). It is expected that it will exceed budget projections by year end.

The "Taxes Collected on Behalf" amount are funds collected for the Vancouver Island Regional Library that are for the remaining six months of funding yet to be paid over to that agency.

General Government

| (net) | 2024 Actuals YTD | 2024 Budget | 2024 Variance YTD | 2023 Actuals YTD | 2023 Budget | 2023 Variance YTD. |
|-------------------------------------|------------------------|------------------|-------------------------|------------------------|------------------|--------------------------|
| Administration | 175,503 | 363,659 | 48% | 159,417 | 339,320 | 47% |
| Administration Charge | 183,204 | -366,413 | 50% | -156,603 | -313,207 | 50% |
| Bad Debt | 30 | 10,000 | 0% | 163 | 10,000 | 2% |
| Contingency | 0 | 265,899 | 0% | 0 | 0 | - |
| Corporate Service | 363,952 | 717,949 | 51% | 379,794 | 701,126 | 54% |
| Election reserve | 0 | 6,250 | 0% | 0 | 6,250 | 0% |
| Finance | 461,810 | 929,279 | 50% | 450,602 | 889,515 | 51% |
| Grants | 290,317 | -99,082 | 293% | 0 | 0 | - |
| Grants In Aid/Service Agreements | 112,154 | 216,556 | 52% | 117,090 | 200,358 | 58% |
| Human Resources | 144,824 | 291,463 | 50% | 129,779 | 280,999 | 46% |
| Information Technology | 149,131 | 341,544 | 44% | 161,383 | 320,477 | 50% |
| Leases & Debt | 0 | 689,602 | 0% | 0 | 0 | - |
| Mayor & Council | 96,641 | 232,298 | 42% | 117,231 | 214,736 | 55% |
| Property Rental Expense | 26,053 | 46,026 | 57% | 24,603 | 42,177 | 58% |
| Revenue | 444,509 | -457,067 | 97% | -447,971 | -469,250 | 95% |
| Waterfront | 0 | 0 | | 0 | 0 | - |
| Grand Total | 612,068 | 3,187,963 | 19% | 935,488 | 2,222,501 | 42% |

These numbers are netted where appropriate (meaning the revenues less the expenses).

¹ <https://www2.gov.bc.ca/gov/content/governments/local-governments/finance/requisition-taxation/arrears-or-delinquent-taxes-due-to-local-governments>

This department has spent 19% of the 2024 budget in the first half of the year. Much of this is due to various vacancies within the department, resulting in reduced expenses. Also, service agreements are slightly under budget as not all agreements have been renegotiated. Included in the budget were funds set aside for much of the borrowing costs of the new City Hall. As this borrowing failed during the AAP stage, these funds, which were already taxed for, will be placed in a reserve for Council to decide on its future use during the 2025 budget deliberations.

Protective Services

| (net) | 2024 Actuals YTD | 2024 Budget | 2024 Variance YTD | 2023 Actuals YTD | 2023 Budget | 2023 Variance YTD. |
|--------------------|-------------------|----------------|-------------------|------------------|----------------|--------------------|
| Animal Control | 7,537 | 22,375 | 34% | 2,950 | 10,850 | 27% |
| Bylaw | 46,794 | 82,939 | 56% | 49,122 | 102,479 | 48% |
| Fire Department | 250,450 | 474,938 | 53% | 241,248 | 426,936 | 57% |
| Fire Vehicles | 150,404 | 276,485 | 54% | 137,533 | 250,374 | 55% |
| Police | 327,504 | 1,663,638 | 20% | 461,241 | 1,481,292 | 31% |
| Police Tax | -1,792,652 | 1,793,324 | 100% | 1,593,179 | 1,593,713 | 100% |
| Grand Total | -1,009,963 | 727,051 | -139% | -701,086 | 678,218 | -103% |

Animal licence revenue continues to be less in 2024 than in 2022 and 2023. The 2022 door-to-door canvassing resulted in more licenses, but some of these licenses have not been renewed in 2023 or 2024. The Contractor is aware of all licenses that were purchased in 2022 and 2023 but not renewed in 2024.

The Fire Department has spent approximately 53% of budget. Additional pay has been provided for firefighter practices and training, though compensation for attending incidents is roughly the same as this time last year.

Additional staffing has been utilized within the Bylaw services area which will cause this area to be over budget at the end of the year. Council has recently approved adjusting this bylaw position from part time to full time.

The Policing figures represent the Police taxation levied for the year and the January to March RCMP contract bill for policing. There will be an expected surplus in the area due to reserving the anticipated e-com payment.

Public Works & Engineering

| (net) | 2024 Actuals YTD | 2024 Budget | 2024 Variance YTD | 2023 Actuals YTD | 2023 Budget | 2023 Variance YTD. |
|-------------|------------------|-------------|-------------------|------------------|-------------|--------------------|
| Engineering | 75,337 | 233,348 | 32% | 88,473 | 214,658 | 41% |
| PW | 94,816 | 204,633 | 46% | 100,961 | 182,051 | 55% |

| | | | | | | |
|--------------------|----------------|------------------|------------|----------------|------------------|------------|
| Administration | | | | | | |
| PW Operations | 541,466 | 1,351,379 | 40% | 535,965 | 1,286,453 | 42% |
| Snow & Ice Removal | 141,160 | 193,494 | 73% | 125,843 | 133,051 | 95% |
| Grand Total | 852,779 | 1,982,854 | 43% | 851,241 | 1,816,213 | 47% |

Some of the Public Works staff worked on capital projects, which results in a savings in operational wages. This savings will be used to offset the snow and ice materials and supply budget which has already exceeded its budget. There also have been some vacancies in the area which will result in a reduction of expenses.

Solid Waste

| | 2024 Actuals YTD | 2024 Budget | 2024 Variance YTD | 2023 Actuals YTD | 2023 Budget | 2023 Variance YTD. |
|--------------------|------------------|-------------|-------------------|------------------|-------------|--------------------|
| REVENUE | | | | | | |
| S | -363,693 | -720,119 | 51% | -345,366 | -699,462 | 49% |
| EXPENSE | | | | | | |
| S | 273,586 | 720,119 | 38% | 253,804 | 699,462 | 36% |
| Grand Total | -90,106 | 0 | | -91,561 | 0 | |

Solid Waste services is trending similar to previous year. Any surplus at the end of the year will be reserved to offset the expected cost of an eventual switch to automation.

Cemetery Operations

| | 2024 Actuals YTD | 2024 Budget | 2024 Variance YTD | 2023 Actuals YTD | 2023 Budget | 2023 Variance YTD. |
|--------------------|------------------|-------------|-------------------|------------------|-------------|--------------------|
| REVENUES | -25,035 | -45,660 | 55% | -25,585 | -36,340 | 70% |
| EXPENSES | 32,541 | 46,121 | 71% | 28,880 | 37,049 | 78% |
| Grand Total | 7,507 | 461 | | 3,295 | 709 | |

Revenues are trending similarly to last year, though expenses are greater than last year.

Development Services

| | 2024 Actuals YTD | 2024 Budget | 2024 Variance YTD | 2023 Actuals YTD | 2023 Budget | 2023 Variance YTD. |
|-----------------------------|------------------|-------------|-------------------|------------------|-------------|--------------------|
| Building | | | | | | |
| REVENUES | -132,097 | 150,000 | 88% | -121,110 | 170,000 | 71% |
| EXPENSES | 158,641 | 309,774 | 51% | 121,942 | 225,104 | 54% |
| Economic Development | | | | | | |

| | | | | | | |
|--------------------|--------------|----------------|-----------|----------------|----------------|------------|
| REVENUES | -68,910 | -65,000 | 106% | -66,160 | -63,000 | 105% |
| EXPENSES | 25,939 | 56,752 | 46% | 28,464 | 54,835 | 52% |
| Heritage | | | | | | |
| EXPENSES | 4,724 | 9,321 | 51% | 4,385 | 8,853 | 50% |
| Planning | | | | | | |
| REVENUES | -220,945 | 329,160 | 67% | -31,175 | 133,569 | 23% |
| EXPENSES | 239,094 | 723,245 | 33% | 255,643 | 524,733 | 49% |
| Grand Total | 6,447 | 554,932 | 1% | 191,989 | 446,956 | 43% |

Building Revenues are greater than last year during this period due to additional development. Though the expenses are higher than last year, the area is now fully staffed and is trending percentage-wise similar to previous year.

The Economic Development revenues are the Business Licences levied. Most of these funds are paid over to the Chamber of Commerce for rent and other operational costs.

The additional Planning revenues and expenses are greater due to the Province's funding to implement the small-scale, multi-unit housing (SSMUH) legislation. These funds were earmarked for legal review and reserved for 2025 implementation. The Planning department also has a planned vacancy, resulting in a reduction of expenses.

Parks

| Category | 2024 Actuals YTD | 2024 Budget | ' 2024 Variance YTD | 2023 Actuals YTD | 2023 Budget | 2023 Variance YTD |
|----------|------------------|-------------|---------------------|------------------|-------------|-------------------|
| Parks | 484,169 | 884,842 | 55% | 435,460 | 811,319 | 54% |

There are greater expenses in the area as Council approved an additional person in this year, budgeted for the entire year. Also, additional staff are brought on during the growing season resulting in this area using more than half their allotted budget at this time.

Recreation & Facilities

| | 2024 Actuals YTD | 2024 Budget | 2024 Variance YTD | 2023 Actuals YTD | 2023 Budget | 2023 Variance YTD. |
|-----------------------------|------------------|-------------|-------------------|------------------|-------------|--------------------|
| Aquatics | | | | | | |
| REVENUES | -207,617 | -353,082 | 59% | -176,596 | -386,877 | 46% |
| EXPENSES | 263,034 | 449,949 | 58% | 238,548 | 449,859 | 53% |
| Facility Maintenance | | | | | | |
| REVENUES | -46,022 | -53,200 | 87% | -75,996 | -63,800 | 119% |
| EXPENSES | 523,135 | 912,905 | 57% | 506,226 | 964,125 | 53% |
| Fitness Studio | | | | | | |

| | | | | | | |
|----------------------------|------------------|------------------|------------|------------------|------------------|------------|
| REVENUES | -149,060 | -210,849 | 71% | -126,707 | -196,872 | 64% |
| EXPENSES | 153,954 | 329,440 | 47% | 140,291 | 303,265 | 46% |
| FJCC | | | | | | |
| Administration | | | | | | |
| REVENUES | -31,959 | -41,300 | 77% | -24,001 | -28,200 | 85% |
| EXPENSES | 438,262 | 903,632 | 49% | 408,559 | 833,480 | 49% |
| Regional | | - | | | | |
| Recreation | 0 | 1,268,007 | 0% | 0 | -695,205 | 0% |
| FJCC | | | | | | |
| Maintenance | | | | | | |
| EXPENSES | 330,771 | 733,825 | 45% | 348,714 | 624,352 | 56% |
| Recreation Programs | | | | | | |
| REVENUES | -82,585 | -138,156 | 60% | -61,785 | -139,724 | 44% |
| EXPENSES | 99,695 | 286,657 | 35% | 65,750 | 279,045 | 24% |
| Tourism | | | | | | |
| EXPENSES | 9,653 | 18,000 | 54% | 10,782 | 20,000 | 54% |
| Grand Total | 1,301,261 | 1,569,814 | 83% | 1,253,783 | 1,963,448 | 64% |

FJCC use appears to be back to pre-pandemic levels. This can be seen in the revenues trending higher than this time last year.

In Aquatics, with more people attending the pool, additional lifeguards are required to operate, resulting in an increase to expenses. Facility revenues (rentals) are trending higher than budget and should exceed budget by year end. Recreation expenses are greater than previous years due to staffing changes.

This is the second year of the Regional Recreation funding; two-thirds of FJCC's operating costs will be funded by other CVRD jurisdictions.

Water & Sewer

| | 2024 Actuals YTD | 2024 Budget | 2024 Variance YTD | 2023 Actuals YTD | 2023 Budget | 2023 Variance YTD. |
|----------------------------------|---------------------|----------------|-------------------------|------------------------|----------------|--------------------------|
| Sewer Debt & Interest | | | | | | |
| EXPENSES | 271,904 | 627,500 | 43% | 273,589 | 637,500 | 43% |
| Sewer Services | | | | | | |
| REVENUES | -2,361,371 | 3,313,349 | 71% | 2,298,227 | 3,208,160 | 72% |
| EXPENSES | 711,176 | 1,675,030 | 42% | 692,247 | 1,509,065 | 46% |
| Water Interest & Debt | | | | | | |
| EXPENSES | 247,119 | 820,641 | 30% | 247,119 | 770,641 | 32% |
| Water Services | | | | | | |
| REVENUES | -2,656,139 | - | 75% | - | - | 72% |

| | | | | | | |
|--------------------|-------------------|------------------|-------------|------------------|------------------|-------------|
| | | 3,550,931 | | 2,532,100 | 3,496,583 | |
| EXPENSES | 885,146 | 1,939,976 | 46% | 913,721 | 2,002,503 | 46% |
| Grand Total | -2,902,165 | 1,801,133 | 161% | 2,703,651 | 1,785,034 | 151% |

The above revenues include the quarterly bills for January to March and April to June, but also the parcel taxes levied on the annual property tax bill. Both the revenues and expenses are all trending similarly to previous years. There is still un-executed debt in the water utility that will soon be drawn on to fund the Holland Dam upgrade.

This report keeps Council informed of the financial state of the organization and is a snapshot of the Town’s finances for a point in time. Payments and deposits continue to be received, which will change the financial figures. These statements are not audited.

I approve the report and recommendation.

Allison McCarrick, Chief Administrative Officer

ATTACHMENTS:

- A. Consolidated Statement of Operations June 30, 2024
- B. Consolidated Statement of Financial Position – as of June 30, 2024
- C. Listing of Vendor Payments over \$25,000 January 1 – June 30, 2024
- D. January – June 2024 Capital
- E. Reserves

ATTACHMENT A
TOWN OF LADYSMITH
CONSOLIDATED STATEMENT OF FINANCIAL POSITION
AS AT June 30, 2024

| | 2024 |
|--|-------------|
| Financial Assets | |
| Cash and short term deposits | 55,870,790 |
| Accounts receivable: | |
| Property Taxes | 10,566,229 |
| User Fees | 1,140,296 |
| Other | 194,018 |
| | 67,771,333 |
| Liabilities | |
| Accounts payable and accrued liabilities | 10,511,767 |
| Taxes payable to other agencies | 288,821 |
| Post-employment benefits | 334,200 |
| Deferred revenue | 1,231,740 |
| Refundable deposits and other | 2,046,281 |
| Restricted reserves - other | 549,764 |
| Development cost charge reserve | 9,523,671 |
| Federal gas tax reserve | 1,739,133 |
| Obligations under capital lease | - |
| Equipment Financing | 2,719,154 |
| Short term debt (financing) | - |
| Debenture debt | 13,159,923 |
| Asset - retirement obligations | 3,086,870 |
| | 45,191,324 |
| Net Financial Assets | 22,580,009 |
| Non-Financial Assets | |
| Tangible Capital Assets | 121,941,879 |
| Capital Projects in Current Year | 902,247 |
| Prepays | 29,072 |
| Inventory | 86,936 |
| | 122,960,135 |
| Accumulated Surplus | 145,540,150 |

TOWN OF LADYSMITH
CONSOLIDATED STATEMENT OF OPERATIONS
AS AT June 30, 2024

| | Actuals 2024 | Budget 2024 | % of Budget |
|--|---------------------|-------------------|----------------|
| Revenue | | | |
| Taxes: | | | |
| Municipal purposes taxation | 8,395,327 | 8,398,228 | 100% |
| Policing taxation | 1,792,652 | 1,793,324 | 100% |
| Parcel taxes | 3,266,283 | 3,261,583 | 100% |
| Grants in Lieu | 189,266 | 189,549 | 100% |
| Sale of Services: | | | |
| General - other | 35,944 | 22,377 | 161% |
| Recreation | 383,624 | 543,833 | 71% |
| Protective Services | - | 90,000 | 0% |
| Cemetery | 25,035 | 42,000 | 60% |
| Solid Waste | 359,995 | 712,404 | 51% |
| Sewer | 933,712 | 1,844,487 | 51% |
| Water | 788,329 | 1,672,128 | 47% |
| Investment Income | 922,368 | 1,342,567 | 69% |
| Licence, Permits, Rentals & Penalties | 604,806 | 915,655 | 66% |
| Grants | 2,548,575 | 19,159,955 | 13% |
| Donations and contributed property | 5,250 | 4,147,938 | 0% |
| Gain (loss) on foreign exchange | - | - | |
| Gain (loss) on disposal of tangible capital assets | 885,449 | 20,000 | |
| Development Cost Charges utilized | - | 3,089,065 | 0% |
| Gas tax funds utilized | - | 419,371 | 0% |
| | <u>21,136,615</u> | <u>47,664,464</u> | 44% |
| Expenses: (excluding amortization) | | | |
| General government services | 1,308,496 | 4,084,113 | 32% |
| Protective services | 836,732 | 2,691,741 | 31% |
| Transportation services | 909,481 | 2,579,300 | 35% |
| Garbage services | 267,663 | 619,883 | 43% |
| Cemetery services | 17,160 | 38,392 | 45% |
| Development services | 419,406 | 1,007,092 | 42% |
| Recreation and cultural services | 1,640,554 | 3,725,821 | 44% |
| Parks operation services | 413,020 | 1,107,756 | 37% |
| Sewer | 854,078 | 2,763,160 | 31% |
| Water | 943,188 | 3,818,435 | 25% |
| Operating Expenses | <u>7,609,777</u> | <u>22,435,693</u> | 34% |
| General Capital Projects | 779,443 | 25,418,287 | 3% |
| Water Capital Projects | 29,086 | 20,140,505 | 0% |
| Sewer Capital Projects | 93,719 | 3,305,745 | 3% |
| Proceeds from New debt (capital financing) | - | 17,588,725 | 0% |
| Principal Payments | 554,541 | 761,478 | 73% |
| Internal Funding | 2,508,985 | 6,847,019 | -37% |
| | <u>9,561,064.98</u> | <u>38,500.00</u> | |
| BALANCE | | | |
| Accumulated Surplus, beginning of year | 132,013,311 | | |
| Accumulated Surplus - end of year | 145,540,149 | | |



Supplier Code From : 000003
To : WORL001

Categories From : EO - ELECTED OFFICIAL
To : W - WCB - CONTRACTOR/INSTRUCTOI

Sequence : By Code Date Range From :01-Jan-2024
To : 30-Jun-2024

Suppress Printing for \$ Under 25,000.00

| Supplier Code | Name | Total |
|---------------|---|------------|
| 000027 | BC HYDRO | 290,002.03 |
| 000150 | MINISTER OF FINANCE | 83,706.42 |
| 000223 | MUNICIPAL FINANCE AUTHORITY | 131,721.72 |
| 000224 | MUNICIPAL PENSION FUND | 529,069.96 |
| 000255 | RECEIVER GENERAL (Payroll only) | 986,882.71 |
| 000318 | WORKSAFE BC | 183,636.13 |
| 000362 | ICBC | 48,677.00 |
| 000653 | MUNICIPAL INSURANCE ASSOCIATION OF BC | 280,377.92 |
| 000664 | STEWART MCDANNOLD STUART | 41,840.44 |
| 001419 | PACIFIC BLUE CROSS | 149,929.39 |
| 001507A | RECEIVER GENERAL FOR CANADA | 760,014.00 |
| 002337 | COASTAL ANIMAL CONTROL SERVICES OF BC LTD. | 26,250.00 |
| 003159 | MINISTRY OF SMALL BUSINESS AND REVENUE | 461,859.77 |
| 004701 | MONK OFFICE | 34,055.11 |
| 004913 | LIDSTONE & COMPANY | 62,245.45 |
| 005066 | BEAVER ELECTRICAL MACHINERY LTD | 37,191.14 |
| 2452112 | LADYSMITH CHAMBER OF COMMERCE | 42,431.50 |
| 2453079 | LADYSMITH RESOURCES CENTRE ASSOCIATION | 69,732.00 |
| 2457157 | DAVID STALKER EXCAVATING LTD | 27,933.42 |
| 2483151 | KOERS & ASSOCIATES ENGINEERING LTD | 41,790.16 |
| 2488101A | WASTE CONNECTIONS OF CANADA INC | 110,416.76 |
| 2734987 | ICONIX WATERWORKS LIMITED PARTNERSHIP | 44,849.15 |
| 2931411 | ASSOCIATED ENGINEERING (BC) LTD | 80,509.00 |
| 2990605 | CLASSIC CORE COMMUNITY LTD (INC NO BC0881527) | 135,143.69 |
| 3327461 | US BANK | 130,065.60 |
| 3611231 | RUSHWORTH ELECTRICAL SERVICES INC | 81,680.22 |
| 4192165 | BC LIFE & CASUALTY COMPANY | 94,737.55 |
| 4304274 | VIMAR EQUIPMENT LTD | 470,033.50 |
| 4699757 | ECORA ENGINEERING & ENVIRONMENTAL LTD | 55,247.48 |
| 5218811 | LAFARGE ASPHALT TECHNOLOGIES A DIV OF | 51,820.60 |
| 5352238 | VANDERBEKEN ENTERPRISES LTD | 38,195.36 |
| 5747790 | AINSWORTH | 47,099.90 |
| 6642522 | CLEARTECH INDUSTRIES INC | 121,350.67 |
| 6655244 | BUNZL | 26,164.99 |
| 7297557 | CUPE LOCAL 401 | 49,052.98 |
| 7328731 | RBS MANAGED IT SERVICES INC | 43,344.55 |
| 7462500 | COWICHAN VALLEY REGIONAL DISTRICT | 803,572.82 |
| 7464511 | COWICHAN PETROLEUM SALES (2007) LTD | 69,005.47 |
| 7531077B | WSP CANADA INC. | 199,912.31 |
| 7542232 | ARCHIE JOHNSTONE PLUMBING & HEATING LTD | 27,487.48 |
| 7584697 | VANCOUVER ISLAND REGIONAL LIBRARY | 289,092.00 |
| 8353533 | MONARCH NA STRUCTURES LTD | 49,140.16 |
| 9808950 | DB PERKS & ASSOCIATES LTD | 26,036.62 |
| M248 | SCHOOL DISTRICT #68 | 35,858.51 |
| PT00000091 | LADYSMITH FREEHOLDERS INC | 56,975.06 |

Total Suppliers Equal and Over 25,000.00 7,426,138.70

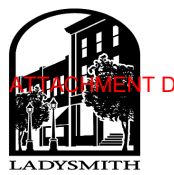
Other Suppliers Under 25,000.00 1,497,465.65

Total Of Printed Suppliers : 8,923,604.35



For Period Ending 30-Jun-2024

| | YTD | COMMITTED | BUDGET |
|--------------------------------------|------------|------------|---------------|
| CAPITAL | | | |
| General | | | |
| General Capital Fund | | | |
| Community to Community | 0.00 | 0.00 | 10,000.00 |
| City Hall / BC Builds | 0.00 | 0.00 | 13,500,000.00 |
| Turnout Gear Dryer | 0.00 | 0.00 | 15,000.00 |
| Next Generation 911 | 0.00 | 0.00 | 45,000.00 |
| Fire Services Strategic Work Plan | 0.00 | 0.00 | 38,500.00 |
| Holland Creek Crossing (Traffic) | 0.00 | 0.00 | 3,200,000.00 |
| Ludlow/Rocky Cr Roundabout | 0.00 | 0.00 | 1,616,702.00 |
| Storm Master Plan | 0.00 | 128,519.66 | 177,669.00 |
| GIS Stage 3 Implementation | 22,832.50 | 42,611.56 | 78,899.00 |
| Tree Grating Curbs & Painting | 0.00 | 0.00 | 13,013.00 |
| Bike Racks | 2,690.49 | 0.00 | 8,694.00 |
| 2nd Ave Slope Stability Study | 505.28 | 15,880.75 | 35,000.00 |
| Marina Access | 86,569.69 | 38,054.33 | 239,985.00 |
| Wayfinding Signs | 89,415.62 | 0.00 | 127,408.00 |
| Diversity Square | 14,631.17 | 0.00 | 49,264.00 |
| Decorative Streetlights & Lighting | 6,413.58 | 0.00 | 7,589.00 |
| Replace Elgin Sweeper Unit 47 | 439,296.62 | 0.00 | 450,000.00 |
| Firehall Front Apron Paving | 0.00 | 0.00 | 30,000.00 |
| Single Area Traffic Study | 189.00 | 0.00 | 433.00 |
| Farrell Rd Sidewalk; Stirling-Gales | 0.00 | 0.00 | 46,050.00 |
| Dump Site Survey & Study | 5,952.92 | 50.38 | 10,000.00 |
| Replace Unit #97 Prius | 0.00 | 0.00 | 36,621.00 |
| Kubota Lawn Mower | 0.00 | 19,772.62 | 20,000.00 |
| Chip sealing | 0.00 | 0.00 | 20,000.00 |
| Davidson sidewalk connector | 0.00 | 6,123.88 | 60,000.00 |
| Dogwood Pedestrian Improvement | 0.00 | 6,123.88 | 65,000.00 |
| Christie/4th flashing lights crossin | 1,251.90 | 39,600.00 | 54,600.00 |
| Stephenson/Dogwood flashing lights | 1,251.90 | 59,000.00 | 74,000.00 |
| V-plow and spreader | 0.00 | 33,727.47 | 40,000.00 |
| 6th Ave Reconstruction Conceptual De | 0.00 | 0.00 | 250,000.00 |
| Buller St Paving (3rd-4th) | 0.00 | 0.00 | 68,500.00 |
| Kay Grouhel Recognition | 0.00 | 0.00 | 10,000.00 |
| Commercial Rotary Tri-Mower | 0.00 | 0.00 | 145,000.00 |
| Aggie Field Drainage Improvements | 0.00 | 0.00 | 125,000.00 |
| Harbourview Park Improvements | 0.00 | 0.00 | 75,000.00 |
| Aggie Playground Walkway | 0.00 | 0.00 | 15,000.00 |
| Cenotaph Restoration | 0.00 | 0.00 | 65,000.00 |
| Forrest Field - outdoor equipment | 0.00 | 0.00 | 45,000.00 |
| Mountain Bike Network | 0.00 | 0.00 | 125,000.00 |
| Waterfront Stage 1 Remediation | 0.00 | 0.00 | 50,729.00 |
| Sale of 1260 Churchill Pl | 29,741.58 | 0.00 | 0.00 |
| Parks Bench/Pavers Program | 1,061.31 | 0.00 | 0.00 |
| Car Shop Repairs | 0.00 | 0.00 | 15,610.00 |
| Loci Shop Roof | 0.00 | 7,920.68 | 46,026.00 |
| FJCC Aquatic Wheelchair Replacement | 0.00 | 1,123.50 | 6,000.00 |
| Poverty Reduction Stream 3 | 14,880.00 | 0.00 | 24,800.00 |
| Museum Accessibiity Ramp Replacement | 0.00 | 0.00 | 59,292.00 |
| FJCC Rec Room Play Equip Replacement | 4,805.19 | 3,900.10 | 10,000.00 |
| City Hall Main HVAC Replacement | 41,050.88 | 0.00 | 70,797.00 |
| Firehall HVAC Engineering | 4,250.00 | 500.00 | 15,000.00 |
| City Hall Meeting Room Alterations | 0.00 | 0.00 | 75,000.00 |
| RCMP Chairs & Desks | 33,474.28 | 0.00 | 45,000.00 |
| Archives Fire Suppression Engineerin | 3,450.00 | 0.00 | 20,000.00 |
| Ampitheatre Enhancement (Tent) | 9,394.52 | 0.00 | 8,650.00 |
| Aquatic Accessible Lift | 15,907.63 | 0.00 | 20,000.00 |
| 630 2nd Ave Building - Painting | 0.00 | 0.00 | 50,000.00 |
| Aggie Hall - Floor Refinish | 0.00 | 0.00 | 15,000.00 |
| Duct Cleaning - TOL Buildings | 11,235.00 | 2,537.00 | 15,000.00 |
| Fire Hall - HVAC Boiler Replacement | 0.00 | 0.00 | 77,500.00 |
| Fire Hall - Security Gate and Drivew | 0.00 | 0.00 | 25,000.00 |

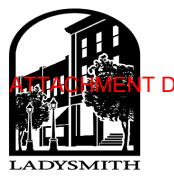


Capital

For Period Ending 30-Jun-2024

| | YTD | COMMITTED | BUDGET |
|--------------------------------------|-------------------|-------------------|----------------------|
| Fire Hall Bay Floor Refinishing | 0.00 | 0.00 | 20,000.00 |
| FJCC - Accessibility Improvements | 0.00 | 0.00 | 37,500.00 |
| FJCC - Dry-o-tron Mechanical Eng | 0.00 | 0.00 | 20,000.00 |
| FJCC Main Pool Regrouting | 0.00 | 16,575.75 | 25,000.00 |
| FJCC Roof Replacement PH1 | 0.00 | 0.00 | 320,000.00 |
| High St Ball Field Facilities Repair | 314.61 | 0.00 | 35,000.00 |
| PW - Additional Offices | 0.00 | 0.00 | 60,000.00 |
| PW - HVAC & Mech replacement | 5,255.00 | 36,032.00 | 127,500.00 |
| Alarm system upgrades | 19,104.00 | 0.00 | 25,300.00 |
| Brown Dr Park Ph 1 | 0.00 | 12,142.50 | 60,000.00 |
| Forrest Field clubhouse design | 0.00 | 0.00 | 50,000.00 |
| Skate Park redesign | 0.00 | 0.00 | 21,750.00 |
| RCMP HVAC Redesign | 26,178.55 | 0.00 | 50,000.00 |
| Heart of Hub (Machine Shop Grant) | 0.00 | 0.00 | 4,289,809.00 |
| City Hall Painting | 14,026.00 | 0.00 | 14,026.00 |
| VIHA Resilience & Safety | 3,754.87 | 0.00 | 50,000.00 |
| Total General | 908,884.09 | 470,196.06 | 26,848,216.00 |
| Sewer | | | |
| Sewer Capital Fund | | | |
| Stage 2 Environmental Study | 47,213.89 | 118,548.13 | 142,612.00 |
| Inflow & Infiltration Connections | 1,637.50 | 0.00 | 156,817.00 |
| Sandy Beach Lift Station Generator | 1,675.45 | 0.00 | 232,420.00 |
| Ludlow Pump Station Upgrade | 26,330.35 | 36,131.75 | 735,145.00 |
| Ludlow Lift Station Generator | 0.00 | 0.00 | 100,000.00 |
| Holland Cr Dev Downstream (offsite i | 0.00 | 0.00 | 443,000.00 |
| Compost Curing Building | 0.00 | 13,375.00 | 550,000.00 |
| Rocky Cr Sewer Upgrade (Boundary-Lud | 0.00 | 0.00 | 750,000.00 |
| Artist Studio Sewer Main Connection | 0.00 | 0.00 | 100,000.00 |
| UV Phase 2 Design | 0.00 | 0.00 | 100,000.00 |
| WWTP Servers | 9,755.03 | 0.00 | 50,000.00 |
| Compost Facility Odour Reducing Impr | 1,611.71 | 68,000.00 | 153,541.00 |
| Sandy Beach Inflow & Infiltration | 2,409.75 | 0.00 | 75,000.00 |
| Centrifuge Rebuild | 43,749.68 | 6,911.13 | 47,600.00 |
| Spirogester Condition Assessment | 5,777.86 | 0.00 | 8,036.00 |
| Sandy Beach Lift Station Upgrade | 0.00 | 0.00 | 75,000.00 |
| SCADA Upgrades | 0.00 | 0.00 | 80,000.00 |
| WWTP Chlorinator | 0.00 | 0.00 | 125,000.00 |
| WWTP Improvements | 11,473.80 | 41,835.99 | 175,000.00 |
| Total Sewer | 151,635.02 | 284,802.00 | 4,099,171.00 |
| Water | | | |
| Water Capital Fund | | | |
| Edgewood Estates Water Meter Replace | 0.00 | 0.00 | 125,000.00 |
| Chicken Ladder Flood Hardening | 0.00 | 14,026.99 | 349,688.00 |
| Diamond Meter & Vault Replacement | 0.00 | 0.00 | 125,000.00 |
| Diamond Meter Replacement | 0.00 | 0.00 | 40,000.00 |
| Holland Dam Inspection Report | 0.00 | 0.00 | 30,227.00 |
| Water Filtration Plant Deficiencies | 3,346.35 | 0.00 | 573,972.00 |
| 6th Ave & Dead Ends Watermain Repl | 0.00 | 0.00 | 385,000.00 |
| Holland Dam Storage Upgrade | 2,321.00 | 30,321.84 | 15,547,387.00 |
| Rocky Creek PRV & Vault Removal | 0.00 | 0.00 | 50,000.00 |
| Holland Creek Dam Assessment | 29,010.75 | 17,027.32 | 86,748.00 |
| Davis Rd PRV Replacement Design | 0.00 | 0.00 | 25,000.00 |
| Roberts St Watermain | 26,764.65 | 561,209.00 | 658,880.00 |
| Abandon Twin AC Watermains below The | 0.00 | 0.00 | 75,000.00 |
| Stocking Lake Dam Design | 0.00 | 0.00 | 534,550.00 |
| HC Weir - Mackie | 0.00 | 0.00 | 1,087,500.00 |
| Stocking Supply Main Preliminary Des | 0.00 | 150,000.00 | 150,000.00 |
| HC Weir - Colonia | 0.00 | 0.00 | 462,500.00 |

Capital



For Period Ending 30-Jun-2024

| | YTD | COMMITTED | BUDGET |
|------------------------------|--------------|--------------|---------------|
| HC Weir - Upper Intake | 0.00 | 0.00 | 1,200,000.00 |
| Total Water | 61,442.75 | 772,585.15 | 21,506,452.00 |
| Total CAPITAL | 1,121,961.86 | 1,527,583.21 | 52,453,839.00 |
| Surplus (-) / Deficit | 1,121,961.86 | 1,527,583.21 | 52,453,839.00 |

ATTACHMENT E

Continuity Schedule of Reserves and Appropriated Equity

| | Balance at Jan 1, 2024 | Current Balance | Expected Contributions | Expected Funding | balance at Dec 31, 2024 |
|---|---------------------------|----------------------|---------------------------|-----------------------|----------------------------|
| Reserves | | | | | |
| Amenity Funds | \$ 184,393 | \$ 189,654 | \$ - | \$ - | \$ 189,654 |
| Covid Safe Restart | 1,322,311 | \$ 1,317,056 | \$ - | \$ (229,745) | \$ 1,087,311 |
| Climate Action Program | 153,100 | \$ 443,417 | \$ - | \$ (7,500) | \$ 435,917 |
| Municipal Office reserve | 655,000 | \$ 655,000 | \$ 60,000 | \$ - | \$ 715,000 |
| Filming reserve | 632 | \$ 656 | \$ - | \$ - | \$ 656 |
| Perpetual Safety Fund | 15,205 | \$ 15,639 | \$ - | \$ - | \$ 15,639 |
| Sale Real Property | 390,755 | \$ 1,239,504 | \$ - | \$ (367,471) | \$ 872,033 |
| Tax Sale | 30,556 | \$ 31,428 | \$ - | \$ - | \$ 31,428 |
| Total Reserves | \$ 2,751,953 | \$ 3,892,354 | \$ 60,000 | \$ (604,716) | \$ 3,347,638 |
| Appropriated Equity | | | | | |
| General Operating Fund | | | | | |
| Continuing Projects | 2,009,677 | 2,474,727 | - | (2,474,727) | - |
| Future Projects | 3,573,598 | 3,547,420 | 6,250 | (352,101) | 3,201,569 |
| Equipment | 2,182,173 | 2,117,567 | 22,400 | (32,000) | 2,107,967 |
| Land & Building | 562,073 | 562,073 | 60,000 | (40,000) | 582,073 |
| Tax Contingency | 7,986 | 7,986 | - | - | 7,986 |
| Snow & Ice Removal | 90,000 | 90,000 | - | - | 90,000 |
| Infrastructure Deficit | 963,648 | 963,648 | - | - | 963,648 |
| Solid Waste | 1,159,829 | 1,159,829 | 75,000 | - | 1,234,829 |
| | 10,548,985 | 10,923,250 | 163,650 | (2,898,828) | 8,188,071 |
| Water Operating Fund | | | | | |
| Continuing Projects | 1,949,515 | 2,465,394 | - | (2,465,394) | - |
| Future Projects | 1,038,811 | 1,038,811 | - | - | 1,038,811 |
| MFA Surplus Refunds | 524,076 | 524,076 | - | - | 524,076 |
| Water Operating Fund Total | 3,512,402 | 4,028,281 | - | (2,465,394) | 1,562,887 |
| Sewer Operating Fund | | | | | |
| Continuing Projects | 2,118,756 | 2,497,121 | - | (2,497,121) | - |
| Future Projects | 1,257,743 | 1,257,743 | - | - | 1,257,743 |
| Sewer Operating Fund | 3,376,499 | 3,754,864 | - | (2,497,121) | 1,257,743 |
| Total Appropriated Equity | \$ 17,437,886 | \$ 18,706,394 | \$ 163,650 | \$ (7,861,343) | \$ 11,008,701 |
| Total Reserves & Appropriated Equity | \$ 20,189,839 | \$ 22,598,749 | \$ 223,650 | \$ (8,466,059) | \$ 14,356,340 |

STAFF REPORT TO COMMITTEE OF THE WHOLE

Report Prepared By: Jake Belobaba, Director of Development Services
Reviewed By: Allison McCarrick CAO
Meeting Date: September 10, 2024
File No: 6480-20
Re: OCP Implementation: Short Term Priorities

RECOMMENDATION:

That the Committee recommend to Council:

1. That implementation of the following short-term actions of the OCP be prioritized for 2025:
 - a. Updating the Development Cost Charge and Revitalization Tax Exemption Bylaws to incentivize growth in Priority Growth Areas, with an expanded scope that includes developing an Amenity Cost Charge Bylaw;
 - b. Undertaking Ladysmith's First Mobility Plan and updating the Subdivision and Development Servicing Bylaw to reflect recommendations of the mobility plan;
 - c. Amending the Zoning Bylaw to reduce the minimum lot size for R-1 Zone;
 - d. Amending the Zoning Bylaw to include parking supply ratios and dimensions for van-accessible parking spaces;
 - e. Completing a tree protection bylaw;
 - f. Developing a monitoring program for purpose-built rental housing;
2. That Council pass a resolution authorizing staff to apply for any available grant that can be used to fund the projects under recommendation 1(a) to 1(f); and
3. That staff be directed to include proposed funding in the 2025 budget for the projects under recommendation 1.

EXECUTIVE SUMMARY:

Since adoption of the Town's new OCP, 9 out of 27 short-term actions have been implemented or are underway. This report describes short-term actions that remain outstanding and recommends undertaking seven actions in 2025 with budget allocations.

PREVIOUS COUNCIL DIRECTION:

| Resolution | Meeting Date | Resolution Details |
|-------------|--------------|--|
| CS 2023-112 | 2023-05-02 | That Council: 1. Rescind third reading of "Official Community Plan Bylaw 2022, No. 2200"; 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 3. Adopt "Official Community Plan Bylaw 2022, No. 2200". |
| CS 2023-174 | 2023-07-04 | That Council adopt "Town of Ladysmith Zoning Bylaw 2014, No. 1860, Amendment Bylaw, 2023, No. 2140". |
| CS 2024-014 | 2024-01-23 | That Council direct staff to: ... 2. Prepare a report for a future meeting of Council on requiring subdivisions to allocate active transportation space. |
| CS 2024-054 | 2024-03-19 | That Council direct staff to bring forward for Council consideration: a) zoning amendments consistent with provincial SSMUH requirements to allow duplexes in restricted zones on all lots between 280-4050m2 in size; b) zoning amendments consistent with provincial SSMUH requirements to allow one single- family dwelling, one secondary suite and one coach house in restricted zones on lots smaller than 280m2; c) OCP amendments to align development permit requirements to be consistent with new SSMUH requirements; d) amendments to relevant bylaws to increase fines for illegal nightly rentals, and make existing STR rules clearer and aligned with provincial terminology; e) an Amenity Cost Charge Bylaw; f) amendments to the Town's DCC bylaw to allow for a DCC charge for a new Fire Hall and shared provincial highway projects; g) amendments to the applicable bylaws to delegate the approval of "minor" DVPs to staff; and h) amendments to the applicable bylaws to increase range of staff-issuable DPs, including DPs for residential developments of four units or less. |
| CS 2024-161 | 2024-07-16 | ... 4. That Council direct staff to include the control of invasive species in the tree protection bylaw anticipated under the Official Community Plan implementation. |

INTRODUCTION/BACKGROUND:

Ladysmith Unparalleled was adopted on May 2, 2023 and has been followed by a number of subsequent successes. Nine short-term actions highlighted in the plan have already been implemented, the Town was well positioned to adapt to mandatory and optional Provincial housing legislation, and the Town and its consulting team accepted a silver award from the Planning Institute of BC for excellence in policy planning on May 8, 2024.

Action-oriented, the OCP lists 64 implementation actions categorized by policy area and timing:

- Short-term actions are intended to be implemented within 3 years of adoption.

- Medium-term actions are intended to be realized within 4-6 years.
- Long-term actions are intended to be implemented beyond 6 years.
- “Ongoing” actions have no start or end date.

All of these actions are intended to be impactful, and in deciding which actions to undertake first, section 1 of Part D of the OCP provides a useful policy for defining priorities:

“From time to time, the Town may be faced with competing priorities, whether it be the result of a capital project, development application, or other opportunity. In these circumstances – and unless there is a clear imperative suggesting otherwise – the following OCP goals should take priority over others (in no particular order):

- 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
- Walk the path of reconciliation
- Be a place where people from all walks of life can call home, with access to affordable and appropriate housing
- Concentrate growth in Priority Growth Areas in support of the three priorities noted above as well as the broader OCP goals

These priorities are based on strong community input for urgent action.”

Because the OCP was adopted in the middle of a budget year, staff initially started work on short-term and ongoing actions that could be completed within existing budgets. Then, in the fall of 2023, the Province made a number of legislative changes intended to increase the supply of housing in the Province. These changes included both mandatory and optional regulatory changes for the Town. Some of these changes are aligned with OCP actions, and almost \$200,000 was provided through the Province’s Capacity Funding for Local Government Housing Initiatives program. However, the mandatory requirements consumed much of Development Services’ policy development capacity for 2024. With the bulk of this work complete, the Town can once again focus on OCP implementation.

Attachment A lists the 27 short-term actions outlined in the OCP, their status, and relative impact on the four priorities noted above.

Operational considerations for selecting short-term actions to undertake in 2025, include relative ease of implementation, cost, available funding sources, status (i.e. whether or not the project is already underway), previous Council direction, available expertise, and complementary opportunities.

Staff also consulted with a representative from the Stz’uminus First Nation on OCP projects Stz’uminus would be eager to implement in 2025. Redeveloping the waterfront/harbour was identified as a high priority. Although this is not identified as a Short-Term Action for OCP implementation, it is a top priority of the OCP, as the Waterfront is a Priority Growth Area.

Figure 1: OCP Priority Growth Areas

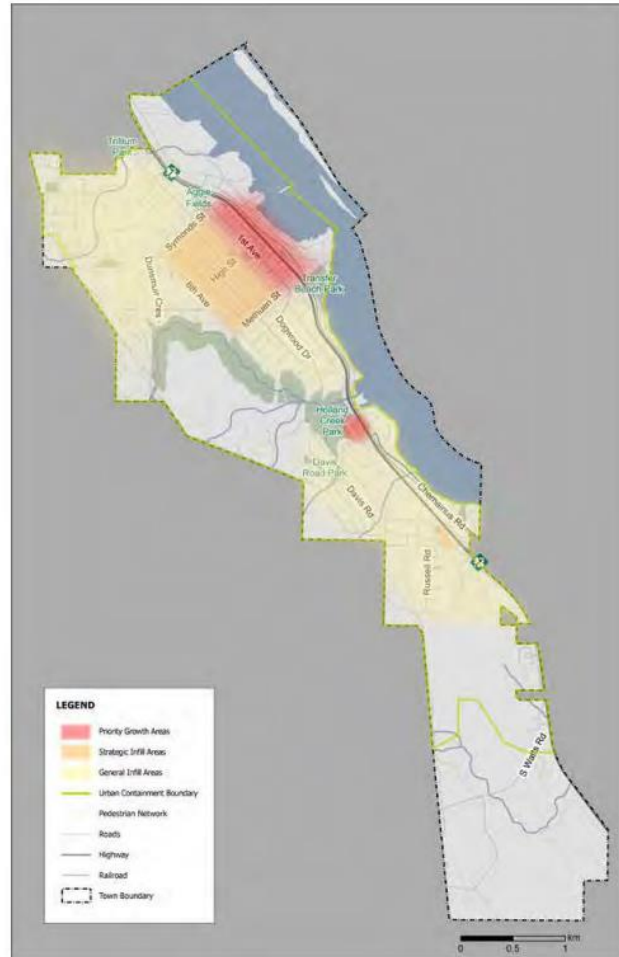
The Town also receives requests throughout the year from the community for various projects to be undertaken. Often, these requests align with OCP policies and planned projects. Examples include the Cowichan Climate Hub’s presentation to Council on April 2, 2024, the presentation from Broombusters on April 16, 2024 and the request from the Ladysmith and District Historical Society (LDHS) in Attachment B. In forming the recommendations of this report, staff considered these requests based on their impact on the OCP and operational considerations noted above.

PROPOSAL:

Staff recommend undertaking seven actions for 2025. Each of these projects is summarized below:

DCC, Revitalization Tax Exemption and ACC Bylaws.

Section 3 of Part D of the OCP includes an action to amend the DCC and Tax Revitalization bylaws to incentivize growth in priority growth areas. Additionally, the Province introduced Amenity Cost Charges (ACC) in the fall of 2023. Since this tool did not exist when the OCP was drafted, it was not contemplated or incorporated in the approved OCP. However, it is reasonable to extend the intent of the OCP action to extend DCC’s and tax incentives to an ACC program, and an ACC program will support a number of other key objectives of the OCP including housing¹. ACC’s mirror DCC’s, with similar identical approval and consultation requirements. The main difference between the two programs is that DCC’s are fees to pay for specific types of infrastructure and ACC’s are used to pay for amenities for social, cultural, heritage, recreation or environmental benefit. Council endorsed the development of an ACC program under resolution CS 2024-054 on March 19, 2024. Staff recommended an ACC program as it is an alternative to negotiating amenity contributions through rezoning proposals. Staff also recognized that rezoning applications were likely to decrease following mandatory zoning changes called for under the OCP and mandated by the Province. It follows that, like a DCC Bylaw, an ACC bylaw could be designed to incentivize



¹ ACC’s were developed to reduce housing constructing costs, and reduce approval timeframes and protracted amenity-related negotiations associated with rezoning applications. More information on ACC’s is available at: <https://www2.gov.bc.ca/gov/content/housing-tenancy/local-governments-and-housing/housing-initiatives/development-finance>

development in priority growth areas with a higher concentration of existing amenities. Subsequently, staff are recommending a comprehensive review of the DCC and Tax Revitalization bylaws in conjunction with developing a new ACC bylaw with an overarching objective of incentivizing growth in priority growth areas.

Staff also note that a number of updates are needed to the DCC bylaw to reflect recent periods of high inflation, address infrastructure needs that have arisen since the current DCC Bylaw was adopted, anticipate infrastructure upgrades needed to accommodate the Province's new SSMUH requirements (which will need to be completed by 2030, if not sooner), and to take advantage of new rules allowing DCC's to be used for fire halls and provincial highway projects (see resolution CS 2024-054). Significant efficiencies can be achieved by combining all of the above-noted projects and this action can be completed with a hybrid of internal and external resources and funded with a combination of Capacity Funding for Local Government Housing Initiatives and DCC funding.

Mobility Plan and Updates to the Subdivision and Development Servicing Bylaw (Policies 2.3 and 2.4)

The Town received additional funding from UBCM's Active Transportation Planning Program to develop transportation policies for the OCP. Subsequently, the OCP contains a robust transportation section with a focus on sustainable transportation², with 26 actions intended to improve Ladysmith's transportation system. Foundational to these policies and actions is a "Mobility Plan to provide design guidance on the new street network classifications and intersections, identify intersection and corridor improvements, prioritize the pedestrian and cycling infrastructure improvements, and provide a capital and operational budget for short-term and long-term mobility improvements."

The Mobility Plan is a short-term action intended to be followed by a number of policy and infrastructure improvements:

- Updates to the Subdivision and Development Servicing Bylaw to road, pedestrian and cycling infrastructure standards (see policy 2.4)
- Intersection and "complete street" improvements to facilitate active transportation (see policy 2.5 and 2.12)
- Incentive or rebate programs to promote active transportation, including electric bikes and electric scooters, especially for low-income populations (see policy 2.6)
- Providing end-of-trip cycling infrastructure (e.g. racks, e-bike charging, showers, lockers etc.) in strategic locations (see policies 2.7 and 2.8)
- Modifying street standards to improve pedestrian use during inclement weather (see policy 2.10)

² i.e. walking, cycling (including using E-Bikes), "rolling" (e.g. skateboarding, scooters, using a wheelchair etc.), and using public transit.

- Developing a cycling network that is interconnected with local and regional networks and trail systems (see policies 2.18, 2.19, 2.20, 2.21, 2.22, 2.23, 2.24, 2.25 and 2.26)
- Making streets more accessible for the elderly and persons with disabilities (see policy 2.11 and 2.17)
- Increasing the permeability³ of the Island Highway (see policies 2.13, 2.14 and 2.15)

Completing the Mobility Plan and updating the Subdivision and Development Bylaw, can set in motion many of the other key transportation-related action items in the OCP. For example, the Mobility Plan will help prioritize infrastructure improvements the Town should undertake and changing the Subdivision and Development Bylaw will set standards that developers must follow when they are required to build infrastructure—such as new sidewalks and trails in subdivisions (see Council resolution CS 2024-014). Subsequently staff are recommending initiating these actions, to set the Town up for success and early implementation for subsequent actions.

The Town does not have in-house transportation planning and transportation engineering specialists. The cost of contracting out the Mobility Plan, which would include a new cycling network plan under policy 2.19, is approximately \$85,000-\$115,000. Amendments to the Subdivision and Development Bylaw could be done in-house upon receipt of the Mobility Plan, or contracted out for approximately \$10,000-\$20,000, excluding legal review. Some or all of the funding needed for the Mobility Plan, and Subdivision and Development Bylaw can come from funding and reserves provided by the Province such as Canada Community Building Fund (gas tax) or Capacity Funding for Local Government Housing Initiatives (see below).

Staff also note that the Subdivision and Development Bylaw is one of three major regulatory bylaws that affects housing development⁴, and is in need of a major overhaul to create efficiencies for development approvals. Staff anticipate using Capacity Funding for Local Government Housing Initiatives to make initial improvements to the structure and wording of the bylaw, which in turn will make subsequent changes resulting from the Mobility Plan easier and less expensive.

Reduced minimum lot size for the R-1 Zone (Policy 3.4)

Policy 3.4 of the OCP calls for reduced lot sizes to support densification of existing and future neighbourhoods. Generally, this is most appropriate in suburban zones where land assembly is not required to achieve densification and large lot sizes tend to discourage densification and needed housing types such as secondary suites and coach houses. When zoning amendments were made to comply with provincial SSMUH requirements, many suburban/low density zones were consolidated, and lot sizes were reduced for this purpose. As the R-1 Zone was the only suburban zone that was not consolidated with another zone, smaller lot sizes were not explored. This is a relatively easy project that can be done in-house and within existing budgets. Once lot sizes in the R-1 zone are changed Policy 3.4 will be fully executed.

³ In this context “permeability” means to the ability of cyclists and pedestrians to cross the highway.

⁴ The other two being the OCP and zoning bylaw.

Accessible parking spaces.

Staff initiated the comprehensive parking changes under polices 2.27, 2.30 and 2.31 of the OCP through Bylaw 2140 in 2023. However, changes to accessible parking standards under Policy 2.32 were omitted as they required more complex changes to parking space specifications and staff wanted to explore opportunities for combining this work with creating van-accessible spaces on 1st Avenue in accordance with OCP Policy 2.36. Additionally, this project can be aligned with [forthcoming accessibility standards in the BC Building Code](#)⁵. This action is relatively straightforward and can likely be accomplished in-house with minimal additional resources.

Tree protection bylaw.

A tree protection bylaw is an identified action under both the current OCP and previous OCP. Staff have started preliminary work on this bylaw and have expanded the scope pursuant to Council resolution CS 2024-161 to include policies for invasive plant control. With the exception of legal review, this project can be completed in-house within existing budgets.

Monitoring program for purpose-built rental housing.

Policy 3.15 of the OCP calls for a monitoring program for purpose-built rental. Staff have been intending to improve the process for producing monthly building permit updates for some time and the two tasks could easily be combined to achieve dual objectives of tracking rental-housing development and reporting efficiencies.

Currently, the process of compiling monthly building permit reports is a time consuming “manual” process. Staff have been investigating and testing “real-time” reporting options that would compile building permit information into an interactive dashboard similar to the one [recently used for the Downtown Parking Study](#). Data points related to the construction of rental housing could easily be added and incorporated into the dashboard, to provide a comprehensive, up-to-date analysis of rental housing construction, housing starts, and construction activity.

Additionally, the Province is developing a new “[Building Permit Hub](#)” to coordinate and standardize the building permit application process in participating jurisdictions. For applicants, the hub functions like an online application portal. For participating local governments, the hub functions like application processing software (something the Town currently doesn’t have), allowing staff to track and process applications. The Town is not currently a participating local government, but staff are monitoring the roll out of the program, which is still in its early stages, and expect to be signing up for the program once it's fully implemented. It is anticipated that in addition to making the building permit process more streamlined, the hub will provide exportable data that is useful for reporting purposes.

⁵ These code requirements will take effect on March 8, 2025.

For the most part, this action can be completed with in-house resources. However, \$5,000-\$10,000 may be required for data entry and cleaning⁶, privacy auditing⁷, and data acquisition. As this action supports housing and streamlining housing construction, it may be possible to use Capacity Funding for Local Government Housing Initiatives for some or all of it.

ANALYSIS:

When considering the above recommendations staff evaluated each short-term OCP action based on the following criteria:

1. Ease of implementation: How easy the action will be to execute given current staff resources and priorities. Projects that have already been started or have received Council direction to start were considered to be a higher priority.
2. Available funding and cost: Many actions are eligible for external funding (e.g. Gas Tax and Capacity Funding for Local Government Housing Initiatives funding) or funding that is reserved for certain purposes (e.g. DCC's), meaning such projects can be completed without relying on funds derived from municipal taxes. Some of these funding sources also have deadlines to use them. The ability to complete projects in-house vs. contracting out was also considered.
3. Priorities and tradeoffs. The OCP is clear that, all things being equal, actions that reduce community greenhouse gas emissions, support reconciliation, support affordable and appropriate housing, and/or help concentrate growth in priority growth areas should be given priority. Attachment A provides a relative impact on these priorities for each short-term action and staff gave significant weight to the OCP priorities in forming the recommendations in this report.
4. Complementary opportunities. Staff considered how well the recommended projects aligned with other emerging opportunities to achieve efficiencies and maximize impact.
5. Impact. Staff considered the long-term and short-term impact of each action. This not only included the impact on the OCP priorities noted above, but also the impact in other areas such as operational efficiencies.

Each of the recommended actions for 2025 is examined below in the context of the above-noted criteria.

DCC, Revitalization Tax Exemption Bylaws and ACC bylaws.

⁶ Many building permit records are in older digital formats or hardcopy and lack the data hygiene and formatting that is needed for comprehensive digital analysis.

⁷ Building permit data contains both information that can be disclosed publicly and information that cannot. The online dashboard must be designed and tested to ensure personal information cannot be accessed by the public.

Ease of implementation for this project is low given the significant scope. However, impact is high and external funding is already on hand for at least some components (see Financial Implications) allowing the Town to rely on external consulting resources. Subsequently, it is unlikely that this project would need to be funded through taxation or grants and the burden on staff resources is manageable. Optimized DCC's and ACC's also contribute to optimized infrastructure and facilities, which in turn reduce costs for the Town over the long-term.

The impact of this project on GHG emissions and concentrating growth in priority growth areas is substantial. DCC's (and now ACC's) and taxes are a significant expense for developers, providing ample room to incentivize the acquisition and redevelopment of properties in priority growth areas. This in turn has an impact on GHG emissions, as higher density developments tend to correlate with lower energy consumption and reduced automobile and energy use. Moreover, a revised DCC bylaw will help the Town prioritize infrastructure construction in a way that supports GHG reductions (e.g. by funding and prioritizing sustainable transportation infrastructure).

Developing an effective incentive program requires a holistic review of a DCC, ACC and tax revitalization bylaws, hence the recommendation to expand the scope of the project to include the ACC program.

Overall, the benefits of this action far exceed the relative effort and cost and there are major advantages of starting this project as soon as possible.

Mobility Plan and Updates to the Subdivision and Development Servicing Bylaw.

Ease of implementation for this project is low given the significant scope. However, once complete, the Mobility Plan and updated subdivision and development servicing bylaw is expected to make the execution of other OCP priorities and day-to-day operations (e.g. subdivision approvals) significantly easier and more streamlined. The cost of this project is high, but external funding is already on hand for at least some components (see Financial Implications').

The impact of this project on GHG emissions is substantial over the long term. 74% of Ladysmith's GHG emissions are attributable to transportation. Laying a strong foundation for sustained improvements to Ladysmith's transportation system can be expected to significantly reduce GHG emissions over time. The project will also likely result in other benefits over the long-term, including improved traffic flows, reduced traffic accidents and more cost-effective infrastructure planning.

Reduced minimum lot size for the R-1 Zone.

The level of effort and cost to implement this action are minimal but it will likely have a tangible impact on housing. Completing the minimum lot size reductions started when the SSMUH amendments were made will increase options for appropriate and affordable housing.

Accessible parking spaces.

Ease of implementation for this project is high and because it can be completed relatively easily with in-house resources, costs are likely very low. The project does support appropriate housing for persons with disabilities as the new parking standards will apply to multi-family residential units but does not directly support affordable housing for persons with disabilities—i.e. it will not reduce the cost of accessible units, make housing more affordable for persons with disabilities or increase the supply of housing that is suitable for persons with disabilities. However, overall staff see this project as ideal for 2025 as it will complete all of the parking changes specified in the OCP, can be aligned with changes to the BC Building Code, and has a small but significant impact on the quality of housing and quality of life for persons with disabilities.

Tree protection bylaw.

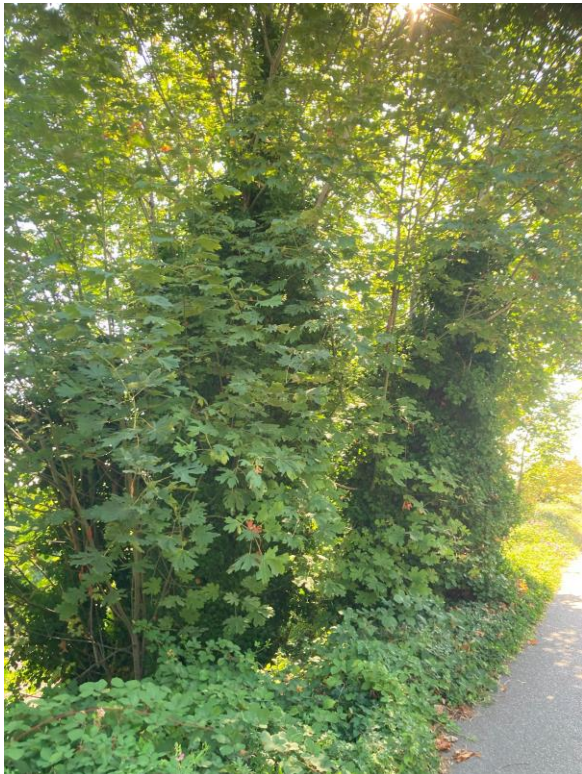
Ease of implementation of this project is moderate and costs are low (less than \$5,000) as this project can be completed in-house with external legal review. This project is not expected to have a measurable impact on reconciliation, housing or directing growth to priority growth areas. Trees do sequester carbon dioxide, but large swaths of forest areas would be needed to create a tangible reduction in Ladysmith’s GHG emissions. However, improving the Town’s urban tree canopy has a direct and substantial impact on protecting the Town from the impacts of climate change and resultant indirect impacts on energy consumption.

The [2022 Report to the Chief Coroner](#) on the high mortality rates during the 2021 heat dome noted the lack of an urban tree canopy as a significant contributing factor, with deaths often correlating with urban heat islands—areas with minimal tree cover and high levels of heat-absorbing surfaces like asphalt. The report noted that a healthy urban tree canopy can reduce surface temperatures by as much as 12° C and recommended changes to the BC Building Code to require passive and active cooling requirements⁸ as well as changes to local government legislation to “require the protection and restoration of the urban tree canopy”.

⁸ These changes took effect in March of this year. See: https://www2.gov.bc.ca/assets/gov/farming-natural-resources-and-industry/construction-industry/building-codes-and-standards/bulletins/2024-code/b24-08_overheating.pdf

Vancouver Island has not historically been a region where home cooling has been needed; however, this has changed, and will continue to worsen with climate change. Mechanical cooling

Figure 2: English Ivy climbing Native Maple Trees and Himalayan Blackberry covering the ground on 2nd Avenue. Ivy that was likely introduced for landscaping was observed on a nearby property.



requires more energy than heating, and many older homes will need to rely on inefficient, retrofitted mechanical cooling systems to adapt to the changing climate (e.g. window air conditioners), resulting in significantly higher energy consumption. In extreme cases, widespread mechanical cooling combined with high temperatures can strain (or even shut down) the electrical grid⁹. A healthy tree canopy and other passive cooling techniques reduces the need for mechanical cooling; in turn reducing energy consumption¹⁰, strain on the electrical grid and community vulnerability to extreme weather events.

Controlling invasive plants has similar indirect benefits. Scotch broom, one of the most pervasive invasive plants in Ladysmith, is a significant wildfire risk and most invasive plants found in the region limit the growth of mature tree canopies, thus creating a lack of shading trees. Other invasive plants, like English ivy, actually kill mature trees and are pervasive in urban areas (often escaping from gardens) thus exacerbating urban heat islands. By

comparison, native deciduous growth like maple and alder that rapidly take over previously cleared areas, quickly grow to create robust, shading canopies and can help control the spread of wildfire due to their high moisture content.

Building a healthy urban tree canopy takes time and requires the protection of mature trees and wooded areas, meaning enacting a tree protection bylaw now will lead to better results when the trees are needed most. Although, this action will not directly decrease GHG emissions, it is

⁹ See as examples:

<https://globalnews.ca/news/10571252/heat-wave-power-outages-canada/#:~:text=Heat%20waves%20can%20put%20strain,on%20the%20system%2C%20he%20said.>

<https://bc.ctvnews.ca/hundreds-without-power-across-lower-mainland-as-heat-wave-wreaks-havoc-1.5487948>

<https://www.cbc.ca/news/canada/british-columbia/hydro-heat-damage-1.6100521>

¹⁰ This may result in a corresponding decrease in GHG reduction, depending on how the power is produced.

essential for the community to adapt to climate change and therefore staff see it as having a comparatively higher alignment with this priority of the OCP.

Monitoring program for purpose-built rental housing.

Ease of implementation for this action is moderate to high and costs are low. Capacity Funding for Local Government Housing Initiatives can likely be used for external costs and in-house resources are available for almost all aspects of this project. This project's direct impact on housing will be small, but leverageable. Administrative staff currently spend at least 4 hours per month entering application data and producing monthly building permit reports. Building inspectors and administrative staff spend a combined total of approximately 10 hours per month managing the largely paper-based building permit system. These inefficiencies have been known for some time, but other priorities (like those caused by high application volumes), and prohibitively high software costs have made it difficult to address these issues. However, Capacity Funding for Local Government Housing Initiatives, and new provincial online software appear to be creating a convergence of opportunities that can allow the Town to accomplish an OCP objective while improving the quality and efficiency of services provided. Every hour saved on reporting and paperwork is time that staff can spend reviewing, processing and approving applications, meaning these times savings will translate to faster application processing times over the long-term.

Staff also note that useful, current and configurable information plays a small but vital role in meeting OCP and provincial housing objectives. The Province has recently passed legislation that requires a higher standard of review for assessing housing needs and the Province is actively observing housing starts and issuing housing targets through the *Housing Supply Act*. Among other advantages, being able to easily, clearly and convincingly summarize the status of housing construction (and other types of construction) in Ladysmith puts the Town in a stronger position when applying for grants or advocating for reasonable housing targets. Where information can be made publicly available, the construction industry can use it for well-researched market analyses. This not only drives housing starts and the local economy, but supports appropriate housing tailored to local needs.

Overall, this project offers small but impactful progress towards appropriate and affordable housing in Ladysmith and should be initiated in 2025.

ALTERNATIVES:

Council can choose to:

1. Specify different OCP actions to initiate in 2025
2. Specify that no actions be undertaken to implement the OCP in 2025

FINANCIAL IMPLICATIONS:

Should Council approve staff's recommendations, staff will prepare the 2025 Budget proposal accordingly. Staff note that the larger projects (e.g. DCC, ACC and Tax Revitalization Bylaws and Mobility Plan) are likely to stretch over two or more budget years. The table below provides a summary of likely costs for each recommended project as well as likely funding sources. Staff

note that due to either project scope or available external funding none of the projects rely heavily on taxation funding.

| Project | Estimated Cost | Funding Sources ¹¹ |
|---|----------------|---|
| DCC, Revitalization Tax Exemption Bylaws and ACC bylaws. | \$75,000 | Capacity Funding for Local Government Housing Initiatives, DCC Reserve |
| Mobility Plan and updates to the Subdivision and Development Servicing Bylaw. | \$115,000 | Gas Tax, Capacity Funding for Local Government Housing Initiatives, Surplus |
| Reduced minimum lot size for the R-1 Zone. | \$0 | N/A |
| Accessible parking spaces. | \$0 | N/A |
| Tree protection bylaw. | \$3,000 | Taxation (Reserve) |
| Monitoring program for purpose-built rental housing. | \$5,000 | Capacity Funding for Local Government Housing Initiatives |

LEGAL IMPLICATIONS:

Legal review will be essential for major bylaw amendments and new bylaws that will result from the recommended actions. In some cases, these costs can be absorbed into existing legal budgets. In others, legal review will be incorporated into the project budgets that will be included in the 2025 annual budget.

CITIZEN/PUBLIC RELATIONS IMPLICATIONS:

The Table below provides a summary of recommended and required public engagement for each project.

| Project | Required/Recommended Consultation |
|---|---|
| DCC, Revitalization Tax Exemption Bylaws and ACC bylaws. | Sections 564(4)(f) and 570.7(5)(d) of the <i>Local Government Act</i> necessitate consultation with the development industry for a DCC and ACC Bylaw. Also, staff anticipate that a public engagement plan will be developed to determine amenities to be included in the ACC Bylaw and the project scope will include consultation with committees of Council such as Community Planning Advisory Committee, the Public Art Committee and the Parks Recreation and Culture Advisory Committee. |
| Mobility Plan and updates to the Subdivision and Development Servicing Bylaw. | Will likely include a robust public engagement plan developed and implemented by the consultant. |
| Reduced minimum lot size for the R-1 Zone. | Public notification is required for the required zoning bylaw changes. A public hearing is optional. |
| Accessible parking spaces. | |
| Tree protection bylaw. | Staff will circulate a draft of the proposed bylaw to local community groups (e.g. Broombusters), the Community Planning Advisory Committee and the Parks Recreation and Culture Advisory Committee. Staff also expect to |

¹¹ To be confirmed during 2025 budget preparation.

| | |
|--|---|
| | publish information for residents on the new rules following adoption of the bylaw. |
| Monitoring program for purpose-built rental housing. | Once complete, the proposed dashboard will be publicly available. |

INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS:

Each of the above projects will be led by different departments with other departments fulfilling a supporting or consulting role. This is summarized in the table below.

| Project | Lead Department(s) | Supporting Departments |
|---|--|---|
| DCC, Revitalization Tax Exemption Bylaws and ACC bylaws. | | |
| DCC Bylaw | Infrastructure Services, Finance, Consultant | Development Services, Fire Department, Parks Recreation and Culture, Communications |
| ACC Bylaw | Development Services, Finance, Consultant | Parks Recreation and Culture, Communications |
| Revitalization Tax Exemption Bylaw | Development Services, Finance | Communications |
| Mobility Plan and updates to the Subdivision and Development Servicing Bylaw. | Development Services, Infrastructure Services Consultant | Communications |
| Reduced minimum lot size for the R-1 Zone. | Development Services | Infrastructure Services |
| Accessible parking spaces. | Development Services | Infrastructure Services |
| Tree protection bylaw. | Development Services | Public Works, Town Arborist, Communications |
| Monitoring program for purpose-built rental housing. | Development Services | Communications, Legislative Services, IT |

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 checked="" type="checkbox"/> Waterfront Area Plan | <input type="checkbox"/> Not Applicable |

I approve the report and recommendations.

Allison McCarrick, Chief Administrative Officer

ATTACHMENTS:

- A. OCP short-term actions
- B. LDHS request for update to Heritage Strategic Plan

Attachment A. Status of Short-Term Actions for OCP Implementation

| Policy | Action | Status (% Complete) | Impact | | | |
|--------|---|------------------------|------------------|----------------|----------|-----------------------------|
| | | | GHG Reduction | Reconciliation | Housing | Priority Growth Areas |
| N/A | Amend the DCC Bylaw and Revitalization Tax Exemption to incentivize growth in Priority Growth Areas. This would provide complementary benefits in other policy areas such as infrastructure, transportation, and housing. | 0% | Moderate | Low | High | High |
| 1.2 | Building on the Naut'Sa Mawt accord, the Town will initiate the co-creation of a Reconciliation Framework that is consistent with UNDRIP, seeking guidance on topics and directions from Stz'uminus First Nation and other First Nations whose traditional territories encompass Ladysmith. | 0% | TBD | High | TBD | TBD |
| 2.3 | Dedicate funding to develop Ladysmith's first Mobility Plan to provide design guidance on the new street network classifications and intersections, to identify intersection and corridor improvements, prioritize the pedestrian and cycling infrastructure improvements, and provide a capital and operational budget for short-term and long-term mobility improvements. | 0% | High | Low | Low | Moderate - High |
| 2.4 | Amend the Subdivision and Development Servicing Bylaw to reflect the recommendations in the Mobility Plan. | 0% | High | Low | Low | High |
| 2.5 | Undertake intersection and complete street improvements that address operational or safety concerns to facilitate active transportation | 0% | High | Low | Low | High |
| 2.19 | As part the Town's Mobility Strategy, undertake a cycling network plan to develop the short-term cycling network. | 0% | High | Low | Low | High |
| 2.17 | Amend the Zoning Bylaw to modernize the parking pay-in-lieu regulation. | 100% | Moderate | Low | High | High |
| 2.28 | Amend the Zoning Bylaw to eliminate the off-street parking requirement for all commercial uses in the Downtown Heart. | 100% | High | Low | Low | High |
| 2.30 | Amend the Zoning Bylaw to align the bicycle parking requirements with current trends and best practices. | 100% | Moderate | Low | Moderate | Moderate |

Attachment A. Status of Short-Term Actions for OCP Implementation

| Policy | Action | Status (% Complete) | Impact | | | |
|-----------|---|------------------------|------------------|------------------|----------|-----------------------------|
| | | | GHG Reduction | Reconciliation | Housing | Priority Growth Areas |
| 2.31 | Amend the Zoning Bylaw to include requirements for bicycle and end-of-trip facilities including lockers and showers, and change rooms for commercial, office, and institutional uses | 100% | High | Low | Low | High |
| 2.32 | To accommodate persons with disabilities, amend the Zoning Bylaw to include parking supply ratios and dimensions for van-accessible parking spaces. | 0% | Low | Low | Moderate | Low |
| 2.33 | Every two years, evaluate parking conditions in the Downtown to determine if parking occupancy for on-street spaces and off-street lots is meeting or exceeding the threshold of 85%. | 100% | Low | Low | Low | High |
| 3.4 | Amend the Zoning Bylaw to reduce minimum lot size requirements to support densification of existing and future neighbourhoods | 75% | Low-Moderate | Low | High | Low |
| 3.7 | Amend the Zoning Bylaw to allow secondary suites in duplexes and townhouses | 100% | Low-Moderate | Low | High | Moderate |
| 3.12 | Implement Residential Rental Tenure Zoning to protect existing and proposed rental housing stock. | 0% | Low | Low | High | TBD |
| 3.15 | Monitor the impact of short-term rental accommodation on long-term rental housing supply. ¹ | 100% | Low | Low | High | Low |
| 3.16 | Monitor construction of purpose-built rental housing to help maintain overall market supply, and encourage rental projects in areas close to transit, employment, parks, shops, and services. | 0% | Moderate | Low | High | Moderate |
| 4.25 | Establish a tree protection bylaw. | 3.14% | Moderate | TBD ² | Low | Low |
| 5.27-5.31 | Conduct a study to help prepare infrastructure and services for the impacts of climate change, | 0% | Low | Low | Low | Low |
| 6.3 | Undertake a Town-wide equity analysis to identify social inequities and barriers to accessing municipal | 0% | Low | TBD | Low | Low |

¹ The Town now has access to the Province's Short Term Rental Data Portal under the *Short-Term Rental Accommodations Act* which provides a complete picture of the impact of Short-Term Rentals on the Town's housing supply.

² A tree protection bylaw may or may not support indigenous cultural and gathering practices.

Attachment A. Status of Short-Term Actions for OCP Implementation

| Policy | Action | Status (% Complete) | Impact | | | |
|--------|---|------------------------|------------------|----------------|----------|-----------------------------|
| | | | GHG Reduction | Reconciliation | Housing | Priority Growth Areas |
| | services, and develop a strategy to ensure equitable access | | | | | |
| 7.2 | Conduct a job market analysis for Ladysmith and Stz'uminus First Nation. | 0% | Low | Moderate-High | Low | Low |
| 7.3 | Develop cultural safety training and protocols for employers to create a work culture that supports First Nations employees to thrive | 0% | Low | High | Low | Low |
| 7.4 | Support the provision of employer training, education, and support to reduce barriers to recruit, hire, and retain equity-seeking people seeking employment | 0% | Low | TBD | Low | Low |
| 7.11 | As part of a comprehensive climate change adaptation plan, undertake research to explore how the impacts of climate change will affect businesses in Ladysmith. | 0% | Low | Low | Low | Low |
| 8.7 | Amend the Building Bylaw to accelerate adoption of the BC Energy Step Code for all new buildings, requiring the standards set forth in this Policy 8.7. (Refer to Part C, Chapter 8). | 95% | High | Low | Moderate | Low |
| 8.10 | Establish and promote incentive programs to support decarbonization and energy and water efficiency in existing buildings. | 0% | High | Low | Moderate | Low |
| 9.9 | Update Ladysmith's Heritage Strategic Plan (2008) in order to identify, maintain, and protect community heritage resources | 0% | Low | TBD | Low | Low |



Ladysmith & District Historical Society
Box 813
Ladysmith, BC
V9G 1A6

Tel/Fax: 250.245.0100
Email:
info@ladysmithhistoricalsociety.ca
Website: ladysmithhistoricalsociety.ca

July 9th 2024

To: Allison McCarrick, Chief Administrative Officer, Town of Ladysmith

Re: Updating of Town of Ladysmith Heritage Strategic Plan etc.

Hello Allison,

as discussed on the phone in April, the Town of Ladysmith Heritage Strategic Plan - which dates from 2008 needs to be reviewed and updated. This work should also include updating the Heritage Inventory (compiled 1990, published 2004) and Community Heritage Register (last updated 2014).

The Society has approached the town several times since 2019 regarding this and was advised that adoption of the revised Official Community Plan was required before it could be done.

Now that this has now occurred, please advise as to the Town's plans for this work and whether associated costs will be included in the coming budget cycle.

The Historical Society would be pleased to offer assistance with these works.

With Kind Regards,

Quentin H. Goodbody
President, Ladysmith & District Historical Society

STAFF REPORT TO COMMITTEE OF THE WHOLE

Report Prepared By: Trish McConnell, Human Resources Manager
Reviewed By: Allison McCarrick, Chief Administrative Officer
Meeting Date: September 10, 2024
File No:
Re: **DIVERSITY, EQUITY AND INCLUSION**

RECOMMENDATION:

That the Committee recommend that Council approve the Diversity, Equity and Inclusion (DEI) Statement as provided in the staff report dated September 10, 2024 from the Manager of Human Resources.

EXECUTIVE SUMMARY:

The purpose of this report is to gain the committee’s approval for a Diversity, Equity and Inclusion (DEI) organizational statement that reflects the Town’s commitment to maintaining a positive workplace culture by respecting each person’s background, lived experiences, talents and strengths.

PREVIOUS COUNCIL DIRECTION:

| | | |
|--------------------|----------------|--|
| CE 2024- 051 | 2024- 03-12 | Recommendation 6 - Develop a Diversity, Equity and Inclusion Policy for the Town, and that regular and recurring training for staff and Council be a product of that policy. |
|--------------------|----------------|--|

INTRODUCTION/BACKGROUND:

The origins of DEI can be traced back to the 1960’s when societal movements and legal changes began to shape workplaces. In the 2000’s DEI strategies began to significantly impact corporate culture due to the changing demographics in the workplace and expanded beyond aspects of race and gender to include sexual orientation and disability. Organizations began to identify that by recognizing and expressing support for diversity in the workforce, they could uncover gaps and deficiencies that create unnecessary or hidden challenges for individuals, including unconscious bias.

Currently, the Town’s Workplace Harassment, Bullying and Discrimination Policy 07-2640-C and the Employee Code of Conduct reference how to appropriately educate, maintain, and manage employee behaviours that violate the policies and codes. This is to ensure that the Town is responsive to maintaining a healthy organization.



The Council Code of Conduct, which was developed in 2021 provides guiding principles and standards of conduct to ensure ethical and professional behaviours are maintained by council members towards all individuals they interact with and serve.

The DEI statement publicly affirms the Town’s commitment to valuing, recognizing, respecting, and embracing individual differences, but it is not about isolating individuals. It is important to recognize and celebrate diversity, but an overemphasis on differences can lead to division rather than unity. The policies and codes of conduct in place readily address the methods to be used to ensure that the Town’s commitment is met.

ALTERNATIVES:

Council can choose to:

1. Maintain Status Quo.
2. Approve the drafted DEI Policy submitted as per resolution CE 2024-51.
3. Refer the drafted policy or statement back to staff for further review, as specified by Council.

FINANCIAL IMPLICATIONS:

The costs for the options provided in this report will be negligible based on regular education and training at monthly staff meetings and new employee orientations.

LEGAL IMPLICATIONS:

BC Employment Standards Act protects job applicants and workers from discrimination. Absence of defined policies that address DEI violations, or any other disrespectful behaviour can increase the risk of discrimination and bias claims.

CITIZEN/PUBLIC RELATIONS IMPLICATIONS:

The adoption of a DEI policy or statement communicates to the public that the Town embraces, empowers and celebrates diversity.

INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS:

Any policy or statement approved will result in human resources involvement with all departments at the Town.

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 recommendation(s).
Allison McCarrick, Chief Administrative Officer

ATTACHMENT(S):

- Attachment "A" - Draft Diversity, Equity and Inclusion Policy
- Attachment "B" - Draft Diversity, Equity and Inclusion Organizational Statement

Attachment “A”

| | |
|--------------|--|
| TOPIC: | Diversity, Equity and Inclusion (DEI) Policy |
| POLICY No: | |
| APPROVED BY: | Council |
| DATE: | September 2024 |

STATEMENT

The Town of Ladysmith (“Town”) strives to be an inclusive organization and a workplace that creates belonging for employees where diversity thrives, and our employees feel supported. This is accomplished by building equitable opportunity policies, programs, procedures and processes that demonstrate the Town’s mission, vision, values, beliefs, expectations, and practices at all levels of the Town. Racial and social injustice represents the most significant requirement for change that addresses Diversity, Equity and Inclusion (DEI) as a priority. This takes into consideration issues of systemic, institutional and structural racism faced by marginalized groups, and highlights a need for the Town to take practical steps to ensure that we are offering a culture of inclusion and connectedness.

1. PURPOSE

- 1.1. The main objective of the DEI Policy (“policy”) is to define and support a caring and inclusive culture in the workplace to foster creativity and openness, invite different backgrounds, strengths and perspectives, embrace other’s ideas and contributions.
- 1.2. The Town supports a work environment in which every person is treated with respect and dignity, by creating a workplace that recognizes marginalized groups and promotes DEI.
- 1.3. The policy establishes clear guidelines for all employees; however, it is not meant to be exhaustive, and the Town will continue to update the policy as necessary.
- 1.4. This policy reflects the Town’s organizational values and principles.
- 1.5. This policy establishes expectations for behaviours that create and promote a respectful and harassment free workplace.
- 1.6. This policy defines unacceptable behaviours and the consequences to employees not following the guidelines. The Town has to take all reasonable steps to promote respect and prevent, where possible, or otherwise investigate complaints.

2. DEFINITIONS

- 2.1. **Bias**: In favour of or against one thing, person or group compared with another usually in a way that is considered to be unfair.
- 2.2. **Culturally Sensitive Behaviour**: means actions or remarks that are disrespectful, harmful or offensive to individuals or groups belonging to a particular culture or ethnicity. This type of behaviour can take various forms, such as making derogatory comments, using ethnic slurs, stereotyping, microaggressions, or failing to acknowledge and respect cultural differences. Culturally insensitive behaviour can be

intentional or unintentional, but regardless of the intent, it can cause harm and perpetuate discrimination against certain groups.

- 2.3. Discrimination: is an action or decision that results in unfair or negative treatment of a person or group because of their race, place of origin, ethnic origin, age, economic class, religion, sexual orientation, gender identity, gender expression, or disability which could be based on conscious or nonconscious prejudice.
- 2.4. Employee/Employees: means any individual employed at the Town for wages or salary. This includes all regular employees, temporary employees, casual employees, union members, contract employees, exempt/management employees and paid-on call. This excludes all members of Council.
- 2.5. Equity: means to create the opportunity for all employees to fully participate in the workplace productively and successfully, progress their career equally and receive equivalent rewards and benefits for doing so. It's about fair treatment for everyone, regardless of their background, education, ethnicity, gender, age, religion, sexual orientation, disability or any other characteristic.
- 2.6. Diversity: refers to recognizing, respecting and valuing the differences in people, from experience and background to religion, culture, age and all other characteristics.
- 2.7. Good faith: refers to honest and sincere intent.
- 2.8. Harassment: is any comment or conduct by a person that the person knew or reasonably ought to have known would cause another person to be humiliated or intimidated and have a demonstrable negative impact on the workplace or the complainant(s).
- 2.9. Inclusion: refers to how well each individual employee feels accepted, included and valued in the workplace. It's about creating a sense of belonging, connection and engagement for each employee in the workplace.
- 2.10. Town: means the Town of Ladysmith (employer).
- 2.11. Unconscious Bias: occurs when an individual is unaware of a prejudice. A tendency to form opinions about others without having enough relevant information. They are for the most part, invisible and are triggered when the brain makes quick judgements and assessments of people and situations.

3. ROLES AND ACCOUNTABILITIES

The overall responsibility for championing and applying this policy rests with all employees. To that end, the following roles and responsibilities are also in effect:

- 3.1. All employees are expected to:
 - 3.1.1. review and abide by the policies of the Town;
 - 3.1.2. participate in educational and training programs about diversity, equity, and inclusion;

3.1.3. assess and modify how they work and make decisions, considering how habits or practices, particularly the impact of unconscious biases, may exclude people from opportunities to contribute and participate;

3.2. All management and those in supervisory leadership roles are responsible for:

3.2.1. adhering to the Statement in their behaviour and in all organizational interactions including acting on any issues that may come to their attention.

3.2.2. Human Resources is responsible for the oversight and maintenance of this policy and is accountable to ensure that the Statement is adhered to, in both the creation of policy and procedure, and when issues or complaints may arise.

4. PROCEDURES

4.1. Employees are encouraged to effectively deal with concerns associated to workplace behaviours on their own if no imminent safety risk is present. If an employee is uncertain on how to proceed, they may contact their immediate supervisor or manager for assistance.

4.2. Employees are asked to seek clarification from their supervisor if they are uncertain as to whether an existing or contemplated action may contravene the policy or any other Town policy, procedure, or bylaw.

4.3. Complaints or inquiries concerning a breach of this policy that cannot be resolved by the employee or manager that requires escalation can be made in writing to the Department Director. If the complaint is related to the Department Director, the complaint must be directed to the Chief Administrative Officer. The Department Director or Chief Administrative Officer will consult with the Human Resource Manager who is deemed to be the investigating officer in these matters. Complaints regarding the Chief Administrative Officer must be directed to the Town of Ladysmith Mayor. The Mayor, in consultation with the Human Resources Manager, shall fulfill the obligations of the investigating officer or shall determine that an external investigator will be hired for the purposes of following up on the complaint.

4.4. All complaints or inquiries will be treated as confidential and will follow all investigative protocols. The respondent will be provided an opportunity to respond to the complaint against them.

4.5. A form of an alternate dispute resolution may be offered which could include a facilitated conversation between the two parties if they choose to participate voluntarily.

4.6. The Town of Ladysmith will deal with employees appropriately who submit a false complaint or a complaint that is vexatious or frivolous in manner. A vexatious complaint is one that continues to be brought forward even if a determination has already been decided on the issue(s) and/or has been appropriately dealt with or is a complaint that has been brought forward for an improper purpose. Bringing up the same issue continually can be considered vexatious.

A frivolous complaint is one which is readily devoid of merit. No employee who submits a complaint in good faith will be subject to reprisal.

The policy provides guidelines for appropriate workplace conduct. The policy will not provide rules and regulations for all situations you may encounter as an employee. It is expected that employees would follow the organization's three (3) values and the following three (3) additional principles as it relates to this policy.

1. **Courage** – being committed to dealing with conflict when it arises and and/or seeking out resources if unable to resolve the concern. Committed to being self-aware and open to seeking out different perspectives to understand a point of view.
2. **Respect** – agree to treat people with respect, compassion, dignity, and fairness.
3. **Integrity** – being of sound moral character, by doing the right thing even when no one is watching.
4. **Open and Honest** – being open and honest fosters an atmosphere of trust where people feel that they can share and learn from each other. Communicating effectively.
5. **Professionalism** – acting ethically and upholding professional standards which includes always striving to behave in an honourable fashion by displaying positive and ethical behaviour.
6. **Responsibility** – taking responsibility for our own actions which includes being accountable for our own behaviours.

For more information, advice, or assistance, consult your collective agreement (if applicable) or your immediate supervisor/manager. If you have tried these resources and still need help, you should contact the Human Resources Manager.

REFERENCES

- Employee Code of Conduct #07-2640-G
- Harassment, Bullying and Discrimination Policy #07-2640- C
- Progressive Discipline Policy #07-2680-A2019
- Conflict of Interest Policy #07-2680-C
- Reasonable Accommodation - #07-2680-D
- Confidentiality Policy #01-0115-D
- Communications Policy #04-1470-A
- Protection of Workers from Violence in the Workplace #4.28—4.31

Attachment “B”

Diversity, Equity and Inclusion Organizational Statement

The Town of Ladysmith Council and employees are committed to fostering an inclusive workplace culture that celebrates the uniqueness and differences of individuals. In fulfilling this commitment, the Town aims to fully respect each person’s background, lived experiences, talents and strengths by supporting this diversity, equity and inclusion (DEI) statement.

The Town is committed to providing an environment that is free from any form of discrimination based on, but not limited to: race, colour, ancestry, place of origin, political belief, religion, marital status, family status, physical or mental disability, sex, gender identity or expression, sexual orientation and age.

The Town will continually create and maintain a culture of inclusion by ensuring our policies, practices and processes are inclusive and unbiased. They will do so by providing practical and experiential learning opportunities for Town employees and leaders in a respectful environment.

Aaron Stone
Mayor, Town of
Ladysmith

Allison McCarrick
CAO, Town of
Ladysmith

Blaine Gurrie
President, CUPE 401

INFORMATION REPORT TO COMMITTEE OF THE WHOLE

Report Prepared By: Management
Meeting Date: September 10, 2024
File No: 0640-20
Re: **2023-2026 Strategic Priorities Update**

RECOMMENDATION:

That the Committee receive the 2023-2026 Strategic Priorities Update dated September 10, 2024.

EXECUTIVE SUMMARY:

The Strategic Plan was deliberated and approved by Council in the Spring of 2023. This is the fourth update presented to the Committee.

PREVIOUS COUNCIL DIRECTION:

| | | |
|-------------|------------|---|
| CW 2024-31 | 2024-05-14 | That the Committee receive the 2023-2026 Strategic Priorities Update dated May 14, 2024. |
| CW 2024-07 | 2024-01-16 | That the Committee receive the 2023-2026 Strategic Priorities Update dated January 16, 2024. |
| CW 2023-055 | 2023-07-11 | That the Committee receive the 2023-2026 Strategic Priorities Update dated July 11, 2023. |
| CS 2023-147 | 2023-06-06 | That Council adopt the 2023-2026 Strategic Plan and direct staff to publish the plan online and in hard copy. |

DISCUSSION:

Council has provided direction regarding the strategic priorities of the Town for 2023-2026 and the attached report provides a high-level update of the projects that support those priorities.

I approve the report and recommendation.

Allison McCarrick, Chief Administrative Officer

ATTACHMENT:

- A. 2023-2026 Strategic Priorities Update – September 2024



■ In Progress ■ Completed ■ Starting Soon

Priority: Core Infrastructure

| Major Initiative | Status | Comment |
|---|--------|---|
| Holland Lake Dam Capacity & Climate Resiliency Improvements | 5% | Site investigation is submitted for permits; data collection underway via air photo and Lidar |
| Stocking Lake Supply Main Replacement | 5% | Funding secured; consultant engaged to complete preliminary design including options for phasing |
| Roberts Street Watermain Replacement | 95% | Water main installation was completed in early August; water services connections, road, sidewalk and drainage works are underway |
| Holland Creek Dams (Upper, Mackie, Colonia) | 20% | Four pre-qualified contractors for the work and RFP is currently active (Mackie RFP awarded) |
| Stage 2 Wastewater Environmental Study | 100% | Report provided to surrounding First Nations for review; no comments were received |
| Sewer Inflow & Infiltration Connection Replacement | 50% | Focus has shifted to repairing Chemainus foreshore main |
| Compost Facility Curing Building | 10% | Staff have applied for a building permit and will procure a contractor once permit is received |
| Implement GIS to Prioritize Infrastructure | 80% | GIS system is now updated to current standards; public facing map includes latest subdivisions, capital projects and collection routes |
| FJCC Roof Replacement | 20% | Project estimates came in above the approved budget; additional 2025 capital funds will be requested |
| Lot 108 Park Improvements | 90% | The remaining project is the installation of fitness equipment; a design has been selected with staff investigating options for surfacing |
| Brown Drive Park Improvements | 25% | Bridge design is complete; currently costing |
| Aggie Field Drainage | 15% | Design completed; project to commence in fall |
| Cenotaph & Garden Area Restoration | 50% | Work has begun and on track to be completed early October |
| Colonial / Delcourt Sidewalks & Traffic Calming | 100% | |
| City Hall Short-Term Improvements | 100% | |
| Storm Water Master Plan | 100% | |
| Marina Wall Repair | 100% | |
| Fourth Avenue Paving & Improvements | 100% | |
| FJCC Improvements | 90% | Bouldering wall completed; remaining working to be completed by Fall 2024 |
| Aggie Hall Improvements | 75% | This project is on track to be completed September 2024 |

Priority: Official Community Plan Implementation

| Major Initiative | Status | Comment |
|---|--------|------------------------------------|
| Dedicate Funding to Develop Mobility Plan | 10% | Committee formed & working on plan |

2023-2026 Strategic Priorities Update cont.

■ In Progress ■ Completed ■ Starting Soon

| | | |
|---|------|--|
| Amend the Subdivision & Development Servicing Bylaw | 10% | SSMUH updates complete; seeking direction from Council on OCP implementation in September |
| Amend the Zoning Bylaws | 98% | In accordance with the OCP & SSMUH legislation |
| Develop Cultural Safety Training & Protocols for Employers | 100% | Poverty Reduction Task Group provided Cultural Safety by offering training seminars |
| Support the Provision of Employer Training Education, & Support to reduce Barriers to Recruit, Hire, & Retain Equity Seeking People pursuing Employment | 100% | Poverty Reduction Task Group has hosted various employer's seminars |
| Establish & Promote Incentive Programs to Support Energy & Water Efficiency in Existing Buildings | 100% | Introduced rain barrel program and received 1650 requests |
| Complete Consequential OCP Policies Changes | 100% | Secondary suites, cash in lieu of parking & bicycle parking amendments; reserve bylaw for cash in lieu of parking has been approved & the Community Amenity Contribution Policy repealed |
| <i>Priority: Waterfront Area Plan</i> | | |
| Continue Remediation of Contaminated Areas within the Harbour | 95% | Applications have been submitted to obtain a certificate of compliance; under review by the province |
| Complete Machine Shop Restoration | 25% | Construction planned to commence in September |
| Transfer Beach Amenities | 100% | |
| <i>Priority: Economy</i> | | |
| Walking Tour App Enhancements | 95% | Enhanced walking tour with QR codes hosted on Tourism Ladysmith website nearing completion |
| Mountain Bike Trail Network | 25% | Grant application in process; staff to work with SFN & Mosaic to initiate trail study |
| Pursue Community improvement grants | 95% | Ongoing; recently completed Downtown Amenities & Improvements and Poverty Reduction planning through grant funding |
| Develop Buller Street Property | | |
| <i>Priority: Leadership</i> | | |
| Community to Community Meeting with Stz'uminus First Nation Chief & Council | 95% | Event planned to take place September |
| Diversity, Equity, and Inclusion Policy | 95% | Policy and accompanied statement to be presented to Council in September for approval |

■ In Progress ■ Completed ■ Starting Soon