

THE COMMITTEE OF THE WHOLE**AGENDA****6:30 P.M.**

Tuesday, July 14, 2020

6:30 P.M.

This meeting will be held electronically as per Ministerial Order No. M192
Pages

1. CALL TO ORDER

Please go to

<https://www.youtube.com/channel/UCH3qHAExLiW8YrSuJk5R3uA/featured> to view this meeting.

2. AGENDA APPROVALRecommendation

That the agenda for this July 14, 2020 meeting of the Committee of the Whole be approved.

3. MINUTES**3.1 Minutes of the Committee of the Whole Meeting held March 10, 2020** 4Recommendation

That the minutes of the Committee of the Whole meeting held March 10, 2020 be approved.

4. REPORTS**4.1 Building Inspector's Report from January to June, 2020** 7Recommendation

That the Committee receive the Building Inspector's Report for the months January to June, 2020.

4.2 Ladysmith Fire/Rescue Reports for January to June, 2020 8Recommendation

That the Committee receive the Ladysmith Fire/Rescue Reports for the months January to June, 2020.

4.3	Coastal Animal Control Services Reports for January to April, 2020	14
	<u>Recommendation</u> That the Committee receive the Coastal Animal Control Services Reports for the months January to April, 2020.	
4.4	Bylaw Enforcement Report for January to June, 2020	18
	<u>Recommendation</u> That the Committee receive the Bylaw Enforcement Report for the months January to June, 2020.	
4.5	Tax Sale for 2020	19
	<u>Recommendation</u> That the Committee recommend to Council that the 2020 Annual Tax Sale be deferred until 2021 and that staff be directed to prepare a bylaw accordingly.	
4.6	2020 Q1 & Q2 (January – June) Financial Update	21
	<u>Recommendation</u> That the Committee receive the January to June, 2020 Financial Update report from the Director of Financial Services.	
4.7	Tree, Bench and Amenity Dedication Policy	34
	<u>Recommendation</u> That the Committee recommend that Council: <ul style="list-style-type: none"> 1. Repeal Park Bench Donations Guidelines Policy 12-5810-A, and replace with a new policy to include the dedication of trees, benches and other amenities; and 2. Direct staff to prepare an amendment to the “Town of Ladysmith Fees and Charges Bylaw 2008, No. 1644” to: <ul style="list-style-type: none"> a. increase the Memorial Park Bench Fee to \$3,950.00; and b. add a “Program Renewal Fee’ of \$1,050.00. 	
4.8	2020-2023 Strategic Priorities Update	41
	<u>Recommendation</u> That the Committee receive for information the strategic priorities update entitled “2020-2023 Strategic Plan” dated July 14, 2020.	

5. NEW BUSINESS

6. ADJOURNMENT



**MINUTES OF A MEETING OF THE
COMMITTEE OF THE WHOLE**

Tuesday, March 10, 2020

6:30 P.M.

Council Chambers, City Hall

Council Members Present:

Mayor Aaron Stone
Councillor Duck Paterson
Councillor Amanda Jacobson
Councillor Rob Johnson

Councillor Tricia McKay
Councillor Marsh Stevens
Councillor Jeff Virtanen

Staff Present:

Guillermo Ferrero
Jake Belobaba
Erin Anderson
Geoff Goodall

Donna Smith
Joanna Winter
Mike Gregory
Sue Bouma

1. CALL TO ORDER

Councillor Virtanen called this meeting of the Committee of the Whole to order at 6:31 p.m.

2. AGENDA APPROVAL

CW 2020-018

That the agenda for this March 10, 2020 meeting of the Committee of the Whole be approved as amended to include the following item:

- Item 6.1., Boil Water Advisory Discussion

Motion Carried

3. MINUTES

3.1 Minutes of the Committee of the Whole Meeting held January 28, 2020

CW 2020-019

That the minutes of the Committee of the Whole meeting held January 28, 2020 be approved.

Motion Carried

4. REPORTS

4.1 Budget Transfer Policy

CW 2020-020

That the Committee recommend that Council approve the Budget Transfer Policy 05-1680-B as presented.

Motion Carried

4.2 Fees and Charges Amendment

CW 2020-021

That the Committee recommend that Council direct staff to prepare an amendment to the "Town of Ladysmith Fees and Charges Bylaw 2008, No. 1644" to include:

1. False Alarms per calendar year:
 - a. First False Alarm – warning letter
 - b. Second False Alarm - \$100.00
 - c. Third and subsequent False Alarms - \$250.00
2. Online banking payments – transfers between accounts, per calendar year:
 - a. First transfer – warning letter
 - b. Second transfer – warning letter
 - c. Third and subsequent transfers – a fee of 10% of the requested transferred amount with a minimum of \$5.00 to a maximum of \$25.00

Motion Carried

5. COUNCIL SUBMISSIONS

5.1 Request to Arrange a Formal Joint Meeting with the Board of Trustees of School District 68

The Committee discussed the request by School District 68 to meet with Council prior to the School Board's proposed open house regarding the long range facility plan development process. Mayor Stone advised the

committee that he would follow up with the school board chair to set up the meeting and to submit the following agenda items:

- the long range facilities plan
- the future site use of Davis Road School
- collaboration and joint use of facilities (such as school sites and the community centre)
- Coronavirus and social anxiety
- the prospect of offering school board meetings in Ladysmith.

5.2 Protection and Preservation of Trees within the Town of Ladysmith

CW 2020-022

That the Committee recommend that Council direct staff to review the draft bylaw originally initiated by the Green Street Committee, as well as other options for tree protection in Ladysmith and report back to Council.

Motion Carried

6. NEW BUSINESS

6.1 Boil Water Advisory Discussion

Staff read out a statement regarding the reasons for issuing a Boil Water Advisory on March 5, 2020, a review of policies and procedures to prevent future similar situations, and a review of communications tools to be used in similar situations, depending on the level of urgency and public risk. A Boil Water Advisory is the second-lowest of the four levels of risk determined by Island Health. Staff confirmed that the statement will be distributed broadly on Wednesday, March 11.

7. ADJOURNMENT

CW 2020-023

That this meeting of the Committee of the Whole adjourn at 7:08 p.m.

Motion Carried

Chair (Councillor J.Virtanen)

Corporate Officer (J. Winter)



TOWN OF LADYSMITH
Quarterly Building Permit Summary - YTD JUNE 2020

1 BP could = more than 1 DU
(e.g. Suite)

3 BPs = 3 DUs
(2 SFDs + 1 MH Coach House)

	Commercial		Industrial		Institutional		Residential (NEW)		Residential Reno, Add, Suite, CH		Dwelling Units	Total Permits	Bldg & Plmbng Permit Fees This Month	Permit Values This Month	Permit Values Year to Date 2020
	No. of Permits	Values	No. of Permits	Values	No. of Permits	Values	No. of Permits (new res)	Values	No. of Permits	Values					
JUNE	0	\$0	0	\$0.00	0	\$0.00	2	\$422,110	5	\$128,413	3	7	\$5,624	\$550,523	\$8,128,614

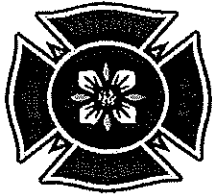
Year to Date

	No. of Permits	Values	No. of Permits	Values	No. of Permits	Values	No. of Permits (new res)	Values	No. of Permits	Values	Dwelling Units	Total Permits	Bldg & Plmbng Permit Fees This Month	Permit Values This Month	Permit Values Year to Date 2020
JAN	1	\$280,000	0	\$0	0	\$0	3	\$1,080,000	2	\$325,010	7	6	\$19,483	\$1,685,010	\$1,685,010
FEB	1	\$0	0	\$0	0	\$0	1	\$195,170	2	\$18,500	1	4	\$2,578	\$213,670	\$1,898,680
MAR	0	\$0	0	\$0	0	\$0	5	\$1,594,685	7	\$11,350	4	12	\$18,754	\$1,606,035	\$3,504,715
APR	3	\$735,000	0	\$0	0	\$0	2	\$583,110	4	\$876,540	4	9	\$25,137	\$2,194,650	\$5,699,365
MAY	0	\$0	0	\$0	0	\$0	5	\$1,625,000	5	\$253,726	5	10	\$21,785	\$1,878,726	\$7,578,091
JUN	0	\$0	0	\$0	0	\$0	2	\$422,110	5	\$128,413	3	7	\$5,624	\$550,523	\$8,128,614
JUL															
AUG															
SEP															
OCT															
NOV															
DEC															
TOTAL	5	\$1,015,000	0	\$0	0	\$0	18	\$5,500,075	25	\$1,613,539	24	48	\$93,361	\$8,128,614	

Demos Mth	0	Demos YTD	2
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Comparison	#DU	Value	#BP	Value
YTD 2020	24	\$5,500,075	48	\$8,128,614
YTD 2019	25	\$5,445,310	45	\$6,897,135
YTD 2018	21	\$3,230,472	54	\$5,411,431

NEW D.U. TYPE	SFD	SFD + Suite	Suite added to existing	Coach House	Multi-Family
THIS MONTH	2	0	0	1	0
YTD	14	4	1	3	0



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: **January 2020**

TYPE OF CALL OUT	J	F	M	A	M	J	J	A	S	O	N	D	YTD TOTALS
Alarms Activated: Pulled Station	1												1
By mistake	1												1
Electrical problem	1												1
Due to cooking	1												1
Assistance													0
Burning Complaint													0
Fire: Structure													0
Chimney													0
Interface / Bush													0
Vehicle													0
Other													0
Hazardous Materials	1												1
Hydro Lines: Down / Fire													0
Medical Aid	1												1
MVI	6												6
Rescue													0
Mutual Aid provided by Ladysmith to outside areas	2												2
MONTH TOTALS (exc.. Practises)	14												14
Practises (Totals for each Month)	4												4
Mutual Aid requested by Ladysmith from outside areas	1												1

ALARMS ACTIVATED (Location/Owner)

- 1) 610 Oyster Bay Dr - working on system
- 2) 1127 4th Ave Oyster Harbour Comm.
(patient pulled pull station)
- 3) 432 Battie Dr - smoke in house
- 4) 542 Fourmeaux Cr - low battery

Motor Vehicle Incident Locations

- 1) N. Davis & TCH
- 2) S. Davis & TCH
- 3) Pratt Rd & TCH
- 4) Jones Rd & TCH
- 5) Roberts St. & Esplanade
- 6) Edgelow Rd & TCH

COMPARISONS:

Year to Date 2020	<u>14</u> (exc. practices)
Year to Date 2019	<u>13</u> (exc. practices)
Year to Date 2018	<u>17</u> (exc. practices)

APPROVED:

Ray Delevant
 Fire Chief



Ladysmith Fire / Rescue

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FIRE CHIEF'S REPORT

MONTH: **February 2020**

TYPE OF CALL OUT	J	F	M	A	M	J	J	A	S	O	N	D	YTD TOTALS
Alarms Activated: Pulled Station	1	1											2
By mistake	1												1
Electrical problem	1												1
Due to cooking	1												1
Assistance		2											2
Burning Complaint		1											1
Fire: Structure		1											1
Chimney													0
Interface / Bush													0
Vehicle													0
Other		1											1
Hazardous Materials	1	1											2
Hydro Lines: Down / Fire													0
Medical Aid	1	1											2
MVI	6	1											7
Rescue													0
Mutual Aid provided by Ladysmith to outside areas	2	1											3
MONTH TOTALS (exc.. Practises)	14	10											24
Practises (Totals for each Month)	4	4											8
Mutual Aid requested by Ladysmith from outside areas	1	1											2

ALARMS ACTIVATED (Location/Owner)

- 1127 4th Ave Oyster Harbour Seniors Community - pull station pulled

COMPARISONS:

Year to Date 2020	<u>24</u> (exc. practices)
Year to Date 2019	<u>31</u> (exc. practices)
Year to Date 2018	<u>32</u> (exc. practices)

Motor Vehicle Incident Locations

- 1)12201 Trans Canada Highway

APPROVED:

Ray Delcourt
 Fire Chief



Ladysmith Fire /Rescue

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FIRE CHIEF'S REPORT

MONTH: **March 2020**

TYPE OF CALL OUT	J	F	M	A	M	J	J	A	S	O	N	D	YTD TOTALS
Alarms Activated: Pulled Station	1	1	3										5
By mistake	1												1
Electrical problem	1		2										3
Due to cooking	1		1										2
Assistance		2	1										3
Burning Complaint		1	2										3
Fire: Structure		1											1
Chimney			1										1
Interface / Bush			1										1
Vehicle			1										1
Other		1											1
Hazardous Materials	1	1	1										3
Hydro Lines: Down / Fire													0
Medical Aid	1	1	4										6
MVI	6	1											7
Rescue													0
Mutual Aid provided by Ladysmith to outside areas	2	1											3
MONTH TOTALS (exc. Practices)	14	10	17										41
Practices (Totals for each Month)	4	4	5										13
Mutual Aid requested by Ladysmith from outside areas	1	1											2

ALARMS ACTIVATED (Location/Owner)

- 369 Chemainus Rd
- 1127 4th Ave Oyster Harbour Seniors Community
Pull Station pulled by Pt.
- 1127 4th Ave Oyster Harbour Seniors Community
Pull Station pulled by Pt.
- #204-1030 Oyster Bay Dr Xtend Rentals
Electrical Problem
- 1127 4th Ave Oyster Harbour Seniors Community
Pull Station pulled by Pt.
- 5091 Jones Rd Stzuminus Secondary
Electrical Problem

COMPARISONS:

Year to Date 2020	<u>41</u> (exc. practices)
Year to Date 2019	<u>39</u> (exc. practices)
Year to Date 2018	<u>44</u> (exc. practices)

APPROVED:

Fire Chief

Motor Vehicle Incident Locations



Ladysmith Fire /Rescue

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FIRE CHIEF'S REPORT

MONTH: **April 2020**

TYPE OF CALL OUT	J	F	M	A	M	J	J	A	S	O	N	D	YTD TOTALS
Alarms Activated: Pulled Station	1	1	3										5
By mistake	1												1
Electrical problem	1		2										3
Due to cooking	1		1	2									4
Assistance		2	1	1									4
Burning Complaint		1	2	4									7
Fire: Structure		1											1
Chimney			1										1
Interface / Bush			1										1
Vehicle			1	1									2
Other		1											1
Hazardous Materials	1	1	1										3
Hydro Lines: Down / Fire													0
Medical Aid	1	1	4	1									7
MVI	6	1		1									8
Rescue													0
Mutual Aid provided by Ladysmith to outside areas	2	1	0										3
MONTH TOTALS (exc. Practices)	14	10	17	10									51
Practices (Totals for each Month)	4	4	5	4									17
Mutual Aid requested by Ladysmith from outside areas	1	1	0										2

ALARMS ACTIVATED (Location/Owner)

- #39 - 10980 Westdowne Rd Town & Country Cooking
- #109 - 218 Bayview Rd Seaview Estates Cooking

Motor Vehicle Incident Locations

- Captain Tristan De Koninck Way

COMPARISONS:

Year to Date 2020	<u>51</u> (exc. practices)
Year to Date 2019	<u>52</u> (exc. practices)
Year to Date 2018	<u>64</u> (exc. practices)

APPROVED:


 Fire Chief



Ladysmith Fire / Rescue
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FIRE CHIEF'S REPORT

MONTH: May 2020

TYPE OF CALL OUT	J	F	M	A	M	J	J	A	S	O	N	D	YTD TOTALS
Alarms Activated: Pulled Station	1	1	3		1								6
By mistake	1												2
Electrical problem	1		2										3
Due to cooking	1		1	2	1								5
Assistance		2	1	1	1	2							6
Burning Complaint		1	2	4	2								9
Fire: Structure		1											1
Chimney			1										1
Interface / Bush			1										1
Vehicle			1	1									2
Other		1											1
Hazardous Materials		1	1										3
Hydro Lines: Down / Fire													0
Medical Aid	1	1	4	1	1								8
MVI	6	1		1	2								10
Rescue													0
Mutual Aid provided by Ladysmith to outside areas	2	1	0										3
MONTH TOTALS (exc.: Practices)	14	10	17	10	10								61
Practices (Totals for each Month)	4	4	5	4	4								21
Mutual Aid requested by Ladysmith from outside areas	1	1	0										2

ALARMS ACTIVATED (Location/Owner)

- 830 Colonia Dr. Pulled station
- 910 First Ave By Mistake - Construction work
- 5049 Christie Rd. Cooking

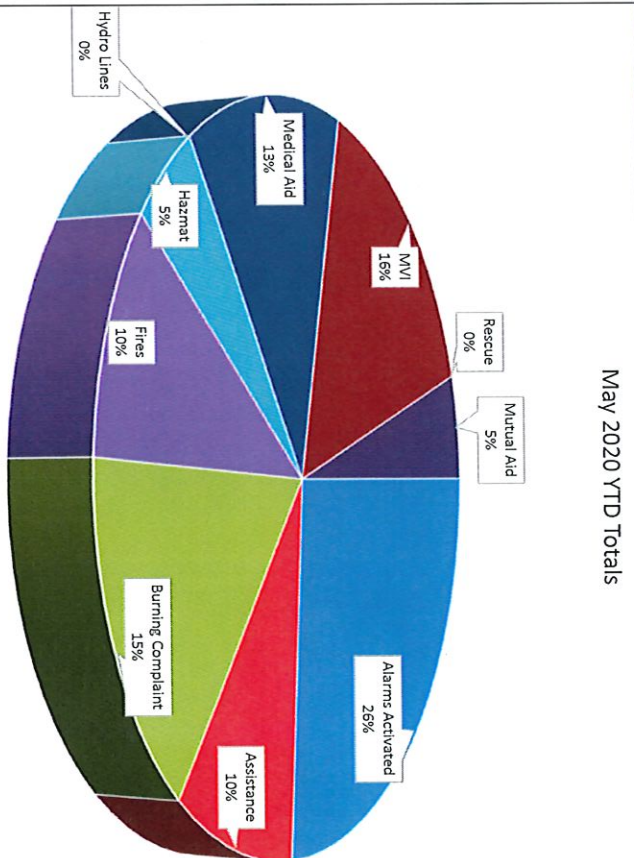
COMPARISONS:

Year to Date 2020	61 (exc. practices)
Year to Date 2019	64 (exc. practices)
Year to Date 2018	81 (exc. practices)

APPROVED: _____

Fire Chief

- Motor Vehicle Incident Locations**
- TCH @ Davis Rd.
 - Birchwood Ave.





Ladysmith Fire / Rescue

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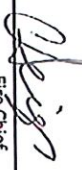


FIRE CHIEF'S REPORT

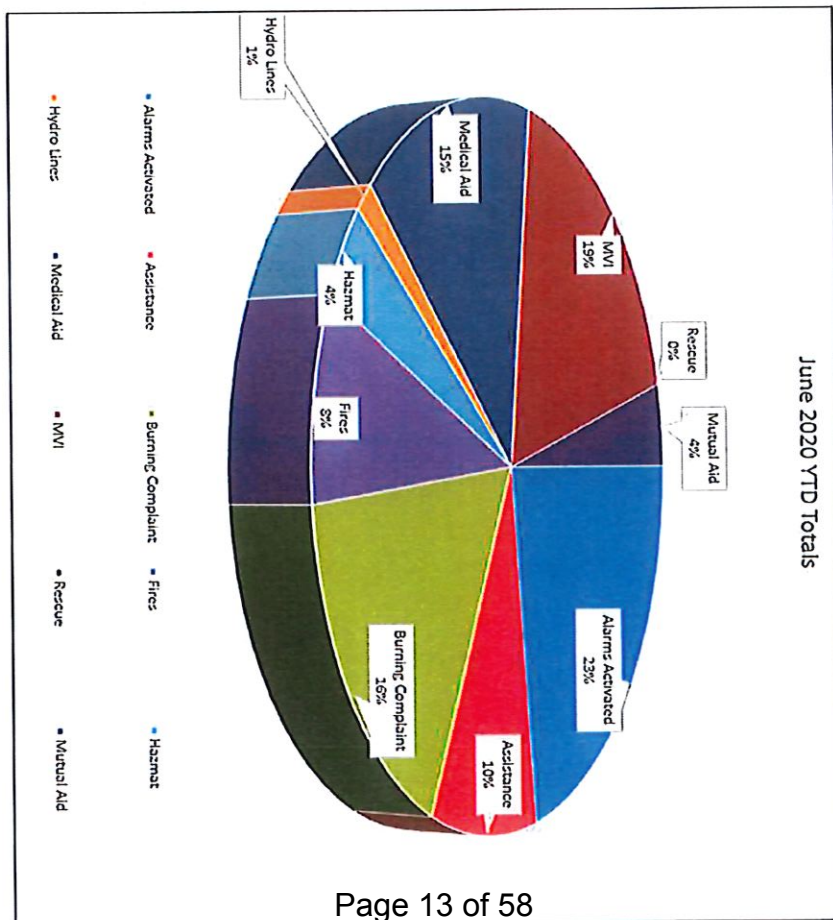
MONTH: June 2020

TYPE OF CALL OUT	J	F	M	A	M	J	J	A	S	O	N	D	YTD TOTALS
Alarms Activated: Pulled Station	1	1	3		1								6
By mistake	1				1								2
Electrical problem	1		2			1							4
Due to cooking	1		1	2	1								5
Assistance		2	1	1	2	1							7
Burning Complaint		1	2	4	2	3							12
Fire:													1
Structure		1											1
Chimney			1										1
Interface / Bush			1										1
Vehicle			1	1									2
Other			1										1
Hazardous Materials	1	1	1										3
Hydro Lines: Down / Fire						1							1
Medical Aid	1	1	4	1	1	3							11
MVI	6	1	1	1	2	4							14
Rescue													0
Mutual Aid provided by Ladysmith to outside areas	2	1	0										3
MONTH TOTALS (exc.. Practices)	14	10	17	10	10	13	0	0	0	0	0	0	74
Practices (Totals for each Month)	4	4	5	4	4								21
Mutual Aid requested by Ladysmith from outside areas	1	1	0										2

COMPARISONS:	
Year to Date 2020	74 (exc. practices)
Year to Date 2019	81 (exc. practices)
Year to Date 2018	88 (exc. practices)

APPROVED: 
 Fire Chief

- ALARMS ACTIVATED (Location/Owner)**
- 215 Dogwood Dr
 - Faulty Sensor
- Motor Vehicle Incident Locations**
- TCH & Roberts
 - TCH & Roberts
 - 1146 Rocky Creek Rd
 - 200 Block TCH



CAS Summary of Service Calls

Total calls by type: 3
At large 2
Confined 1

01-Jan-20 to 31-Jan-20

Issue	Call #	Received	Type	Completed
Ladysmith			3 calls	
At large			2	
	2050	25-Jan-20	Dog	27-Jan-20
	2049	21-Jan-20	Dog	
Confined			1	
	2048	02-Jan-20	Dog	06-Jan-20
Total:			3 calls	

CAS Summary of Service Calls

Total calls by type: 2
At large 1
Noisy 1

01-Feb-20 to 29-Feb-20

Issue	Call #	Received	Type	Completed
			2 calls	
Ladysmith				
At large			1	
	2052	11-Feb-20	Dog	11-Feb-20
Noisy			1	
	2051	05-Feb-20	Dog	10-Feb-20
Total:			2 calls	

CAS Summary of Service Calls

Total calls by type: 2
Aggressive 1
Birds 1

01-Mar-20 to 31-Mar-20

Issue	Call #	Received	Type	Completed
Ladysmith			2 calls	
Aggressive			1	
	2054	15-Mar-20	Dog	20-Mar-20
Birds			1	
	2053	10-Mar-20	Chicken	17-Mar-20
Total:			2 calls	

CAS Summary of Service Calls

Total calls by type: 3
At large 1
Other 2

01-Apr-20 to 30-Apr-20

Issue	Call #	Received	Type	Completed
Ladysmith			3 calls	
At large			1	
	2055	01-Apr-20	Dog	01-Apr-20
Other			2	
	2057	24-Apr-20	Dog	
	2056	07-Apr-20	Dog	09-Apr-20
Total:			3 calls	



BYLAW COMPLIANCE - STATISTICS

	2020-01-01 to 2020-06-30	2019-01-01 to 2019-06-30
Total active cases	18	18
New cases - by file type		
Building and Plumbing 1119	2	3
Bylaw project	2	1
Fire Prevention 1815	1	1
Noise Suppression 1478	4	4
Other (e.g. neighbour issue, illegal dumping)	5	3
Parks Usage 1933	6	1
Property Maintenance 1894	15	23
Sign and Canopy 1176	0	1
Streets and Traffic 1309	20	31
Unattached trailer	13	17
Waterworks	4	
Zoning 1860	4	4
	76	89
New cases - by source		
Bylaw Compliance Officer	17	23
Outside Agency	1	2
Public	50	57
Staff	8	7
	76	89
Cases concluded - by result		
Compliance	47	62
Enforcement	3	3
No More Action	19	17
RAN-Town	0	1
Referred	1	2
	70	85

Please note that while the cases in 2020 are slightly less than 2019, it does not include the bulk file for COVID inspections which includes approx. 20 inspections a week for the period March - June. Parking infractions are also not included.

STAFF REPORT TO COMMITTEE OF THE WHOLE

Report Prepared By: Erin Anderson, Director of Financial Services
Meeting Date: July 14, 2020
File No:
RE: TAX SALE for 2020

RECOMMENDATION:

That the Committee recommend to Council that the 2020 Annual Tax Sale be deferred until 2021 and that staff be directed to prepare a bylaw accordingly.

EXECUTIVE SUMMARY:

Due to COVID-19, the Province is allowing municipalities to defer the annual tax sale scheduled for September 27, 2020 to September 27, 2021. This option was included in Ministerial Order 159/2020. A bylaw is required if Council chooses this option.

PREVIOUS COUNCIL DIRECTION

None

INTRODUCTION/BACKGROUND:

Each year, by legislation, a Tax Sale is held on the last Monday in September. Properties with 3 years of taxes and/or utilities outstanding are put up for sale at a public auction.

As a result of COVID-19, the Province has allowed the municipalities to determine if they wish to hold a tax sale in 2020. As of July 6, there are 27 properties set for tax sale. This is not an unusual amount at this time of year. There was no tax sale held in 2019 as all properties paid their delinquent taxes by the tax sale deadline.

A bylaw must be adopted before August 31, 2020 if the 2020 Tax Sale is to be postponed. If the delinquent balance is not paid this year, the balance will be rolled to 2021 with interest accruing.

The Tax Sale process starts in late August with letters to each property owner and notification to charge holders. The properties are advertised in the newspaper two weeks prior to tax sale. This process reduces the number of properties on the tax sale list and often a tax sale is avoided as the delinquent balance is paid.

If the tax sale continues on September 28, 2020

- Additional cash-flow

If the tax sale is postponed to September 27, 2021

- Larger balance to pay next year to avoid the sale.
- Less staff time for 2020; potentially more for 2021.

ALTERNATIVES:

Council can choose to continue with the tax sale for 2020.

FINANCIAL IMPLICATIONS:

Unpaid taxes impacts cashflow for the Town.

LEGAL IMPLICATIONS:

Ministerial Order 159/2020 sets out the requirements for the Annual Municipal Tax Sale.

CITIZEN/PUBLIC RELATIONS IMPLICATIONS:

N/A

INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS:

none

ALIGNMENT WITH SUSTAINABILITY VISIONING REPORT:

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

ALIGNMENT WITH STRATEGIC PRIORITIES:

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

I approve the report and recommendation(s).

Erin Anderson, Acting Chief Administrative Officer

INFORMATION REPORT TO THE COMMITTEE OF THE WHOLE

Report Prepared By: Erin Anderson, Director of Financial Services
Meeting Date: July 14, 2020
File No:
RE: **2020 Q1 & Q2 (JANUARY – JUNE) FINANCIAL UPDATE**

RECOMMENDATION:

That the Committee receive the January to June, 2020 Financial Update report from the Director of Financial Services.

EXECUTIVE SUMMARY:

Even though recreation revenue budgets were reduced due to COVID-19, the Town is still not expected to meet projected revenue. To offset this, there are anticipated surpluses due to unexecuted debt payments for the water supply project, savings in municipal payments for the RCMP, and savings from cancelled solid waste annual clean up and recycling initiatives. Overall, the Town is expected to be in a surplus position.

PREVIOUS DIRECTION

n/a

INTRODUCTION/BACKGROUND:

Normally, the quarterly report would be provided for the period January - March, though the financial picture changed drastically at the end of March due to COVID-19 making the three month report irrelevant. Even now, many of the projected balances are 'best estimates' as past trends cannot be relied upon.

Operating Budget

The total operational activities, with projections to December 31st show an overall projected surplus as seen in Table 1 titled "Operations to June 30, 2020". Overall, there is an anticipated surplus at the end of the year, due to unexecuted debt payments for the water supply project as the grant was denied, savings in municipal payments for the RCMP, as well as cost savings from cancelled solid waste annual clean up and the postponed recycling initiatives programs.

Table 1: Operations to June 30, 2020

	Actuals			Forecast		
	Actuals to 30-JUN-20	Approved Budget 2020	Actual Variance %	Year-End Forecast	Year-End Forecast Variance	Forecast Variance %
REVENUES						
Taxes	11,928,000	11,944,000	100%	11,964,000	20,000	0%
Sale of Services	1,908,000	4,049,000	47%	3,911,000	- 139,000	-3%
Licence, Permits, Rentals & Penalties	452,000	798,000	57%	729,000	- 69,000	-9%
Development Fees	-	43,000	0%	43,000	-	0%
Donations	3,000	-	0%	-	-	0%
Grants	539,000	702,000	77%	720,000	19,000	3%
Investment Income	140,000	267,000	52%	218,000	- 48,000	-18%
REVENUES Total	14,970,000	17,803,000	84%	17,585,000	- 217,000	-1%
EXPENSES						
General Government Services	1,104,000	2,398,000	46%	2,398,000	-	1%
Protective Services	551,000	2,129,000	26%	1,882,000	247,000	5%
Transportation Services	778,000	1,479,000	53%	1,478,000	1,000	0%
Garbage Services	169,000	527,000	32%	430,000	98,000	-1%
Cemetery Operations	14,000	37,000	38%	24,000	13,000	4%
Development Services	215,000	483,000	45%	448,000	35,000	0%
Parks	309,000	733,000	42%	709,000	24,000	-1%
Recreation & Cultural Services	1,230,000	2,720,000	45%	2,619,000	101,000	0%
Sewer Services	740,000	1,615,000	46%	1,568,000	47,000	2%
Water Services	645,000	1,527,000	42%	1,618,000	- 91,000	3%
Debt Payments	646,000	1,645,000	39%	1,249,000	396,000	25%
Transfers	2,007,000	2,510,000	80%	2,510,000	-	0%
EXPENSES Total	8,408,000	17,803,000	47%	16,933,000	871,000	5%
Surplus/(Deficit)	6,562,000	-		652,000		

Revenue – Taxes & Parcel Taxes **Projected to be \$20k above budget**

Assessment based taxes are expected to be as budgeted. No supplementary adjustments have been received to date. The additional funds come from new properties charged water and sewer parcel taxes as well as a slight increase in Payments in Lieu of taxation for federal and provincial agency properties.

Revenue – Sale of Services (Fees & Charges) **Projected to be 139k less than budget**

- Water, Sewer & Solid Waste fees for the first and second quarter of 2020 were levied:
 - Water consumption is lower in 2020 compared to 2019 as it was a wetter spring. Water revenues are not expected to meet revenue targets by year-end. Water revenues were 46% of budget (2019 – 45%).
 - Sewer charges were 51% of budget (2019 – 49%).
 - Solid Waste fees were 49% of budget (2019 – 50%).
- Cemetery revenue was 32% of budget (2019 – 43%) and is projected to be below budget by \$8k at year-end. Interments were put on hold for a period during COVID-19.

- Even though the recreation revenues budgets were reduced significantly in May, recreation revenues are still expected to be \$65k under budget at the end of the year due to COVID-19 facility closures.

Revenue – Licence, Permits, Rentals & Penalties	Projected to be \$69k below budget
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- Licensing Revenue (Business, Pet, Vehicle) is at 93% (2019 – 96%) and is expected to be below budget by \$3,500.
- Overall, permit revenue is greater than this period last year 73% (2019 – 47%). Much of this increase is the result of subdivision approvals and building inspections. Permits are expected to exceed budget by \$28k.
- Rental revenues are at 53% (2019 – 63%). The Machine Shop project and COVID-19 will impact these revenues, with the largest expected loss to occur in the pool rentals. This area is expected to be below budget by \$79k.
- Interest on unpaid taxes is slightly greater than this period last year, though it is not expected to meet budget as the interest rate, which is set by the Province, was lowered from 6.95% to 5.95%. The tax penalty amount will not be levied until October 1st.

Revenue – Operating Grants	Projected to exceed budget by \$19k
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Additional operating grants were provided to offset programs offered.

Revenue – Investment Income	Projected to be \$48k below budget
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Investment revenue is not expected to make revenue projections as the Bank of Canada interest rates were lowered during the COVID-19 pandemic.

<i>Expenses - General Government Services</i>	Projected to be on budget
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Overall, General Government is expected to be on budget. Currently, due to a vacancy, there is a slight savings expected in the Administration area and Corporate Services, though Information Technology is expected to absorb these savings due to unexpected costs, such as remote licensing and online meetings.

<i>Expenses - Protective Services</i>	Projected to be \$247k under budget
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Based on the January to March billing, the RCMP billing is expected to be under budget by \$135k. Additionally, due to COVID-19, the Fire Department was not able to complete all of its fire practices, resulting in a savings. There is also a vacancy in Building Inspection, which adds to this overall surplus.

<i>Expenses - Transportation/Public Works</i>	Projected to be on budget
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The Transportation department operation budget is consistent with previous years: 2020 – 50% (2019 – 48%).

As employees are practicing social distancing and utilizing all vehicles within the Town’s fleet, it is expected that there will be no reserve funding for vehicles and equipment at year-end.

<i>Expenses – Solid Waste</i>	Projected to be \$98k under budget
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There will be a significant savings in the solid waste (garbage and recycling) service as the annual clean-up, ambassador program and the recycling reduction initiatives program were cancelled due to COVID-19.

<i>Expenses – Cemetery Operations</i>	Projected to be \$13k under budget
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COVID-19 curtailed much of the cemetery operations in the second quarter. The cemetery services are at 39% of budget versus 58% of budget at this time last year. There is a corresponding decrease in revenue that offsets any department savings.

<i>Expenses –Development Services</i>	Projected to be \$35k under budget
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Development Services is expected to be under budget due to operational savings and a partial vacancy later in the year.

<i>Expenses –Parks</i>	Projected to be \$24k under budget
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Normally, students are hired to perform much of the parks maintenance during the spring and summer months. Due to COVID-19, the additional hires did not occur as the Town does not have an adequate supply of vehicles to transport workers individually. Instead, recreation workers were used to perform many of the parks duties.

<i>Expenses –Recreation & Culture Services</i>	Projected to be \$101k under budget
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With many of the facilities closed due to COVID-19, some workers in this area continue to be utilized in other departments. The largest savings is in Aquatics and Recreation Programs, though there is a direct corresponding loss in revenues to offset this savings.

<i>Expenses –Sewer Services</i>	Projected to be \$47k under budget
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Even with some of the operational issues with the Waste Water Treatment Plant, the sewer service is expected to be under budget. Much of this is due to staff being reallocated to the Water Filtration Plant as it works through its commissioning.

As the Water Filtration Plant comes online, additional staff and materials were utilized to see it through the commissioning. The utility department is now fully staffed. Even though the water services is expected to be over budget, the water utility will not be over budget as there are unexecuted debt servicing funds.

Early in the year, the electors approved borrowing of \$6 million to fund the non-grant portion of the water supply projects. Debt payments were included in the budget. The project is on hold at this point as the grant was denied.

ALTERNATIVES:

Not applicable.

FINANCIAL IMPLICATIONS:

This report keeps Council informed of the financial state of the organization.

LEGAL IMPLICATIONS:

This 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.

CITIZEN/PUBLIC RELATIONS IMPLICATIONS:

The public is encouraged to review the report and provide comments.

INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS:

n/a

ALIGNMENT WITH SUSTAINABILITY VISIONING REPORT:

- Complete Community Land Use
- Green Buildings
- Innovative Infrastructure
- Healthy Community
- Not Applicable
- Low Impact Transportation
- Multi-Use Landscapes
- Local Food Systems
- Local, Diverse Economy

ALIGNMENT WITH STRATEGIC PRIORITIES:

- Infrastructure
- Community
- Waterfront
- Economy
- Not Applicable

I approve the report and recommendation(s).

Erin Anderson, Acting Chief Administrative Officer

ATTACHMENT(S):

- Consolidated Statement of Operations June 30, 2020
- Consolidated Statement of Financial Position – as of June 30, 2020
- Listing of Vendor Payments over \$25,000 January 1 – June 30, 2020
- Jan – June 2020 Capital

TOWN OF LADYSMITH
CONSOLIDATED STATEMENT OF OPERATIONS
AS AT Jun 30, 2020

	Actuals 2020	Budget 2020	% of Budget
Revenue			
Taxes:			
Municipal purposes taxation	7,406,123	7,406,415	100%
Policing taxation	1,316,019	1,315,963	100%
Parcel taxes	3,033,038	3,052,333	99%
Grants in Lieu	173,002	169,603	102%
Sale of Services:			
General - other	21,179	33,485	63%
Recreation	128,697	290,658	44%
Protective Services	-	88,504	0%
Cemetery	8,400	25,960	32%
Solid Waste	325,547	661,534	49%
Sewer	804,300	1,589,946	51%
Water	620,375	1,359,779	46%
Investment Income	150,012	266,600	56%
Licence, Permits, Rentals & Penalties	452,071	797,701	57%
Grants	1,700,379	23,831,866	7%
Donations and contributed property	132,865	2,284,044	6%
Gain (loss) on foreign exchange	-	-	
Gain (loss) on disposal of tangible capital asse	-	-	
Development Cost Charges utilized	78,447	939,850	8%
Gas tax funds utilized	45,374	1,418,286	3%
	<u>16,395,828</u>	<u>45,532,527</u>	36%
Expenses: (excluding amortization)			
General government services	1,114,097	2,738,636	41%
Protective services	512,007	1,973,812	26%
Transportation services	676,411	1,715,985	39%
Garbage services	169,364	527,487	32%
Cemetery services	14,452	37,165	39%
Development services	282,027	1,507,147	19%
Recreation and cultural services	1,269,515	3,025,859	42%
Parks operation services	327,231	785,781	42%
Sewer	768,012	2,103,703	37%
Water	1,011,762	2,535,786	40%
Operating Expenses	<u>6,144,877</u>	<u>16,951,361</u>	36%
General Capital Projects	876,917	13,569,849	6%
Water Capital Projects	1,220,335	26,480,519	5%
Sewer Capital Projects	207,558	1,091,310	19%
Proceeds from New debt (capital financing)	-	7,430,000	0%
Principal Payments	528,554	987,767	54%
Internal Funding	- 2,539,691	- 6,118,279	42%
	<u>9,957,277</u>	<u>-</u>	
BALANCE			

TOWN OF LADYSMITH
CONSOLIDATED STATEMENT OF FINANCIAL POSITION
AS AT Jun 30, 2020

	2020
Financial Assets	
Cash and short term deposits	30,150,641
Accounts receivable:	
Property Taxes	10,332,785
User Fees	1,097,820
Other	478,280
	<u>42,059,525</u>
Liabilities	
Accounts payable and accrued liabilities	7,879,451
Taxes payable to other agencies	217,728
Post-employment benefits	262,400
Deferred revenue	119,060
Refundable deposits and other	916,507
Restricted reserves - other	481,389
Development cost charge reserve	3,892,287
Federal gas tax reserve	1,440,827
Obligations under capital lease	-
Equipment Financing	891,703
Short term debt (financing)	952,700
Debenture debt	16,457,816
	<u>33,511,868</u>
Net Financial Assets	8,547,657
Non-Financial Assets	
Tangible Capital Assets	110,605,787
Capital Projects in Current Year	2,304,810
Prepays	47,046
Inventory	69,672
	<u>113,027,315</u>
Accumulated Surplus	<u>121,574,972</u>

Listing of Vendor Payments over \$25,000 January 1 – June 30, 2020

Supplier Name	Total
BC HYDRO	329,658.59
MINISTER OF FINANCE	41,045.45
MUNICIPAL FINANCE AUTHORITY	46,708.61
MUNICIPAL PENSION FUND	416,947.68
RECEIVER GENERAL (Payroll only)	822,185.95
WORKSAFE BC	71,126.08
ICBC	58,922.00
MUNICIPAL INSURANCE ASSOCIATION OF BC	188,787.19
STEWART MCDANNOLD STUART	85,677.10
URBAN SYSTEMS LTD.	48,658.49
PACIFIC BLUE CROSS	109,796.11
RECEIVER GENERAL FOR CANADA	424,797.00
COLUMBIA FUELS A DIV OF PARKLAND FUEL CORP	52,210.79
WINDLEY CONTRACTING LTD	489,606.30
LADYSMITH & DISTRICT HISTORICAL SOCIETY	32,438.00
MINISTRY OF SMALL BUSINESS AND REVENUE	169,194.46
NIKO PROJECTS INC.	46,855.60
WESTBURNE	26,218.50
DAVID STALKER EXCAVATING LTD	504,339.18
AMMETER ELECTRIC 1998 INC	67,663.91
KOERS & ASSOCIATES ENGINEERING LTD	139,794.57
WASTE CONNECTIONS OF CANADA INC	150,209.87
ASSOCIATED ENGINEERING (BC) LTD	494,206.16
US BANK	121,132.49
RUSHWORTH ELECTRICAL SERVICES INC	25,802.68
BC LIFE & CASUALTY COMPANY	60,741.24
TROJAN UV	55,410.05
CLEARTECH INDUSTRIES INC	54,933.24
WESTERRA EQUIPMENT LP	67,798.97
CUPE LOCAL 401	41,897.64
COWICHAN VALLEY REGIONAL DISTRICT	784,184.62
DISTRICT OF NORTH COWICHAN	45,712.89
MASTERCRAFT FLOORING LTD	31,115.31
HEROLD ENGINEERING LTD	40,119.96
WSP CANADA GROUP LTD	78,254.93
F&M INSTALLATIONS LTD	39,849.48
IWC EXCAVATION LTD	297,726.79
VANCOUVER ISLAND REGIONAL LIBRARY	107,382.25
ANDREW SHERET LTD	50,614.50
RICOH CANADA INC	32,508.13
NAC CONSTRUCTORS LTD	487,611.56
ATS TRAFFIC BRITISH COLUMBIA LTD	26,028.34
SICOM INDUSTRIES LTD	41,300.00
ALTEC INDUSTRIES	166,088.16
WATERHOUSE ENVIRONMENTAL SERVICES CORPORATION	41,680.47
MILESTONE EQUIPMENT CONTRACTING INC	190,314.25



Ones and Twos

For Period Ending 30-Jun-2020

	2020 ACTUAL	2020	2020 TOTAL	2020 BUDGET
	YTD	COMMITTED		
		AB		
General Capital Fund				
Mobile Version of Website	21,137.00	12,680.57	33,817.57	35,000.00
City Hall Photocopier	23,185.83	0.00	23,185.83	24,000.00
WAP Eco Partnership	0.00	0.00	0.00	17,295.00
Biz Plan & Communications Strategy	0.00	0.00	0.00	15,000.00
Community Advisory Panel	0.00	0.00	0.00	5,000.00
Geotechnical Study for Road Alignment	0.00	0.00	0.00	50,000.00
Infrastructure Costing Study	0.00	0.00	0.00	30,000.00
Legal Survey of Development Parcels	0.00	0.00	0.00	17,934.00
Storm Drainage Relocation	0.00	0.00	0.00	15,000.00
Public Works Expansion	0.00	0.00	0.00	1,000,000.00
Council Chairs	0.00	0.00	0.00	10,000.00
Fire Utility Truck	0.00	0.00	0.00	75,000.00
4th Ave Improvements (Hambrook north)	0.00	0.00	0.00	1,202,410.00
Engineering Standards Review	0.00	7,677.37	7,677.37	7,750.00
Rocky Creek Rd Storm	619.43	0.00	619.43	98,751.00
Dogwood Bridge Inspection	3,766.65	0.00	3,766.65	8,680.00
Rocky Creek Culvert	(83,116.11)	150,549.00	67,432.89	175,000.00
Public Washroom	0.00	0.00	0.00	150,000.00
Bucket Truck Replacement (82)	158,673.51	0.00	158,673.51	159,448.00
Snow Gate	0.00	0.00	0.00	50,895.00
PW Storm Water Improvements Ph 2	28,834.87	588.68	29,423.55	50,000.00
PW Fuel Tank Removal	15,003.73	0.00	15,003.73	15,000.00
Holland Creek Crossing (Traffic)	0.00	0.00	0.00	2,500,000.00
1260 Churchill Pl Property Development	15,282.62	778.32	16,060.94	19,205.00
Giovando Way Paving	0.00	10,293.70	10,293.70	17,000.00
ICBC Sign Reflectors	22,690.12	0.00	22,690.12	24,000.00
Shop Press	4,578.81	0.00	4,578.81	7,500.00
20 Ford F150 4x4 Crew Cab	0.00	42,475.22	42,475.22	45,000.00
20 Ford F250 w/Service Body	0.00	69,790.75	69,790.75	75,000.00
Single Axle Dump Plow	0.00	0.00	0.00	230,000.00
4th & Belaire Intersection Improvement	0.00	0.00	0.00	300,000.00
Stormwater Retention Phase 3	0.00	0.00	0.00	75,000.00
Stormwater Manhole Replacements	0.00	0.00	0.00	20,000.00
Dogwood Culvert	0.00	0.00	0.00	25,000.00
Buller St Sidewalk	0.00	0.00	0.00	75,000.00
1st Ave Bollards	21,718.11	4,280.00	25,998.11	30,000.00
Ludlow/Rocky Cr Roundabout	10,263.25	10,418.32	20,681.57	109,750.00
GIS	1,478.75	30,517.74	31,996.49	31,984.00
Downtown Patio Seating Area	0.00	21,982.49	21,982.49	35,000.00
1st Ave Irrigation Vault	5,148.44	0.00	5,148.44	3,200.00
Mobile Food Service Site Upgrades	0.00	0.00	0.00	5,957.00
Oyster Bay Rd Boat Ramp Stairs	0.00	0.00	0.00	12,000.00
Rotary Boat Ramp Float Replacement	0.00	0.00	0.00	105,000.00
Locust Tree Replacement	15,068.99	0.00	15,068.99	20,200.00
Lot 108 Pathway	0.00	0.00	0.00	20,000.00
2020 Tree Replacements	0.00	0.00	0.00	12,000.00
Forrest Field Phase 1	0.00	0.00	0.00	370,000.00
Aggie Field Improvements	0.00	0.00	0.00	75,000.00
Transfer Beach Fence	0.00	9,252.08	9,252.08	15,000.00
Spray Park Upgrades	600.00	0.00	600.00	25,000.00
Trail Kiosk/Maps/Markers	0.00	0.00	0.00	15,000.00
Wood Chipper	57,790.70	0.00	57,790.70	62,000.00
Bleachers	0.00	0.00	0.00	21,062.00
Waterfront Zoning Update	0.00	0.00	0.00	10,000.00
Waterfront Land Use Approvals	0.00	0.00	0.00	5,000.00
Planning Guides & Checklists	0.00	0.00	0.00	8,800.00
Waterfront Investigation	29,129.71	0.00	29,129.71	30,000.00
OCP Review Phase 1	1,050.00	0.00	1,050.00	150,000.00
Waterfront Projects	0.00	0.00	0.00	220,000.00
Waterfront Stage 1 Remediation	0.00	4,750.00	4,750.00	400,000.00



For Period Ending 30-Jun-2020

	2020 ACTUAL	2020	2020 TOTAL	2020 BUDGET
	YTD	COMMITTED		
		AB		
General Capital Fund				
Parks Bench/Pavers Program	3,123.02	0.00	3,123.02	0.00
FJCC Sports Lights - contract services	0.00	0.00	0.00	60,000.00
PW Emergency Generator	60,686.67	0.00	60,686.67	79,825.00
Machine Shop	481,122.18	27,934.30	509,056.48	978,209.00
Archives Siding	0.00	0.00	0.00	7,275.00
City Hall Additional Office Space	26,783.50	0.00	26,783.50	23,000.00
FJCC Electrical Panel	9,470.00	10,132.90	19,602.90	18,400.00
RCMP Carpet Replacement	0.00	6,396.35	6,396.35	11,457.00
Art in Accordance with Art Strategy	0.00	0.00	0.00	10,000.00
Arts & Heritage Hub (Phase I)	0.00	0.00	0.00	4,305,000.00
Child Space Creation	0.00	0.00	0.00	875,110.00
Youth Communication Plan	0.00	0.00	0.00	11,500.00
Pool Exterior Doors	0.00	0.00	0.00	9,000.00
RCMP Interview Soundproofing	0.00	0.00	0.00	15,000.00
FJCC Gym Floor	29,358.00	0.00	29,358.00	45,000.00
Changeroom/Washroom Partitions	0.00	17,935.34	17,935.34	16,000.00
Pool Changeroom Upgrades	0.00	31,269.60	31,269.60	92,000.00
Boys & Girls Club Exterior Painting	0.00	0.00	0.00	18,000.00
Accessibility Audit Phase 1	0.00	0.00	0.00	25,000.00
FJCC Lobby Upgrades	3,370.84	0.00	3,370.84	21,600.00
Public Works Reception Upgrades	0.00	0.00	0.00	10,000.00
Dev Serv Reception Upgrades	0.00	0.00	0.00	10,000.00
Total General Capital Fund	966,818.62	469,702.73	1,436,521.35	15,058,197.00



For Period Ending 30-Jun-2020

	2020 ACTUAL	2020	2020 TOTAL	2020 BUDGET
	YTD	COMMITTED		
		AB		
Water Capital Fund				
Holland Dam Storage Feasibility	0.00	0.00	0.00	86,887.00
Water Filtration Plant	986,413.19	47,369.94	1,033,783.13	1,965,798.00
Holland Lake Vegetation Control	0.00	0.00	0.00	5,170.00
Stocking Lake Meter Vault	0.00	0.00	0.00	61,897.00
Holland Lake Generator & Controls	0.00	0.00	0.00	8,852.00
Holland Supply Main Repl-PW to Colonia	228,469.43	0.00	228,469.43	228,522.00
Stocking Lake Dam Repair	0.00	0.00	0.00	192,000.00
Water Meter Replacements	12,775.04	5,448.01	18,223.05	25,000.00
SD 3320-18-03	630.00	0.00	630.00	707.00
Stocking Lake Supply Main PRV Station	0.00	0.00	0.00	70,000.00
Stocking Lake Main Rupture	0.00	0.00	0.00	14,450.00
Stocking Lake Emergency Bypass	277,409.03	0.00	277,409.03	372,674.00
Water Supply Infrastructure Projects	0.00	0.00	0.00	23,110,000.00
High St to TCH Main Replacement	12,812.18	0.00	12,812.18	12,815.00
Methuen Loop Connection	1,770.50	0.00	1,770.50	35,000.00
Transfer Beach Water Service Replaceme	2,430.11	0.00	2,430.11	10,000.00
Edgewood Estates Water Meter Replaceme	1,391.25	0.00	1,391.25	50,000.00
Arbutus TP Disinfection Process Repl	2,942.50	8,025.54	10,968.04	50,000.00
Stocking Lake Access Culvert	5,586.47	0.00	5,586.47	50,000.00
Water Valve Replacement Program	0.00	0.00	0.00	25,000.00
All Terrain Vehicle	0.00	31,420.55	31,420.55	40,000.00
Water Treatment Plant Road Improvement	0.00	21,863.31	21,863.31	50,000.00
Mower Brush Cutter	0.00	0.00	0.00	15,000.00
Balancing Water Intake Dredging	0.00	0.00	0.00	50,000.00
Stocking Lake Main Monitoring System	0.00	0.00	0.00	150,000.00
Chicken Ladder Flood Hardening	739.25	0.00	739.25	32,000.00
Holland Creek Supply Main Phase 2	0.00	0.00	0.00	382,000.00
Total Water Capital Fund	1,533,368.95	114,127.35	1,647,496.30	27,093,772.00



For Period Ending 30-Jun-2020

	2020 ACTUAL	2020	2020 TOTAL	2020 BUDGET
	YTD	COMMITTED		
		AB		
Sewer Capital Fund				
Flow Monitoring	0.00	0.00	0.00	54,937.00
Gill Rd Lift Station Upgrade	7,021.25	15,141.00	22,162.25	36,554.00
Sewer UV Pilot Study	155,136.81	0.00	155,136.81	138,985.00
Compost Facility Washroom	11,225.97	0.00	11,225.97	11,500.00
Bio-Filter Cover	1,340.00	97,099.82	98,439.82	100,000.00
Lift Station Generators	31,275.85	21,415.00	52,690.85	385,771.00
Transfer Beach Lift Station	0.00	0.00	0.00	50,000.00
WWTP Screener Replacements	0.00	0.00	0.00	100,000.00
WWTP Outfall Marine Signage	0.00	0.00	0.00	30,000.00
Influent Wet Well Pump	0.00	0.00	0.00	30,000.00
Activated Carbon Odor Control	0.00	0.00	0.00	140,000.00
Soil Storage	1,558.09	22,895.33	24,453.42	98,500.00
Sewer Source Control Bylaw	0.00	0.00	0.00	10,000.00
Inflow & Infiltration	0.00	0.00	0.00	86,296.00
Total Sewer Capital Fund	207,557.97	156,551.15	364,109.12	1,272,543.00
Total Surplus (-)/Deficit	2,707,745.54	740,381.23	3,448,126.77	43,424,512.00

STAFF REPORT TO COMMITTEE OF THE WHOLE

Report Prepared By: Chris Barfoot, Director of Parks, Recreation and Culture
Report Reviewed By: Erin Anderson. Acting Chief Administrative Officer
Meeting Date: July 14, 2020
File No:
RE: **TREE, BENCH AND AMENITY DEDICATION POLICY**

RECOMMENDATION:

That the Committee recommend that Council:

1. Repeal Park Bench Donations Guidelines Policy 12-5810-A, and replace with a new policy to include the dedication of trees, benches and other amenities; and
2. Direct staff to prepare an amendment to the “Town of Ladysmith Fees and Charges Bylaw 2008, No. 1644” to:
 - a. increase the Memorial Park Bench Fee to \$3,950.00; and
 - b. add a “Program Renewal Fee’ of \$1,050.00.

EXECUTIVE SUMMARY:

Dedicating a memorial bench, tree or other amenity is a meaningful and popular way to commemorate a loved one, particularly immediately following a loss. A suggested 10-year renewal term allows those who would like to continue funding a dedication an opportunity to do so, or to exit out of the program, thereby providing an opportunity for others.

PREVIOUS COUNCIL DIRECTION

CS 2019-123 That Council refer the matter of a tree and bench dedication process to staff for consideration and clarification, and report back to Council.

2000-324 That the Park Bench Program policy be ratified and implemented.

INTRODUCTION/BACKGROUND:

The Park Bench Dedication Program Guidelines Policy was introduced in June of 2000 and since then, there has been just over 90 park bench or tree dedications made. The existing policy is attached for information. The policy facilitates the dedication or memorialization of individuals through plaques placed on park benches in select parks and boulevards. A program review was recently conducted to assess long-term sustainability and community access to the program and to ensure the program operates on a cost-neutral basis.

To ensure this limited resource is accessible to as many community members as possible, and that the program is sustainably funded, Staff propose that the Committee consider recommending that Council discontinue dedications in perpetuity, but rather introduce a 10-year renewable term. A term such as this allows those who would like to continue funding a dedication the opportunity to do so, or, if

requested, to withdraw from the program, thereby providing an opportunity for others.

The attached draft policy will replace the current Park Bench Donations Guidelines Policy 12-5810-A, and will include memorial or commemorative trees which have been approved in the past but without a formal or consistent process.

Implementation and Administration

If the Committee recommends that Council adopt a new policy, staff will begin implementation of the new Tree, Bench and Amenity Dedication Program immediately. Information will be provided on the Town's website including promotional material, application form and accompanying map identifying available locations for the dedicated benches, tables and trees.

Dedications that are nearing or have passed the 10-year mark will be identified and the donors will be sent a letter expressing the Town's gratitude for their donation explaining the new policy and informing the donor that they will have an additional 10 years from the date of notification to decide if they would like to renew or withdraw from the program. At the end of the 10-year term, donors choosing to renew will be asked to provide a Program Renewal Fee for an additional 10-year term. If a donation is discontinued, the plaque will be removed and returned to the donor. If a donor cannot be contacted, the Town will hold the plaque for a year and the location will be made available to the public for future donors.

If a response is not received, extensive efforts will be made to contact donors or family members.

In cases of financial hardship, staff will work with individuals and families to find workable solutions to continue their dedications.

ALTERNATIVES:

The Committee may recommend that Council not make any changes to Park Bench Donations Guidelines Policy 12-5810-A at this time.

FINANCIAL IMPLICATIONS:

The existing fee for memorial benches does not reflect current cost for purchase (both bench and plaque), installation, ongoing maintenance and administration of the program. The proposed policy includes an increase to the initial cost of the donation and the accompanying 10-year program renewal cost.

Staff have compared the proposed donation amounts to those of other municipalities to ascertain consistency within the region for this type of program. We have learned that Town benches are more costly due to the style and wood type which has less long-term maintenance cost associated with them. Moreover, the increased donation amount will be included in the Fees and Charges Bylaw so that it may be annually reviewed and updated to ensure that the Town continues to recover the costs associated with the program.

The cost of the purchase and planting of dedication trees shall be charged to the donor. This is to be based on the average cost for purchase, type of tree and installation by Town staff and subject to annual review.

The cost of the purchase of a park amenity will be evaluated on an individual basis due to current costs and item type.

LEGAL IMPLICATIONS:

There are no legal implications identified at this time.

CITIZEN/PUBLIC RELATIONS IMPLICATIONS:

The Town’s dedication program remains a popular opportunity for community members to recognize loved ones, while simultaneously contribute to the enhancement of the Town’s parks and open spaces. The proposed updates to the program will allow for increased opportunities for individuals to become involved as well as the necessary means for the Town to sustain the program.

The Committee may also request that Council consider a public engagement process involving current donors and the broader public prior to making a final decision on the proposed policy.

INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS:

There is no interdepartmental involvement identified at this time, however Financial Services will collect and process application fees.

ALIGNMENT WITH SUSTAINABILITY VISIONING REPORT:

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

ALIGNMENT WITH STRATEGIC PRIORITIES:

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

I approve the report and recommendation(s).

Erin Anderson, Acting Chief Administrative Officer

ATTACHMENT(S):

- Draft Tree, Bench and Amenity Dedication Policy
- Area Comparison
- Park Bench Donations Guidelines Policy 12-5810-A



**TOWN OF LADYSMITH
POLICIES AND PROCEDURE MANUAL**

TOPIC: **TREE, BENCH AND AMENITY DEDICATION POLICY**

APPROVED BY: **COUNCIL**

DATE: **xx**

RESOLUTION #:

REPLACES : 12-5810-A Park Bench Donations Guidelines

PURPOSE:

The purpose of the Tree, Bench and Amenity Dedication Policy and Guidelines is to enable those members of the public wishing to pay tribute to a loved one through the donation of a commemorative bench or tree within the Town of Ladysmith. The procedures, fees and expectations will be identified within the program. The program will operate on a full cost recovery basis while contributing to the beautification and “greening” of the Town and increasing community amenities.

PROCEDURE:

- The cost of the purchase, installation and maintenance of the bench shall be charged to the dedicator. This is to be based on the average cost for purchase, installation and maintenance by Town staff of a standard Town bench for a 10-year period. Town staff will review costs including the Program Renewal Fee annually through the Fees and Charges Bylaw and will adjust accordingly. The maintenance funding is placed into a tree, bench and amenity reserve account.
- Town staff will acknowledge the bench or amenity dedication for a period of 10 years from the date of installation.
- Donors will have the opportunity to continue their sponsorship of the bench or amenity after the 10-year dedication period by paying the Program Renewal Fee. If the donor is not interested in continuing the dedication or cannot be contacted (within 6 months of the 10-year term expiring), the plaque will be removed and the site will become available for a new dedication. It will be the responsibility of the donor to keep their contact information current with the Town.
- The Town shall have final approval of the location and style of the bench or amenity.
- The Town shall have final approval of plaque size, style, and wording; there will be no “plaque only” opportunities as existing benches need to be included in donor’s purchase.
- The cost of the purchase and planting of the tree shall be charged to the donor. This is to be based on the average cost for purchase and installation by Town staff of an approved tree species and size, subject to annual review.

Policy #

- The Town shall have final approval of the planting location. All requests for special tree species/varieties or particular planting areas shall be accommodated, whenever possible. Higher costs incurred by these requests shall be charged to the dedicator.
- The Town shall include the tree in its normal schedule of care or maintenance.
- The cost of a park amenity will be evaluated on an individual basis dependent on item type, location and maintenance.
- The tree, bench or amenity shall become Town property. Staff reserves the right to relocate or remove the tree, bench or amenity whenever necessary. A reasonable effort shall be made to notify the donor if their tree or bench is affected.
- A Town record will be established to record all commemorative trees, benches and amenities.

DRAFT

APPENDIX B – AREA COMPARISON

CITY/DISTRICT	DEDICATION TYPE	PLAQUE	COST	RENEWAL	RENEWAL FEE
LADYSMITH (CURRENT)	BENCH TREE PLAQUE ONLY	INCLUDED	\$3200 VARIED \$250	PERPETUITY	N/A
PARKSVILLE	BENCH TREE	INCLUDED	\$3000 \$1000	BENCH: 10 YEARS (DONOR GETS 1 ST RIGHT OF REFUSAL TREE: 10 YEAR GUARANTEE	\$3000
CVRD	NO FORMAL PROCESS, CURRENTLY UNDER REVIEW.				
DUNCAN	BENCH, PICNIC TABLE, PLAYGROUND, BIKE RACK ETC.	INCLUDED	VARIED WITH 100% BOURNE BY THE DEDICATOR	10 YEARS	
NANAIMO	PROGRAM NO LONGER EXISTS				
QUALICUM	BENCH	INCLUDED	\$1800	8 YEARS	\$1800
PORT ALBERNI	BENCH TREE TABLE	INCLUDED	\$2500 \$1500 \$2500	PERPETUITY	N/A
MUNICIPALITY OF NORTH COWICHAN	BENCH TREE TABLE	NOT INCLUDED COST SUBJECT TO SIZE	\$1450 \$1270 \$1755	10 YEARS	CURRENT FEE FOR REPLACEMENT
SAANICH	BENCH TREE TABLE	INCLUDED	\$3000 \$1350 \$3650	10 YEARS	\$1500 N/A \$2150
VICTORIA	BENCH	INCLUDED	\$3500	10 YEARS	CURRENT FEE FOR REPLACEMENT
KELOWNA	BENCH/TABLE TREE OTHER	INCLUDED	\$2800 \$600 BASED ON ITEM	10 YEARS	CURRENT FEE FOR REPLACEMENT

TOWN OF LADYSMITH

POLICIES AND PROCEDURE MANUAL

TOPIC: PARK BENCH DONATIONS GUIDELINES											
APPROVED BY: COUNCIL	DATE: JUNE 19, 2000										
RESOLUTION #: 00-324											
<i>(Amended from)</i>											
<p>This program allows a donor to contribute to the cost of installing a park bench at one of the Town's parks, the beach or on a boulevard.</p> <p><u>Bench Location:</u> The Parks Department and donor will determine a mutually acceptable location for the bench. A final or deciding choice will be the responsibility of the Parks Department.</p> <p><u>Bench Ownership:</u> Donations to the Town in no way constitute ownership of the item, the land upon which it is situated or the surrounding lands. The Town retains the right to use lands adjacent to these donated items as it deems appropriate and if necessitated, to relocate the item if redevelopment of the area warrants that action.</p> <p><u>Tax Receipts</u> Tax receipts will be issued, as donations to Canadian Municipalities may be tax deductible.</p> <p><u>Bench Memorial Plaque</u> Up to 34 letters on three lines are permissible on a memorial plaque.</p> <p><u>Bench Maintenance:</u> The Town will provide normal maintenance for a minimum period of 5 years. If, through vandalism or accident, for example, a bench is extensively damaged, the Town will, at the discretion of the Parks Department, repair the damage, replace the bench, or relocate the donor plaque to a suitable location. However, the Town is not obligated to replace the bench.</p> <p><u>Bench Styles and Costs</u> The following are examples of bench styles and costs. Actual costs will depend on Market quotation at time of order.</p> <table border="1"> <thead> <tr> <th><u>Style</u></th> <th><u>Cost to Donor</u></th> </tr> </thead> <tbody> <tr> <td>Dumor Bench 105 6' long, backless, IPE (hard wood)</td> <td>as per bylaw</td> </tr> <tr> <td>Shaughnessy BT3-B, (front city hall, H.C Trail) 6' long Clear Cedar</td> <td>as per bylaw</td> </tr> <tr> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> </tr> </tbody> </table> <p>A permanent memorial registry will be kept at City Hall.</p> <p><i>(ADDED COMMENT: For each bench an application form should be completed and fwd to City Hall for the Memorial Registry. As this form may change from time to time it is not incl. as part of this policy)</i></p>		<u>Style</u>	<u>Cost to Donor</u>	Dumor Bench 105 6' long, backless, IPE (hard wood)	as per bylaw	Shaughnessy BT3-B, (front city hall, H.C Trail) 6' long Clear Cedar	as per bylaw				
<u>Style</u>	<u>Cost to Donor</u>										
Dumor Bench 105 6' long, backless, IPE (hard wood)	as per bylaw										
Shaughnessy BT3-B, (front city hall, H.C Trail) 6' long Clear Cedar	as per bylaw										

12 – 5810 - A

INFORMATION REPORT TO THE COMMITTEE OF THE WHOLE

Report Prepared By: Management
Meeting Date: July 14, 2020
File No:
RE: 2020-2023 STRATEGIC PRIORITIES UPDATE

RECOMMENDATION:

That the Committee receive for information the strategic priorities update entitled "2020-2023 Strategic Plan" dated July 14, 2020.

EXECUTIVE SUMMARY:

This is the first update to Council on the 2020-2023 Strategic Plan. This Plan was deliberated and approved by Council in the fall of 2019.

PREVIOUS COUNCIL DIRECTION:

Table with 3 columns: CS 2019-351, 11/04/2019, That Council adopt the 2020-2023 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 2020-2023 and the attached report provides a high-level update of the projects that support those priorities. The report includes a new section regarding COVID-19 as some resources were redirected from the original priorities in order to comply with Provincial Health orders.

I approve the report and recommendation(s).










Erin Anderson, Acting Chief Administrative Officer

ATTACHMENT(S):








2020-2023 Strategic Plan July 14, 2020



2020-2023 STRATEGIC PRIORITIES PLAN
INFRASTRUCTURE

Project	2020	2021	2022	2023	Current Compl...	Update
Complete Parks & Trails Capital Program					21% 8% ahead	Chris Barfoot: As repairs, replacements or improvements as identified in the asset management strategy. <i>07/07/2020</i>
→ Ongoing improvements and maintenance at Transfer Beach Park					47% 5% behind	<i>No updates recorded</i>
→ Install fencing					100% -	Chris Barfoot: Fencing has now been installed. Black chain-link was installed to reduce any visual obstruction. <i>07/02/2020</i>
→ Picnic Table Replacement					12% 1% ahead	Chris Barfoot: Replacing the existing wooden picnic benches with concrete tables will reduce long-term maintenance and cleaning costs. The new tables will also provide an the opportunity to increase accessible seating throughout the park. <i>07/02/2020</i>
→ Spray park upgrades					85% 33% ahead	Chris Barfoot: Re-surfacing was completed with remaining mechanical work to be completed after the summer. <i>07/02/2020</i>
→ Sports Field Improvements					38% 14% behind	<i>No updates recorded</i>
→ Aggie Field Upgrades					6% 5% behind	Chris Barfoot: Staff are looking at the best options to improve drainage on the fields. <i>07/08/2020</i>
→ Tree Replacement Program					100% -	Chris Barfoot: Trees planted, completion report to be sent. <i>11/28/2019</i>
→ 2020 Tree Replacement Program					0% 52% behind	<i>No updates recorded</i>
→ Update the Lot 108 (Forrest Field) site plan with short- and long-term priorities for future amenities					8% 1% behind	Chris Barfoot: Lot 108 Park Plan Update completed September 2019 <i>10/29/2019</i>

→ Complete Lot 108 Accessible Trail Construction with Community Partners		73% 11% behind	Chris Barfoot: Currently working with the LOT 108 Stakeholder group to work on the accessible walkway that surrounds Forrest Field. This portion will include two accessible parking spaces and an asphalt path way connecting the parking spaces to the walkway. <i>07/02/2020</i>
→ Lot 108 Phase 1		45% 7% behind	<i>No updates recorded</i>
→ Lot 108 Phase 2		0% -	<i>No updates recorded</i>
→ Lot 108 Phase 3		0% -	<i>No updates recorded</i>
→ Waterfront Repairs and Maintenance		0% 2% behind	<i>No updates recorded</i>
→ Ladysmith Maritime Society Parking Expansion		20% 8% behind	Chris Barfoot: Staff met with the LMS to discuss parking management options. New signage and the potential to add a permitting system was discussed. <i>07/08/2020</i>
→ Oyster Bay Road Stairs		20% 8% behind	Chris Barfoot: Replace stairs as part of the WAP <i>04/01/2019</i>
→ Rotary Boat Ramp Float Replacement		38% 14% behind	Chris Barfoot: Staff are currently investigating main issues that need to be addressed including looking at the width and stability of the existing dock. <i>07/08/2020</i>
→ Ensure that the town's water system meets the needs of current and future residents and the demands of climate change		14% 1% ahead	<i>No updates recorded</i>
→ Build a new Holland Lake to Stocking Lake supply main		0% -	Geoff Goodall: This project will require funding in future years. Some analysis for the new outlet at Holland lake will be completed with the feasibility study that is carried out for the Holland Lake Storage upgrade. Council has made an infrastructure funding application that groups three projects: Raising Holland Lake Dam, Interconnecting Holland Lake with the Stocking Lake supply Main and replacing the Stocking Lake Supply main. <i>07/02/2020</i>
→ Construction Holland to Stocking lake Supply Main		0% -	Geoff Goodall: This project will require funding for 2022 <i>07/02/2020</i>
→ Design Holland lake to Stocking Lake Supply Main		0% -	Geoff Goodall: This project will require funding for 2021 <i>07/02/2020</i>

→ Chicken Ladder Remediation						2% 2% behind	<p>Geoff Goodall: Staff brought a report to Council in June approving the option review for the project. The consultants are working on this report and a further report will come to Council with the recommendations and further budget approval, this summer.</p> <p>07/02/2020</p>
→ Complete Construction of the Arbutus Water Treatment Plant						96% 4% behind	<p>Geoff Goodall: The WTP is now delivering water to the Town distribution system. Currently the contractor is running the plant through the 5 day automation trial and the 3 day membrane performance trial. The DAF 5 day performance trail will be completed once some DAF modifications are complete. The water quality from the plant at this point is very good.</p> <p>07/02/2020</p>
→ #4 Water Quality Monitoring Equipment - Holland Lake, Stocking Lake, Chicken Ladder						20% 39% behind	<p>Geoff Goodall: Design work for this project was completed in late 2019, then we had a large flow event at chicken ladder. The design is being reviewed in light of this event, damage may have occurred in its current proposed configuration.</p> <p>07/02/2020</p>
→ Conduct a Stormwater Master Plan Review						0% -	<p>Geoff Goodall: This project will require funding in future years.</p> <p>07/02/2020</p>
→ Dedicate as 'parkland' all lands that are intended to be parks						0% -	<p>Geoff Goodall: This project will require some direction from Council. The intent of this project is to review lands owned by the Town, confirm if these lands were taken as park in subdivision processes but not dedicated or if they were obtained through other means, but still were intended for park.</p> <p>07/02/2020</p>
→ Increase the storage capacity of our water system at Holland Lake						5% -	<p>Geoff Goodall: Increasing the storage capacity of Holland Lake is a an important project in the overall long term security of the Towns water system. Council has made an infrastructure funding application that groups three projects: Raising Holland Lake Dam, Interconnecting Holland Lake with the Stocking Lake supply Main and replacing the Stocking Lake Supply main.</p> <p>07/02/2020</p>
→ Construction Holland Dam Storage Upgrade						0% -	<p>Geoff Goodall: This project is currently unfunded, Council has made an infrastructure grant application that includes this project.</p> <p>07/02/2020</p>
→ Feasibility Study Holland Dam - Storage Upgrade						10% -	<p>Geoff Goodall: A Draft RFP for this project has been completed, if Grant funding is not successful, staff will move forward with this RFP.</p> <p>07/02/2020</p>

Investigate the feasibility of a boundary expansion to take in the new water filtration plant property					0% -	<p>Geoff Goodall: This project will require direction from Council. Currently the Arbutus Water Treatment Plant is not within the boundary of the Town, but in the CVRD. Staff are suggesting that it may be desirable to have the plant brought into the Town.</p> <p>07/02/2020</p>
Stocking Lake Dam Remediation					0% -	<p>Geoff Goodall: Stocking Lake Dam is jointly owned by the Town and the CVRD. In 2018 The CVRD completed some investigative work on the dam, this work confirmed that the Dam has deficiencies. Town staff subsequently made application to the 2020 Flood Risk Assessment, Flood Mapping and Flood Mitigation grant program. The intent of the application was to complete planning works that would confirm if the Dam could be remediated or if it need to be replaced. Once this work is complete the intent would be to make a second application to this program to construct the works.</p> <p>07/03/2020</p>
Feasibility study to confirm dam replacement or remediation					4% 2% ahead	<p>Geoff Goodall: Staff is currently preparing an RFP for this project.</p> <p>07/02/2020</p>
Stocking Lake meter vault					39% 41% behind	<p>Geoff Goodall: This project was planned for 2019, more funding was required and approved for 2020. Staff are currently assessing the power supply issues, project should be constructed this summer.</p> <p>07/02/2020</p>
Upgrade the supply main from Stocking Lake to the balancing reservoir					2% -	<p>Geoff Goodall: Council has made an infrastructure funding application that groups three projects: Raising Holland Lake Dam, Interconnecting Holland Lake with the Stocking Lake supply Main and replacing the Stocking Lake Supply main.</p> <p>07/02/2020</p>
Construction Stocking Lake Supply Main					0% -	<p>Geoff Goodall: This project will require funding for 2022</p> <p>07/03/2020</p>
Design Stocking Lake Supply Main					0% -	<p>Geoff Goodall: This project will require funding for 2021</p> <p>07/02/2020</p>
Implement an asset management plan to replace and maintain aging infrastructure					28% 15% ahead	<p><i>No updates recorded</i></p>
Co-ordinate infrastructure projects in accordance with the Asset Management Strategy					2% 50% behind	<p>Erin Anderson: Capital projects are placed into the Financial Plan based on priority and asset management practices.</p> <p>07/08/2020</p>
Construct Downtown Washroom when Funding is in Place					0% 4% behind	<p>Erin Anderson: Applied for an ICIP grant funding in January of 2019. Funding denied March 2020. Looking a new options for funding.</p> <p>07/08/2020</p>

→ Implement Stage II of the Geographic Information System (GIS)		90% 38% ahead	Geoff Goodall: GIS implementation is a multi-year project, work planned for 2020 is nearing completion. 07/02/2020
→ Maintain Town-owned buildings		21% 8% ahead	No updates recorded
→ Boys and Girls Club		0% 52% behind	Chris Barfoot: Painting will be going out to competitive bidding this summer. Staff will work with the Boys and Girls Club on scheduling. 07/08/2020
→ Frank Jameson Community Centre		45% 7% behind	Chris Barfoot: Due to COVID-19 much of the scheduled work for FJCC has been completed or will be completed by the end of July. This will eliminate the need for a regularly scheduled shut down that would happen for 2 weeks in August. 07/02/2020
→ Other Town-owned Buildings		0% 11% behind	No updates recorded
→ RCMP Detachment		0% 52% behind	No updates recorded
→ Phase 1 Holland Supply Main Replacement: Holland Creek Trail to Mackie Park		100% -	Geoff Goodall: This project is now complete. 07/02/2020
→ Phase 2 Holland Creek Supply Main Replacement: Mackie Park to Malone Road		8% 1% ahead	Geoff Goodall: Council has approved funding for this project. Design is underway and construction will commence this fall/winter. 07/02/2020
→ Replace Cemetery Fencing and Gate		0% -	Geoff Goodall: This project has been identified as a potential capital item, but remains unfunded. The cemetery fence and gate is in very poor condition and is in dire need of replacement for aesthetic reasons. 07/03/2020
→ Upgrade 4th Avenue by repaving surfaces, replacing infrastructure and improving safety to support active transportation		2% 11% behind	Geoff Goodall: Council has directed staff to hold off on tendering the project until such time as the 4th Ave crossing project is complete 07/02/2020
→ 4th Ave Upgrades Conceptual Design, Detailed Design, Methuen to Belaire		100% -	Geoff Goodall: The detailed design and tender documents have been completed. Council has directed staff to hold off on tendering the project until such time as the 4th Ave crossing project is complete. Staff will utilize this time to complete the intersection assessment of 4th Ave. and Bel Aire. 09/19/2018
→ Construction Methuen to Belaire		0% 100% behind	No updates recorded
Improve overall service delivery through greater integration of Town departments		35% 22% ahead	No updates recorded

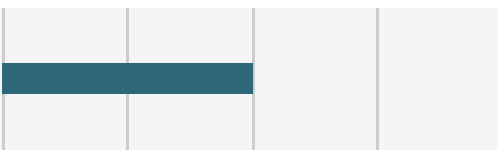
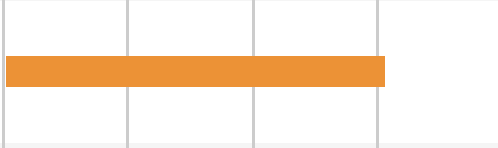
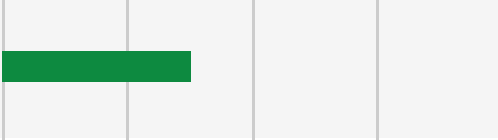


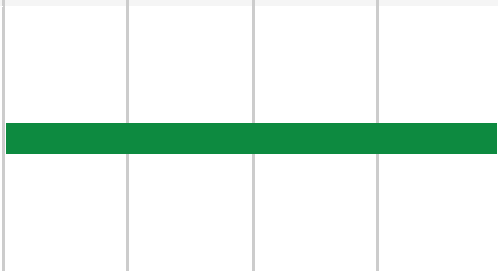
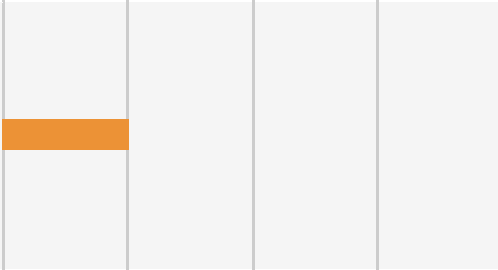
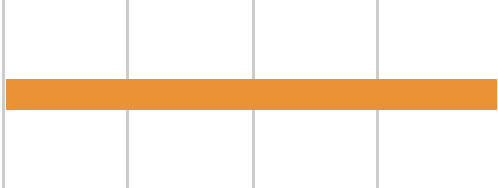

↳ Examine options and costs for a new City Hall or other approach to centralizing Town departments					35% 22% ahead	Erin Anderson: Staff have engaged a consultant to study the various options/locations of a City Hall 07/02/2020
Maintain an effective and efficient waste water treatment system that meets the needs of the population and supports the long-term health of the Ladysmith Harbour					7% 6% behind	<i>No updates recorded</i>
↳ #3 Confirm Access Sandy Beach Lift Station					0% -	Geoff Goodall: Staff has had a discussion with the property owner and expressed our desire for a meeting to discuss access as well as outstanding issues the owner has with the Town. 07/02/2020
↳ Activated Carbon Replacement					47% 17% behind	Geoff Goodall: Staff issued an RFP for this project, it has now closed and staff are reviewing the submission. The Town's waste water consultant is providing input on the RFP's, particularly related to the proposed activated carbon for the project. 07/02/2020
↳ Conduct an environmental impact study for the Waste Water Treatment Plant					0% -	Geoff Goodall: This project is part of the Town's LWMP and will need to be completed, likely within the next 5 years. 07/02/2020
↳ Course Screen Replacement WWTP					4% 38% behind	Geoff Goodall: Staff had originally planned on replacing this screen, but are now investigating the potential of have the existing screen rebuilt. 07/02/2020
↳ Implement a Sewer Source Control Program, including bylaws and public education					0% -	Geoff Goodall: This project is part of the LWMP and will need to be completed, likely within the next 5 years. 07/02/2020
↳ Review post treatment disinfection options for the Waste Water Treatment Plant					42% 10% behind	Geoff Goodall: The UV pilot plant has been installed at the WWTP. Testing is ongoing, although there was some disruption during the early days of Covid-19. This testing will extend into the fall. This project looks at the potential of eliminating the chlorine disinfection system and replacing it with a UV system. 07/02/2020

COMMUNITY

Project	2020	2021	2022	2023	Current Compl...	Update
Demonstrate Council's leadership and continued excellence in governance by always considering the impact of climate change in all of our decisions					33% 20% ahead	<i>No updates recorded</i>

→ Continue to enhance Council's performance by conducting bi-annual evaluations		0% 13% behind	Erin Anderson: Council self-assessment discussions facilitated pre-covid. Per policy 01-0530-A the Council self-assessment is to be completed prior to Oct. annually. HR will distribute copies of the self-assessment guide to Council Tuesday September 1, 2020. 07/08/2020
→ Develop and implement a new Council self-assessment policy		100% -	Erin Anderson: Council effectiveness assessment policy 01-0530-A completed January 2020 07/08/2020
→ Foster ongoing professional development through training, workshops and other opportunities		0% 11% behind	No updates recorded
Develop comprehensive affordability strategies that reflect the needs within our community		57% 44% ahead	No updates recorded
→ Apply for grant funding through Child Care Space Creation Program for up to \$1 million		100% -	Chris Barfoot: \$875k awarded from UBCM. Received \$656k in initial payment April 2020 07/08/2020
→ If successful, enter into 15-year commitment with Prov. BC		0% 37% behind	Chris Barfoot: Staff have been meeting the Boys and Girls Club to discuss long term agreement as part of the plans for new child care spaces. 07/08/2020
→ Complete Housing Needs Report that meets provincial requirements		50% 37% ahead	Jake Belobaba: TOL Data has been provided to the consultant. A draft communications plan (modified due to COVID-19) has been circulated to CVRD members for review 06/10/2020
→ Develop and implement a child care space plan		21% 10% ahead	No updates recorded
→ Complete the regional child care space review and assessment		97% 3% behind	Chris Barfoot: Consultants from the Cowichan Childcare Plan will be presenting their report to Council on 21-JULY-2020. 07/02/2020
Review, Renew or Establish Partnerships & Agreements		0% 17% behind	No updates recorded
→ Community Gardens Site Agreement		0% 19% behind	No updates recorded
→ Early Years Partnership		0% 17% behind	No updates recorded
→ Finalize an agreement with the Ladysmith Chamber of Commerce for tourism services		30% 17% ahead	Chris Barfoot: Work with the Chamber of Commerce rep on a proposed tourism service agreement 07/08/2020
→ Golf Club Society Agreements		0% -	Chris Barfoot: Review, update and sign maintenance and site agreement when lease term ends (2021) 04/01/2019

→ Golf Course Maintenance Service Agreement		0% 67% behind	Chris Barfoot: Staff have been meeting with the Golf Course regularly to begin discussions on a Maintenance Service Agreement. 07/08/2020
→ Golf Course Society Site Lease agreement		0% 67% behind	Chris Barfoot: Staff will be meeting in the fall of 2020 to begin discussions on a Lease agreement and a maintenance service agreement. 07/08/2020
→ Historical Society Agreement Renewal		0% -	Erin Anderson: Annual updates continue to be received from the Historical Society as per the operating agreement. Current agreement ends June 30 2022 07/08/2020
→ Horseshoe Club Agreement		53% 20% behind	Chris Barfoot: Preparing to review, update and sign agreement for the sole use of the Horseshoe Pitch at Transfer Beach. The goal is to have this completed with the COVID 'return to play' process. 07/08/2020
→ Ladysmith Baseball Association Agreement		0% 73% behind	Chris Barfoot: Begin process to review, update and sign agreement for ad signs and storage. This group will not be active in 2020 but discussions have already began for future agreement and maintenance of facilities. 07/08/2020
→ LaFF Access Agreement - Aggie Hall		0% 85% behind	Chris Barfoot: Staff have met with LaFF and began discussions on an access agreement. 07/08/2020
Strengthen communication and meaningful collaboration with key partners, including but not limited to Stz'uminus First Nation, School District 68 and community service groups		11% 2% behind	<i>No updates recorded</i>
→ Engage Boys and Girls Clubs of Central Vancouver Island and other community partners to develop new new child care spaces		22% 7% behind	Erin Anderson: Work with B&G on grant submission 07/08/2020
→ Apply for grant funding through Child Care Space Creation Program for up to \$1 million		100% -	Chris Barfoot: \$875k awarded from UBCM. Received \$656k in initial payment April 2020 07/08/2020
→ If successful, enter into 15-year commitment with Prov. BC		0% 37% behind	Chris Barfoot: Staff have been meeting the Boys and Girls Club to discuss long term agreement as part of the plans for new child care spaces. 07/08/2020
→ Establish an agreement with BGCVI if funding applications are successful		26% 3% behind	<i>No updates recorded</i>
→ Submit application for funding with UBCM		100%	Chris Barfoot: Application for UBCM childcare space creation grant submitted. Complete. 12/09/2019

<p>→ Submit funding application with MCFD</p>		<p>100% -</p>	<p>Chris Barfoot: Application to MCFD child care space creation grant submitted. Project complete. 12/09/2019</p>
<p>→ Identify and act on opportunities for joint initiatives and shared facilities with School District 68</p>		<p>11% 6% behind</p>	<p>Chris Barfoot: Various initiatives and projects that increase partnership opportunities and collaboration. 04/01/2019</p>
<p>→ Davis Road School Site lease</p>		<p>46% 12% behind</p>	<p>Chris Barfoot: Met with representatives 02-JUL-2020 to discuss opportunities for Davis Road School. 07/02/2020</p>
<p>→ Review options for Davis Road School use</p>		<p>0% 100% behind</p>	<p><i>No updates recorded</i></p>
<p>→ FJCC Field Lights</p>		<p>0% 52% behind</p>	<p>Chris Barfoot: Examining field enhancements and possible future use agreement. 07/02/2020</p>
<p>→ FJCC Site Lease on SD property</p>		<p>10% 3% behind</p>	<p>Chris Barfoot: It has been suggested that it would be preferred by the SD to work through the facility process prior to looking at finalizing and lease agreement for FJCC of SD property. The Town will continue to participate in this process. Future updates will be provided as they arise. 07/08/2020</p>
<p>→ Joint Use Agreement</p>		<p>56% 19% behind</p>	<p>Chris Barfoot: It has been suggested that it would be preferred by the SD to work through the facility process prior to looking at finalizing and lease agreement for FJCC of SD property. The Town will continue to participate in this process. Future updates will be provided as they arise. 07/08/2020</p>
<p>→ Prioritize ongoing collaboration and reconciliation initiatives with Stz'uminus First Nation, including updating the Naut'sa Mawt Community Accord and Memorandum of Understanding and creating an economic framework for waterfront development</p>		<p>0% 13% behind</p>	<p><i>No updates recorded</i></p>
<p>→ Complete a Water and Sewer Services Agreement for IR 12 and IR 13</p>		<p>50% 50% behind</p>	<p>Erin Anderson: Discussion regarding a new agreement will start under the guidance of the new CAO 07/08/2020</p>

→ Establish a waterfront economic framework with Stz'uminus First Nation					20% 80% behind	Waterfront Implementer: Scheduled to be discussed at next Naut'sa Mawt Committee meeting in January or February. 01/11/2019
→ Update the Naut'sa Mawt Community Accord and Memorandum of Understanding					15% 85% behind	Organization CAO: SFN deferred item to April 2nd NSC meeting for discussion - no much progress has been done to date 03/29/2019
Support the Town vision by ensuring that appropriate short- and long-term community plans are in place					20% 7% ahead	No updates recorded
→ Conduct a review of the South Ladysmith Area Plan in collaboration with Stz'uminus First Nation					0% 3% behind	Jake Belobaba: Timing of this project would need to consider OCP Review and interest by Stz'uminus. 06/10/2019
→ Conduct an accessibility audit of Town properties, and implement recommendations as appropriate					0% 52% behind	No updates recorded
→ Implement Age Friendly recommendations					0% 100% behind	Chris Barfoot: To work toward an official age-friendly designation. 04/01/2019
→ Ensure that the Ladysmith Small Craft Harbour (Fishermen's Wharf) long term plan is integrated with the Waterfront Area Plan					10% 7% behind	Jake Belobaba: SCH has not yet responded to the questions. 06/10/2019
→ Implement recommendations for a youth-friendly community from the Youth Strategy with the help of a new formed Youth Task Group					10% 3% behind	Chris Barfoot: Council in January 2019 authorized staff to commence implementation on the Youth Strategy. 01/21/2019
→ Establish the Youth Task Force					100% -	Chris Barfoot: This component of the project has been completed. 07/08/2020
→ Investigate Funding Opportunities for Youth Action Plans					100% -	Chris Barfoot: Staff submitted grant application for health services grant relating to implementation of the Youth Strategy. The Grant was unsuccessful. Staff are looking at other opportunities to apply for funding. 03/27/2019
→ Redevelop Youth Centre space					41% 11% behind	Chris Barfoot: Improvement have been made to the youth space located in the lower level of FJCC. These improvements include repainting the floor surface and adding new seating and tables. 07/02/2020
→ Youth Communication Plan					0% 52% behind	No updates recorded

→ Implement recommendations in Parks, Recreation and Culture Master Plan (2016)					40% 22% ahead	Chris Barfoot: The Town is in year three of the plan and has completed 40% of the recommendations. 03/29/2019
→ Create Pool Facility Replacement Plan					0% -	No updates recorded
→ First Nation Teaching & Cultural Landscapes					11% 6% behind	No updates recorded
→ Golf Course Diversification					0% 17% behind	No updates recorded
→ Holland Creek Park Site Plan					0% 49% behind	No updates recorded
→ Outdoor Fitness Park					0% 49% behind	No updates recorded
→ PRC Branding & Communication Plan					37% 12% behind	No updates recorded
→ Seek opportunities for P3s					13% 4% behind	No updates recorded
→ Seniors Strategy					0% 17% behind	No updates recorded
→ Trans Canada Trail improvements					0% -	No updates recorded
→ Produce a Public Art Strategy based on direction in the Public Art Strategy					59% 46% ahead	No updates recorded
→ Draft and implement approved Public Art Policy					100% -	Chris Barfoot: This project has been completed. Next step in this policy is to establish the Terms of Reference for the Public Art Task Group and appoint members. 07/08/2020
→ Implement Public Art Strategy					63% 41% ahead	Chris Barfoot: Implementation plan for public art strategy. 04/01/2019
→ Implement Service Agreement with the Arts Council of Ladysmith & District					100% -	Chris Barfoot: This has now been completed. Staff will continue to work with the LAC to ensure the sustainability and success of the street banner program. 07/02/2020
→ Publish the final planning application guides and checklists as identified in the Development Application Review Process					41% 28% ahead	Jake Belobaba: New application forms are complete and in circulation. New guides be completed after finalizing amendments to development application procedures recommended in the development services review 09/27/2019
→ Update the Official Community Plan (adopted in 2003) to set the vision and a road map to build the community we want over the next quarter century					1% 8% behind	Jake Belobaba: Kick off postponed due to COVID-19 pandemic. 07/07/2020

WATERFRONT

<p>Continue remediation of contaminated areas within Ladysmith Harbour</p>		<p>55% 42% ahead</p>	<p><i>No updates recorded</i></p>
<p>↳ Work with Stz'uminus First Nation to secure funding to complete foreshore remediation</p>		<p>55% 42% ahead</p>	<p>Waterfront Implementer: This project has been combined with Ladysmith Harbour environmental remediation through a letter of intent with SFN. <i>01/11/2019</i></p>
<p>Create cultural and recreational amenities to attract and engage residents and visitors alike</p>		<p>38% 25% ahead</p>	<p><i>No updates recorded</i></p>
<p>↳ Rotary Boat Ramp Float Replacement</p>		<p>38% 14% behind</p>	<p>Chris Barfoot: Staff are currently investigating main issues that need to be addressed including looking at the width and stability of the existing dock. <i>07/08/2020</i></p>
<p>Develop a thriving Arts and Heritage Hub</p>		<p>0% 13% behind</p>	<p><i>No updates recorded</i></p>
<p>↳ Arts and Heritage Hub contract services</p>		<p>0% 13% behind</p>	<p><i>No updates recorded</i></p>
<p>↳ Complete Machine Shop restoration and lease space in accordance with the Waterfront Area Plan</p>		<p>82% 18% behind</p>	<p>Chris Barfoot: Project is broken in multiple phases currently the Town is completing Phase 3 Schematic design. This phase should be complete by early April, 2019. <i>03/27/2019</i></p>
<p>↳ Machine Shop Construction Phase</p>		<p>92% 8% behind</p>	<p>Chris Barfoot: Work is now finishing up on the final grid line (3 in total), sheer walls at the North and South ends of the building. Remaining structural work includes the interior beams, staircases, mechanical room and washroom. This will leave the siding, window replacement and doors to be discussed as funding will be necessary to complete these items. Future considerations will also include heating and plumbing which will be necessary in order to have the building fully functional. <i>07/08/2020</i></p>
<p>↳ Machine Shop Design Drawings Phase</p>		<p>100% -</p>	<p>Chris Barfoot: Complete <i>10/25/2019</i></p>
<p>↳ Machine Shop Pre-Design Phases: 100%</p>		<p>100% 100 / 100% -</p>	<p>Chris Barfoot: This phase complete in Dec. 2018. The next phase will commence in early 2019, with the schematic phase. <i>03/04/2019</i></p>
<p>↳ Machine Shop Schematic Design</p>		<p>100% -</p>	<p>Chris Barfoot: project complete <i>10/25/2019</i></p>
<p>↳ Implement ICIP funding to develop new studios and restore existing buildings by 2025</p>		<p>6% 6% ahead</p>	<p>Jake Belobaba: Currently seeking quotes for design work <i>07/07/2020</i></p>

Prioritize realization of upland waterfront opportunities as identified in the Waterfront Area Plan

					31% 18% ahead	<i>No updates recorded</i>
→ Amend the Zoning Bylaw as appropriate to support implementation of the Waterfront Area Plan					10% 3% behind	Jake Belobaba: Zoning amendments pending uplands remediation, pursuant to requirements of Environmental Management Act <i>07/07/2020</i>
→ Commission a legal survey of development parcels					43% 30% ahead	Jake Belobaba: Survey of "Jewell" complete. Registration is pending remediation <i>06/17/2020</i>
→ Complete a Business Plan and Communications Strategy for the waterfront					0% 13% behind	<i>No updates recorded</i>
→ Complete a Geotechnical Study for road alignment					0% 13% behind	<i>No updates recorded</i>
→ Complete a waterfront servicing study					100% -	Jake Belobaba: Sewer servicing design parameters received 20190320 - Design Parameter Memo - 4.0.pdf <i>07/08/2020</i>
→ Complete sub-division of the Town-owned waterfront lands					99% 86% ahead	Jake Belobaba: Subdivision plan of Lot 4 is complete and ready for registration, pending remediation <i>06/17/2020</i>
→ Conduct an Infrastructure Costing Study					0% 13% behind	<i>No updates recorded</i>
→ Determine storm drainage relocation					0% 13% behind	<i>No updates recorded</i>
→ Establish a Waterfront Area Plan Community Advisory Panel					0% 13% behind	<i>No updates recorded</i>
→ Implement a Comprehensive Development Agreement for the waterfront					0% 13% behind	<i>No updates recorded</i>
→ Market and sell Lot 4 (The Jewel)					87% 74% ahead	Jake Belobaba: Consultant is preparing application for FCM Funding for Detailed Site Investigation. Staff are preparing RFP for environmental engineering firm to develop remediation plan and complete detailed site investigation. Remediation is a prerequisite to sale. <i>06/10/2020</i>
→ Remediate Uplands					15% 15% ahead	Jake Belobaba: Application for FCM funding has been submitted. RFP for consultant to complete detailed site investigation and remediation plan has been posted. <i>07/07/2020</i>

ECONOMY











Project	2020	2021	2022	2023	Current Compl...	Update
Implement and support projects to maintain a vibrant downtown					3% 10% behind	<i>No updates recorded</i>



→ Add more gathering places downtown		11% 2% behind	Geoff Goodall: Council has ordered 18 new round concrete benches for the Downtown, which will enhance the gathering opportunities. 07/02/2020
→ Complete grating around all trees		0% 13% behind	Geoff Goodall: This project is currently not in the capital plan, funding will be required. 07/03/2020
→ Enhance artifact signage		0% 13% behind	Geoff Goodall: This project is currently not in the capital plan, funding will be required. 07/03/2020
→ Enhance heritage building signage		0% 13% behind	Geoff Goodall: This project is currently not in the capital plan, funding will be required. 07/03/2020
→ Ensure street trees are an appropriate size		0% 13% behind	Geoff Goodall: The Town arborist has complete some tree pruning on trees fronting 49th Parallel Grocery Store. This work will continue as time permits. 07/02/2020
→ Install a welcome sign		0% 3% behind	Erin Anderson: Looking at a sign inventory before proceeding. 07/08/2020
→ Refresh town assets in downtown core		11% 2% behind	Geoff Goodall: Staff have spoken to a street light supplier, that apparently constructs components for the original down town street lights of which 6 still exist in the downtown. These are apparently the same lights that were originally constructed in Toronto, this supplier now provides replacements for Toronto. Staff plan on replacing the top light section that have considerable damage. This supplier is also providing information on downtown light posts that can support more loading, for festival of lights. 07/02/2020
→ Replace interlocking brick paving		0% -	Geoff Goodall: Staff propose to complete a stamped concrete replacement of the existing interlocking bricks in the area in front of the Ladysmith Inn, in the fall of 2020 07/02/2020
Pursue opportunities leading to economic development and job creation		46% 33% ahead	<i>No updates recorded</i>
→ #2 Film Policy, Application, Permit update - Ladysmith		85% 15% behind	Jake Belobaba: Final draft has been prepared and is ready for circulation and legal review. Preliminary discussions occurred with LDBA and CVRD Economic Development Officer in April 2020. General support for the main elements of the new policy 06/10/2020
→ Continue to implement the Ladysmith Economic Development Strategy in partnership with community partners and regional government		0% 13% behind	<i>No updates recorded</i>

→ implement policies for the retail sale of cannabis in Ladysmith					100% -	Jake Belobaba: Bylaws and policy adopted January 7th 2020. Provincial License applications are now being processed. First applications are expected to be brought forward for Council review in February 2020 01/24/2020
→ Rezone the Town's Churchill Place property for subdivision					0% 13% behind	Jake Belobaba: IS staff are laying out subdivision options. A smaller lot size might make sense. Council direction would be needed. 03/22/2019
Review, Renew or Establish Leases					123% -	No updates recorded
→ Boys and Girls Club Lease					0% -	No updates recorded
→ FJCC Health Services Space lease					26% 9% behind	No updates recorded
→ Ladysmith Resources Centre space use agreement					0% -	No updates recorded
→ Machine Shop and other site buildings leases					0% 100% behind	Chris Barfoot: Seismic and interior upgrades need to be complete before renewal of agreements. 07/02/2020
→ Transfer Beach Kayak Shed lease					97% 3% behind	Chris Barfoot: The lease with the current occupant is set to expire September 2020. Staff are currently in discussions with the tenants regarding rent and lease agreement. 07/08/2020
Seek collaborative partnerships to enhance tourism attraction and promotion					23% 10% ahead	No updates recorded
→ Develop and implement a trails strategy to enhance and promote Ladysmith's trails for hiking and cycling					15% 1% behind	Chris Barfoot: Site visits have been planned with the CTSS and the Town Staff to establish a trail location plan. This will provide the necessary direction as to entry points and necessary amenities that will be required. 07/02/2020
→ Trail kiosk, maps & markers					0% 52% behind	No updates recorded
→ Finalize an agreement with the Ladysmith Chamber of Commerce for tourism services					30% 17% ahead	Chris Barfoot: Work with the Chamber of Commerce rep on a proposed tourism service agreement 07/08/2020

COVID-19

Project	2020	2021	2022	2023	Current Compl...	Update
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Develop and implement exposure control plan					100% -	Erin Anderson: A organization-wide exposure control plan, inclusive of facility specific protocol has been developed and disseminated per provincial orders and WorkSafe BC guidelines. 07/08/2020
Develop and implement external communications plan					100% -	Erin Anderson: Communications regarding office and facility closures were posted at notice boards around the community. Website updates haven been provided as facilities open. 06/30/2020
Establish homeless camp in partnership with Regional Housing Task Force					100% -	Erin Anderson: Council approved the use of the Buller Street properties until September 30th providing funding can be secured to provide the necessary services. 06/30/2020
Establish safe working procedures regarding COVID-19					52% 31% ahead	No updates recorded
→ Install glass at front counter at City Hall to reduce staff exposure					100% -	Erin Anderson: Installed glass partition at the front counter as well as a more secured door to reduce access to the rest of City Hall. Completed in time for opening for tax payments. 07/03/2020
→ Install glass partition at FJCC					100% -	Erin Anderson: Continued with the glass partition/safety glass at the FJCC reception area. Installation complete. 07/03/2020
→ Maintain adequate supply of PPE, sanitizer and cleaning agents					7% 3% ahead	Erin Anderson: Purchased individual hand sanitizer for staff. Sourced some masks. Trying to maintain adequate supply of hand sanitizer dispensers and cleaning wipes. 07/03/2020
→ Modify reception area at Development Services					48% 12% behind	Jake Belobaba: Seeking quote from glass supplier and in discussions with Landlord for screen at front desk. Delayed due to shortages of supplies. ETA on installation, August 2020. Currently staff serving customers by phone and email. 07/07/2020
→ Public Works					6% 11% behind	Geoff Goodall: Staff have developed some modifications for the Public Works Yard, which will include relocation of the front door, new counter and partition glass, interior partitions including splitting of one office into two creating additional space for a meeting room. 07/02/2020
Implement internal pandemic communications plan					66% 25% ahead	Erin Anderson: CAO has provided ongoing communications regarding potential exposures. 06/30/2020

<p>Implement strategies to mitigate revenue losses due to COVID-19</p>					<p>59% 5% behind</p>	<p>Erin Anderson: Financial plan updated to recognize reduction in funds from PRC. Attention is given to reduce future impact. <i>06/30/2020</i></p>
<p>Negotiate Letter of Understanding with the Union with intent to mitigate contractual limitations to service continuity during COVID-19.</p>					<p>97% 71% ahead</p>	<p>Erin Anderson: Negotiations complete and LOU agreed by all parties - awaiting return of signed documents from CUPE Local 401. <i>07/08/2020</i></p>