

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

Tuesday, January 12, 2021

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

1. ACKNOWLEDGEMENT

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

2. CALL TO ORDER

Residents are encouraged to "virtually" attend the meeting by registering here:
https://zoom.us/webinar/register/WN_yRn7CXg4R9a5knoNIOXaMg.

Instructions on how to join the meeting will be sent immediately after you register.

View the livestream on YouTube:

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

3. AGENDA APPROVALRecommendation

That the agenda for this January 12, 2021 Committee of the Whole meeting be approved.

4. MINUTES**4.1. Minutes of the Committee of the Whole Meeting held November 10, 2020****5**Recommendation

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

5. REPORTS**5.1. Building Inspector's Reports for October to December 2020****9**Recommendation

That the Committee receive the Building Inspector's Report for the months October to December 2020.

5.2.	Ladysmith Fire/Rescue Reports for November to December 2020	10
	<u>Recommendation</u> That the Committee receive the Ladysmith Fire/Rescue Reports for the months November to December 2020.	
5.3.	Coastal Animal Control Services Reports for August to October 2020	14
	<u>Recommendation</u> That the Committee receive the Coastal Animal Control Services Reports for the months August to October 2020.	
5.4.	Bylaw Compliance Statistics for July to December 2020	15
	<u>Recommendation</u> That the Committee receive the Bylaw compliance statistics for the period of July to December, 2020.	
5.5.	RCMP Reports for Quarter 4, 2020	16
	<u>Recommendation</u> That the Committee receive the RCMP Reports for the fourth quarter of 2020.	
5.6.	Costs Associated with the Provision of Lifeguarding at Transfer Beach	17
	<u>Recommendation</u> That the Committee receive for information the report dated January 12, 2021 regarding costs and considerations associated to the provision of lifeguarding services at Transfer Beach.	
5.7.	Proposed Amendments to Town of Ladysmith Bylaw Enforcement Policy	22
	<u>Recommendation</u> That the Committee recommend that Council amend “Town of Ladysmith Bylaw Enforcement Policy 09-4020-B” to include housekeeping amendments and wording stating that bylaw enforcement will be on a complaint-driven basis unless there is a safety, hazard or liability issue to the Town.	

5.8. Proposed Amendments to Corporate Flag Protocol Policy No. 01-0340-A

28

Recommendation

That the Committee recommend that Council amend the Corporate Flag Protocol Policy No. 01-0340-A as follows:

1. Remove the requirement that a Council member or former Council member must have served at least 10 years prior to the flag being flown at half-mast;
2. Replace Infrastructure Services with Parks, Recreation & Culture as the department responsible for maintenance of the flags flown at all Town-owned sites;
3. Add new wording that recognizes that Ladysmith Fire/Rescue may lower their flag to half-mast for any 'Line of Duty Deaths' of an emergency responder; and
4. Add new wording to state that the following guest flags shall be flown annually at City Hall:
 - Pride Flag – June 1-30
 - Metis Flag (Louis Riel Day) – November 16

5.9. Park Bench Donation Guidelines Policy

35

Recommendation

That the Committee recommend that Council amend the existing Town of Ladysmith Park Bench Donation Guidelines Policy 12-5810-A as follows:

1. Update the guidelines to include Town benches, trees and other amenities;
2. All costs associated with installation of the bench, tree or amenity being borne by the donor;
3. Maintain in perpetuity formerly dedicated benches ; and
4. Any new dedications will be maintained for the reasonable life span of the bench, tree or amenity with regular maintenance costs being borne by the Town.

5.10. 2020-2023 Strategic Priorities Update

43

Recommendation

That the Committee receive for information the strategic priorities update entitled "2020-2023 Strategic Plan" dated January 12, 2021.

6. COUNCIL SUBMISSIONS

6.1. Alternate Water Billing Structure(s) Discussion

Councillor Stevens has requested that the Committee discuss the issue of alternate water billing structures.

6.2. School District 68 Facilities Plan Status

Councillor Jacobson has requested that the Committee discuss School District 68 Facilities Plan status as well as setting up a meeting between Council and the board of School District 68.

7. NEW BUSINESS

8. ADJOURNMENT



MINUTES OF A MEETING OF THE COMMITTEE OF THE WHOLE

Tuesday, November 10, 2020
6:30 P.M.

This meeting was held electronically as per Ministerial Order No. M192

Council Members Present:

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

Councillor Duck Paterson
Councillor Marsh Stevens
Councillor Jeff Virtanen

Staff Present:

Allison McCarrick
Erin Anderson
Chris Barfoot
Jake Belobaba
Geoff Goodall

Donna Smith
Chris Geiger
Ryan Bouma
Mike Gregory
Sue Bouma

1. CALL TO ORDER

Councillor McKay called this Committee of the Whole meeting to order at 6:34 p.m., noting that technical difficulties had interfered with live streaming, but that the video would be uploaded to the Town's website following the meeting.

Councillor McKay acknowledged that this meeting was being held on the traditional unceded territory of the Stz'uminus First Nation and expressed gratitude to be here.

2. AGENDA APPROVAL

CW 2020-052

That the agenda for this November 10, 2020 Committee of the Whole meeting be approved.

Motion Carried

3. MINUTES

3.1 Minutes of the Committee of the Whole Meeting held September 8, 2020

CW 2020-053

That the minutes of the Committee of the Whole meeting held September 8, 2020 be approved as amended to note Councillor Stevens' opposition to resolution CW 2020-041.

Motion Carried

3.2 Minutes of the Special Committee of the Whole Meeting held October 27, 2020

CW 2020-054

That the minutes of the Special Committee of the Whole meeting held October 27, 2020 be approved.

Motion Carried

4. GIS PRESENTATION

Infrastructure Services staff provided a demonstration of the Town's GIS system, describing it as a quick reference tool for investigating anything from approximate property size, to tree ownership and utilities, as well as for planning data, such as zoning information and permits.

Staff indicated that at present GIS is being used by Infrastructure Services and Development Services staff, however future plans include developing a tablet platform for Public Works staff to easily access while investigating issues, adding more comprehensive property and utility information, and creating a public version that could be launched from the Town's website.

Staff responded to Council's questions.

5. REPORTS

5.1 2020 Q3 (July– September) Financial Update

Staff responded to Council's questions regarding the quarterly financial update.

CW 2020-055

That the Committee receive the July to September 2020 Financial Update report from the Director of Financial Services.

Motion Carried

5.2 Building Inspector's Report for July to September 2020

CW 2020-056

That the Committee receive the Building Inspector's Report for the months July to September 2020.

Motion Carried

5.3 Ladysmith Fire/Rescue Reports for July to October 2020

CW 2020-057

That the Committee receive the Ladysmith Fire/Rescue Reports for the months July to October 2020.

Motion Carried

5.4 Coastal Animal Control Services Reports for May to July 2020

CW 2020-058

That the Committee receive the Coastal Animal Control Services Reports for the months May to July 2020.

Motion Carried

5.5 RCMP Reports for Quarters 1 to 3, 2020

CW 2020-059

That the Committee receive the RCMP Reports for the first three quarters of 2020.

Motion Carried

5.6 Bylaw Compliance Statistics for January to June 2020

CW 2020-060

That the Committee receive the Bylaw compliance statistics for the period of January to June, 2020.

Motion Carried

6. COUNCIL SUBMISSIONS

6.1 Single Use Plastic Items

CW 2020-061

That the Committee recommend that Council direct staff to prepare a report regarding bans on single use plastics.

Motion Carried

OPPOSED: Councillor Johnson

7. ADJOURNMENT

CW 2020-062

That this meeting of the Committee of the Whole be adjourned at 7:37 p.m.

Motion Carried

Chair (Councillor T. McKay)

Corporate Officer (D. Smith)



TOWN OF LADYSMITH
Quarterly Building Permit Summary - YTD December 2020

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

	Commercial		Industrial		Institutional		Residential (NEW)		Residential Reno, Add, Suite, CH		Dwelling Units	Total Permits	Bldg & Plmbg 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					
DEC	1	\$80,000	0	\$0	0	\$0	5	\$2,070,000	0	\$0	5	6	\$24,802	\$2,150,000	\$17,939,224

Year to Date

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	0	\$0	0	\$0	1	\$10,000	4	\$1,247,320	4	\$153,440	5	9	\$16,306	\$1,410,760	\$9,539,374
AUG	2	\$45,000	1	\$1,800,000	0	\$0	1	\$320,000	1	\$12,740	2	5	\$24,495	\$2,177,740	\$11,717,114
SEP	2	\$157,000	0	\$0	0	\$0	4	\$1,198,000	3	\$46,110	4	9	\$16,451	\$1,401,110	\$13,118,224
OCT	1	\$130,000	0	\$0	0	\$0	2	\$803,000	3	\$32,000	2	6	\$11,185	\$965,000	\$14,083,224
NOV	0	\$0	0	\$0	2	\$40,800	3	\$1,642,200	1	\$23,000	3	6	\$19,534	\$1,706,000	\$15,789,224
DEC	1	\$80,000	0	\$0	0	\$0	5	\$2,070,000	0	\$0	5	6	\$24,802	\$2,150,000	\$17,939,224
TOTAL	11	\$1,427,000	1	\$1,800,000	3	\$50,800	37	\$12,780,595	37	\$1,880,829	45	89	\$206,134	\$17,939,224	

Demos Mth	0	Demos YTD	2
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Comparison	#DU	Value	#BP	Value
YTD 2020	45	\$12,780,595	89	\$17,939,224
YTD 2019	49	\$10,616,444	91	\$14,189,549
YTD 2018	49	\$7,436,484	100	\$11,048,503

NEW D.U. TYPE	SFD	SFD + Suite	Suite added to existing	Coach House	Multi-Family
THIS MONTH	5	0	0	0	0
YTD	30	6	1	3	1

5 BP = 5 DU

(No SFD+Suite, Suite added to existing, or Coach House this month)



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: Nov 2020

TYPE OF CALL OUT	J	F	M	A	M	J	J	A	S	O	N	D	YTD TOTALS
Alarms Activated	1	1	3		1				3	3	3		15
	1				1		1	1					4
	1		2			1	2	2					8
	1		1	2	1		1	2					8
Assistance		2	1	1	2	1	1	8	5	2	3		26
Burning Complaint		1	2	4	2	3	3	1	2	1	1		20
Fire: Structure		1					1			2	1		5
Chimney			1										1
Interface / Bush			1				2	2	2				7
Vehicle			1	1				1	2	1			6
Other		1					5	2	1	1			10
Hazardous Materials	1	1	1				1						4
Hydro Lines: Down / Fire						1		1		1	1		4
Medical Aid	1	1	4	1	1	3	2	4	2	3	1		23
MVI	6	1		1	2	4	3	3	4	3	8		35
Rescue													0
Mutual Aid provided by Ladysmith to outside areas	2	1	0				4	3	2	1	1		14
MONTH TOTALS (exc.. Practices)	14	10	17	10	10	13	22	27	21	17	18	0	179
Practices (Totals for each Month)	4	4	5	4	4	5	4	4	5	4	4		47
Mutual Aid requested by Ladysmith from outside areas	1	1	0			2				1	1		6

ALARMS ACTIVATED (Location/Owner)

- 313 Holland Cr Pl
CO detector activation
- 432 Blair Pl
Cooking
- #1-1040 TCH
Faulty sensor

COMPARISONS:

Year to Date 2020 179 (exc. practices)
Year to Date 2019 165 (exc. practices)
Year to Date 2018 183 (exc. practices)

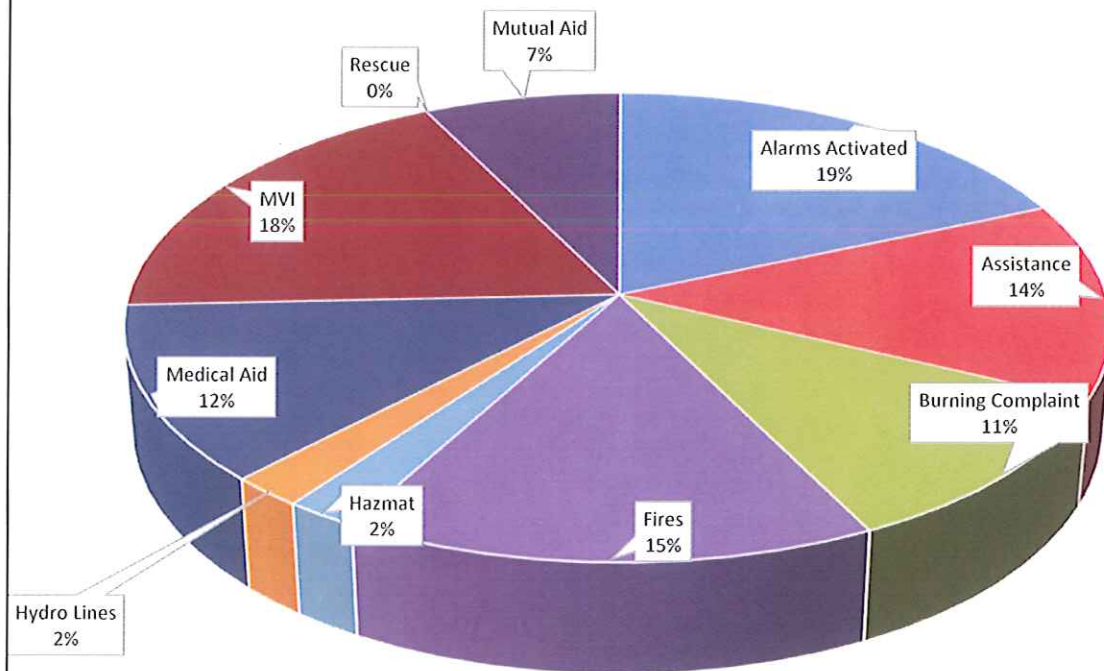
Motor Vehicle Incident Locations

- 300 block TCH
- 379 Davis (370 TCH)
- 500 block 1st Ave
- 1115 1st Ave
- 11200 block Chemainus Rd.
- TCH @ Holland Creek Bridge
- 12000 block TCH
- Stocking Lake Trail (ATV)

APPROVED:


Fire Chief

November 2020 YTD Totals



- Alarms Activated
- Assistance
- Burning Complaint
- Fires
- Hazmat
- Hydro Lines
- Medical Aid
- MVI
- Rescue
- Mutual Aid



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: **Dec 2020**

TYPE OF CALL OUT	J	F	M	A	M	J	J	A	S	O	N	D	YTD TOTALS
Alarms Activated	1	1	3		1				3	3	3	1	16
	1				1		1	1					4
	1		2			1	2	2					8
	1		1	2	1		1	2					8
Assistance		2	1	1	2	1	1	8	5	2	3	1	27
Burning Complaint		1	2	4	2	3	3	1	2	1	1	1	21
Fire: Structure		1					1			2	1	1	6
Chimney			1										1
Interface / Bush			1				2	2	2				7
Vehicle			1	1				1	2	1		1	7
Other		1					5	2	1	1			10
Hazardous Materials	1	1	1				1					2	6
Hydro Lines: Down / Fire						1		1		1	1	1	5
Medical Aid	1	1	4	1	1	3	2	4	2	3	1	3	26
MVI	6	1		1	2	4	3	3	4	3	8	3	38
Rescue													0
Mutual Aid provided by Ladysmith to outside areas	2	1	0				4	3	2	1	1		14
MONTH TOTALS (exc.. Practices)	14	10	17	10	10	13	22	27	21	17	18	14	193
Practices (Totals for each Month)	4	4	5	4	4	5	4	4	5	4	4	5	52
Mutual Aid requested by Ladysmith from outside areas	1	1	0			2				1	1		6

ALARMS ACTIVATED (Location/Owner)

1. 730 3rd Ave
Faulty sensor

Motor Vehicle Incident Locations

1. TCH @ S. Davis Rd
2. TCH @ Davis Rd
3. TCH @ Radford Rd


COMPARISONS:

Year to Date 2020 193 (exc. practices)

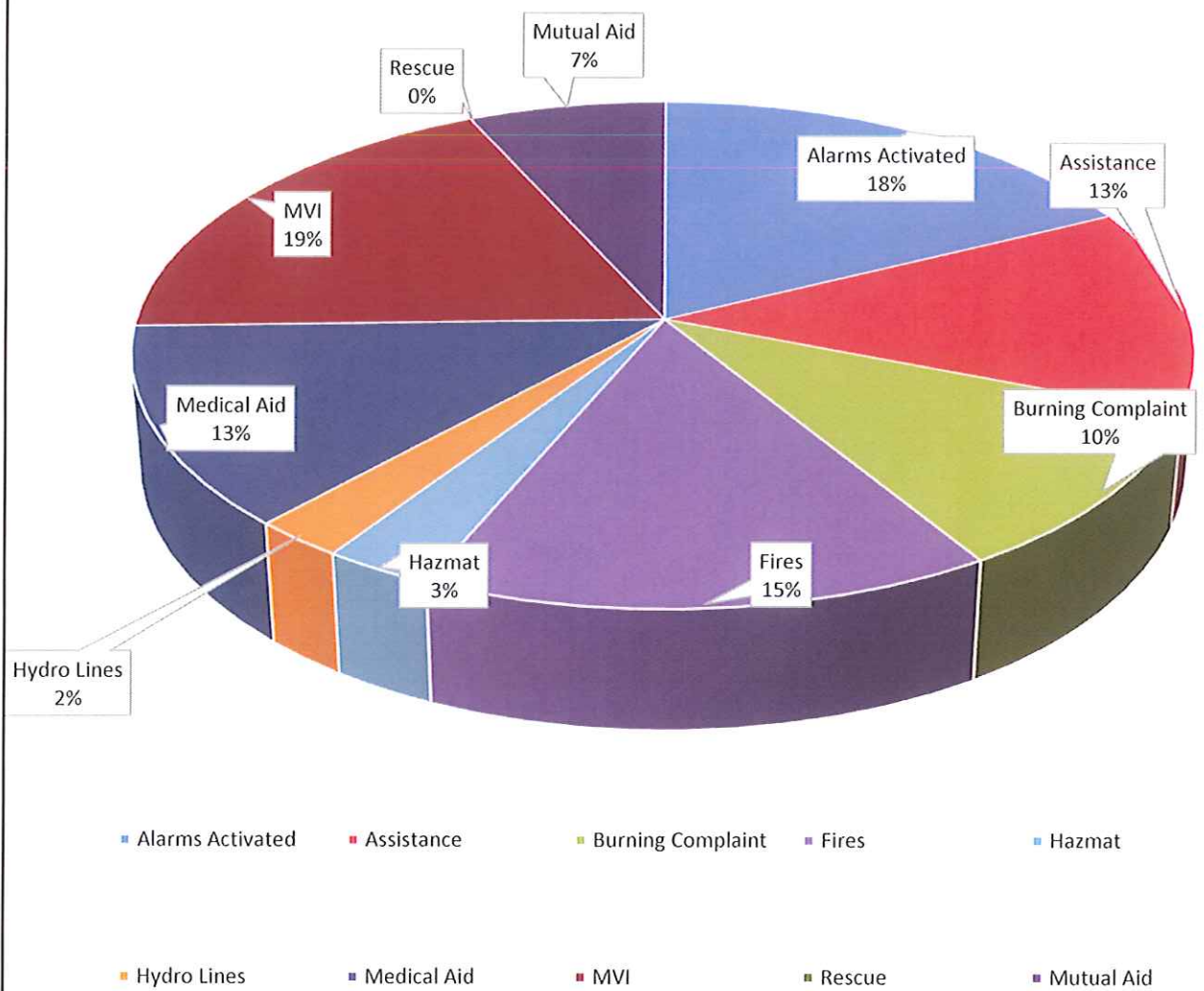
Year to Date 2019 185 (exc. practices)

Year to Date 2018 213 (exc. practices)

APPROVED:


Fire Chief

December 2020 YTD Totals



CAS Summary of Service Calls

Total calls by type: 3
 Aggressive 1
 At large 1
 Noisy 1

01-Aug-20 to 31-Aug-20

Issue	Call #	Received	Type	Completed
Ladysmith			3 calls	
Aggressive			1	
	2068	10-Aug-20	Dog	24-Aug-20
At large			1	
	2069	21-Aug-20	Dog	21-Aug-20
Noisy			1	
	2067	07-Aug-20	Dog	25-Aug-20
Total:			3 calls	

CAS Summary of Service Calls

Total calls by type: 6
 Aggressive 1
 At large 1
 Confined 2
 Noisy 2

01-Sep-20 to 30-Sep-20

Issue	Call #	Received	Type	Completed
Ladysmith			6 calls	
Aggressive			1	
	2070	04-Sep-20	Dog	17-Sep-20
At large			1	
	2075	29-Sep-20	Dog	29-Sep-20
Confined			2	
	2074	12-Sep-20	Dog	14-Sep-20
	2071	09-Sep-20	Dog	10-Sep-20
Noisy			2	
	2073	10-Sep-20	Dog	18-Sep-20
	2072	10-Sep-20	Dog	
Total:			6 calls	

CAS Summary of Service Calls

Total calls by type: 5
 Aggressive 3
 At large 2

01-Oct-20 to 31-Oct-20

Issue	Call #	Received	Type	Completed
Ladysmith			5 calls	
Aggressive			3	
	2079	28-Oct-20	Dog	
	2078	22-Oct-20	Dog	22-Oct-20
	2076	09-Oct-20	Dog	23-Oct-20
At large			2	
	2077	19-Oct-20	Dog	19-Oct-20
	2080	06-Oct-20	Dog	06-Oct-20
Total:			5 calls	



Total active cases	18
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New cases - by file type	
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Building and Plumbing 1119	1
Business Licence 1513	6
Fire Prevention 1815	2
Noise Suppression 1478	3
Nuisance Abatement 1893	1
Other (e.g. neighbour issue, illegal dumping)	11
Parks Usage 1933	1
Property Maintenance 1894	10
Streets and Traffic 1309	21
Unattached trailer	11
Waterworks 1298	1
Zoning 1860	10
	78

New cases - by source	
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BCO	9
Council Member	1
Outside Agency	2
Public	52
Staff	14
	78

Cases concluded - by result	
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Compliance	45
Enforcement	6
NoMoreAction	27
	78

BYLAW OFFICER

DIRECTOR



Royal Canadian
Mounted Police

Gendarmerie Royale
du Canada

Security Classification/Designation
Classification/désignation sécuritaire

Ladysmith Detachment
320 6th Ave, P.O. Box 280
Ladysmith, B.C.
V9G 1A2

Your File - Votre référence

Our File - Notre référence

Mayor Aaron Stone
Town of Ladysmith
410 Esplanade
Ladysmith, B.C.
V9G 1A2

302-4

Date

December 05, 2020

4th Quarter Mayor's Report – October, November, December of 2020 with a comparison to the same time frame of 2019. Ladysmith Municipal area only.

Type of Offence & Occurrences	4th Quarter 2020 Municipal area only	4th Quarter 2019 Municipal area only
Sexual Assaults	0	0
Assaults	8	8
Break & Enter - Business	1	2
Break & Enter - Residence	2	1
Break & Enter - Other	0	1
Theft of Vehicle (2135-6)	0	1
Theft fm Vehicle - Over \$5K	0	0
Theft fm Vehicle - Under \$5K	6	11
Theft Over \$5K	0	2
Theft Under \$5K	11	20
Possession Stolen Property (2156-0)	1	1
Mischief/Property Damage Over \$5K	0	0
Mischief/Property Damage Under \$5K	19	8
Total Calls for Service, Ladysmith	487	461
Total Calls for service, Detachment	991	968

Sincerely,
S/Sgt Wes Olsen
Ladysmith Detachment

Canada

Page 1 of/de 1

RCMP GRC 2823 (2002-11) WPT

INFORMATION REPORT TO COMMITTEE OF THE WHOLE

Report Prepared By: Chris Barfoot, Director Parks, Recreation and Culture
 Meeting Date: January 12, 2021
 File No:
 Re: Costs Associated with the Provision of Lifeguarding at Transfer Beach

RECOMMENDATION:

That the Committee receive for information the report dated January 12, 2021 regarding costs and considerations associated to the provision of lifeguarding services at Transfer Beach.

EXECUTIVE SUMMARY:

Each waterfront has its own unique challenges. Owners and operators of public waterfronts are responsible for the safety of the bathers using public beaches. In order to provide lifeguarding services at Transfer Beach in accordance with the Canadian Lifesaving Society's standards for supervised waterfronts, there are necessary costs and considerations, which include area improvements, specialized equipment, staffing and insurance considerations.

PREVIOUS COUNCIL DIRECTION:

Resolution	Meeting Date	Resolution Details
CW 2020-044	09/08/2020	That the Committee direct staff to prepare a report for a future Committee of the Whole meeting to include a breakdown of capital costs, Human Resource considerations and insurance costs related to the provision of lifeguards at Transfer Beach.

DISCUSSION:

Each waterfront has its own unique features, and no single document can adequately address every situation and need. The minimum standards of the Waterfront Safety Guidelines may not meet the safety requirements of all facilities, placing the responsibility on the owner and operators - in this case, the Town of Ladysmith - to customize safety efforts, policies and environments and acknowledging that the well-being of the patron is paramount.

Owners and operators of public waterfronts are responsible for the safety of bathers using public beaches. There are four different categories of public waterfronts addressed in the [2019 BC Yukon Lifesaving Waterfront Safety Standards](#). These are:

- *No swimming* – waterfront areas are unsafe for swimming due to dangerous drop-offs, currents, underwater hazards or other conditions that pose a high risk to bathers.
- *Equipped Waterfronts* – see occasional swimming in conditions that present a low risk to

bathers.

- *Patrolled Waterfronts* – see moderate levels of swimming activity in conditions that present a low risk to bathers.
- *Lifeguard-supervised waterfronts* – see high level of swimming activity in conditions that present a low risk to bathers.

General Requirements for Lifeguard-Supervised Waterfronts

For all areas where swimming occurs, every owner has a responsibility to maintain the beach and designated swimming/wading area in a safe condition. To this end, owners shall ensure that the waterfront operates in accordance with the following standards:

- Designated swimming areas can be clearly seen and recognized from the water as such by users of personal watercraft and other boaters.
- Swimming area and beach intended for use by patrons are clearly designated through signs, buoy lines, buoy markers or a combination of these.
- Swimming area and beach are free from hazards and hidden underwater dangers.
- Water quality in public swimming beaches is checked in accordance with all environmental, safety and Health Authority standards.
- Proper signage is installed and clearly displayed.
- Communication of water quality and the ability for the lifeguards to use a communication device for emergency use.

Lifeguard-supervised waterfronts typically see high levels of swimming activity in conditions that present a low risk to bathers. Where lifeguard supervision is provided, the owner shall ensure the waterfront is operated in accordance with the following standards:

- An adequate number of lifeguards to supervise the swimming area are on duty at any one time. The number of lifeguards required changes according to the needs and conditions of each waterfront facility.
- Lifeguards are certified and trained to supervise the waterfront area.
- At no time, are there fewer than two lifeguards on duty in the swimming area, including the Head Lifeguard. This recommendation represents the minimum standard. Larger, more complex waterfront facilities require more lifeguards.
- Schedules are posted at each location and adhered to.

Background

In 2019, the Town conducted an [Aquatic Safety Audit](#) completed by the Lifesaving Society. The scope of the audit consisted of:

- An inspection of the public change rooms.
- Evaluation of activities in adjacent areas and their impact on safety.
- An evaluation of the current swim area.
- Recommendations for the placement of appropriate signage and signage design.

The summary of findings associated with lifeguarding services include recommendations concerning improvements to the operations of the Transfer Beach Park public waterfront. These recommendations include:

- The swimming area intended for use by the public should be more clearly identified to prevent non-powered as well as powered craft from encroaching on the swim area.
- Improvements to Transfer Beach signage would enhance public safety including the use of ANSI Z535 safety sign formats and ISO graphic symbols. Provide consistent public information, both printed and posted, using a combination of symbols and text.

Cost associated with the provision of lifeguarding services

In order to provide lifeguarding services at Transfer Beach in accordance with the 2019 BC Yukon Lifesaving Waterfront Safety Standards for supervised waterfronts and the Town of Ladysmith's Waterfront Safety Audit, there are costs and considerations associated with providing this specialized type of service. These include capital costs, human resource considerations and insurance considerations.

Capital Costs

Providing lifeguarding services at Transfer Beach requires improvements to the swimming area and the addition of specialized equipment. For this report these have been categorized into the following: first aid supplies, lifeguarding supplies and equipment, improvements to the swimming area and signage. Staff have estimated these costs at \$27,786.

Table1 – Summary of Capital Costs

Items	Cost
First Aid Supplies	\$5,492
Lifeguarding Supplies	\$9,428
Required Designated Swim Area Equipment	\$12,266
Signage	\$600
Extra Consideration	
PFD Loaner Station	\$1193

***A comprehensive breakdown of these costs shown in Attachment A.*

Human Resources Considerations

Training Requirements - A National Lifeguard (NL) Waterfront Certification is required for the provision of lifeguarding services at Transfer Beach. The NL Waterfront certification is designed to develop the fundamental values, judgment, knowledge, skills and fitness required by waterfront lifeguards. The NL Waterfront course emphasizes the lifeguarding skills, principles and practices, and the decision-making processes, which will assist the lifeguard to provide effective safety supervision in waterfront environments. This certification is different from the National Lifeguard Pool certification that PRC Aquatics staff are required to have to work at FJCC but is valid for a 2-year period.

National Lifeguard Service Award (valid 2 years) – Waterfront Option (3 X 7 Hours to complete). Costs: \$300/ person – full course and certification.

Lifeguard Requirements - In order to meet necessary safety standards including safe lifeguard to bather ratios, the following daily number of lifeguards are required to supervise the waterfront.

These figures are based on waterfront supervision from 11am-5pm for 7 days a week, from July until the end of August.

Table 2 – Summary of Human Resource Costs

Staff	Hours	Weeks	Cost including Benefits
Lifeguarding (X3)	1470 Hours	10 weeks	\$46, 593.86
Training (NLS Waterfront)	126 Hours	1	\$3,993.76

Insurance Considerations

Any form of supervision brings with it increased liability or risk. Having a lifeguard or not having a lifeguard does not affect a municipality's insurance premium for their liability policy; however, the premium would be affected if several claims arise in relation to the provision of lifeguards. The key to mitigating liability is for the roles and responsibilities of the lifeguard be governed by policy, to the extent that it is practical, and to establish what service and service level the Town feels comfortable with. Once established, the Town would work with the insurance provider to mitigate the risks associated with that level. A municipality has a duty to ensure that people are not exposed to an unreasonable risk of harm. What is crucial for municipalities is the concept of a Duty of Care. Duty of Care is a legal responsibility of a person or organization to avoid any acts or omissions that could reasonably be foreseen to cause harm to others. The [Occupiers' Liability Act](#) sets out the responsibilities of an occupier of a property, such as a municipality and its recreational facilities. The Act states that an occupier "owes a duty to take such care as in all the circumstances in any case and that it is reasonable to see that the persons entering on the premises are reasonably safe while on the premises". The standard of care is that which would be expected of an ordinary, reasonable and prudent person. It is legislation, regulations, industry standards and municipal policies and procedures that help to define the standard of care.

This is the same for all activities and facilities where there is an expectation for a level of service and safety. For example, the level of exposure is greater at a skateboard park due to the inherent risk associated with this perceived high-risk activity. Most municipalities now have skate parks with mitigated liability by having the parks designed by qualified companies and providing appropriate signage at the park with appropriate maintenance and safety policies in place.

I approve the report and recommendation(s).

Allison McCarrick, Chief Administrative Officer

ATTACHMENT:

- Attachment A – Breakdown of Capital Costs

ATTACHMENT A

Equipment and Area Improvement Costs - Provision of Lifeguarding Services at Transfer Beach				
Item	Number Required	Cost Per Item Before Tax & Ship	Total Cost Before Tax & Ship	Supplier
First Aid Supplies				
Emergency Cell Phone	1			
BC level 3 complet 1st aid kit with O2	1	\$649.00	\$649.00	ONO work and safety
Oxygen Tank	1	\$175.00	\$175.00	ONO work and safety
AED ZOLL Plus	1	\$1,699.00	\$1,699.00	Red Cross
AED case & alarm	1	\$473.50	\$473.50	Red Cross
AED Pads	2 sets	\$85.50	\$171.00	Red Cross
Bag Valve Mask with viral filter	2	\$45.00	\$90.00	Lifesaving Society
Pulse Oximeter	1	\$56.00	\$56.00	Lifesaving Society
Spine Board	1	\$1,228.50	\$1,228.50	Commercial Aquatics
Spine board mounting bracket	1	\$46.25	\$46.25	Commercial Aquatics
Blanket	4	\$11.50	\$46.00	ONO work and safety
First Aid Cot	1	\$475.00	\$475.00	ONO work and safety
Pillow	1			
Pocket mask with viral filter	5	\$18.00	\$90.00	Lifesaving Society
Face Shield	10	\$22.99	\$22.99	Costco
Gown	6	\$19.99	\$119.94	Costco
Gloves	2 boxes each size	\$11.50	\$92.00	ONO work and safety
Naloxone Kit	1	free		Pharmacy
O2 masks (Adult & Child)	6	\$5.50	\$33.00	ONO work and safety
Eye Wash and Wall Mount	1	\$25.00	\$25.00	ONO work and safety
			\$5,492.18	
Lifeguarding supplies				
Guard platform	1	\$6,229.00	\$6,229.00	Commercial Aquatics
Cement Pad for Guard Platform	1			
Rescue Board	1	\$1,199.00	\$1,199.00	Aquam
Rescue Tube	5	\$86.75	\$433.75	Commercial Aquatics
Life Ring	2	\$185.00	\$370.00	Commercial Aquatics
Life Ring Hook	2	\$47.00	\$94.00	Commercial Aquatics
Life Ring Rope	2 @ 25'	\$10.00	\$20.00	
Reaching Pole	2	\$153.80	\$307.60	Commercial Aquatics
Lifeguard Tool Kit (pack)	5	\$69.00	\$345.00	Lifesaving Society
Mask, snorkle and fins	3sets	\$59.99	\$179.97	Costco
Binnoculars	1	\$249.99	\$249.99	Costco
			\$9,428.31	
Swim Area Supplies				
Rope 658' of 3/4"	2 reels +		\$863.10	Commercial Aquatics
Corks every 3'	9 cases of 24	\$479.76	\$4,317.84	Commercial Aquatics
Swim Buoy/Keep Out buoy				
Regulatory style	7	\$696.75	\$4,877.25	Commercial Aquatics
Barrier Float	7	\$315.40	\$2,207.80	Commercial Aquatics
			\$12,265.99	
PFD Loaner Station				
Infant PFD	5	\$37.30	\$186.50	Commercial Aquatics
Child PFD	10	\$40.98	\$409.80	Commercial Aquatics
Youth PFD	10	\$43.95	\$439.50	Commercial Aquatics
Adult universal PFD	5	\$31.35	\$156.75	Commercial Aquatics
			\$1,192.55	
Signage				
First Aid	1	\$100.00	\$100.00	
AED	1	\$100.00	\$100.00	Red Cross & LS
Lifeguard Off Duty	1	\$100.00	\$100.00	
Lifeguard On Duty	1	\$100.00	\$100.00	
PFD/Lifejact Loan Station	1	\$100.00	\$100.00	
Supervise Children	1	\$100.00	\$100.00	
			\$600.00	
Facility				
Fire Extinguisher	1	\$250.00	\$250.00	
			\$250.00	
Total Expenses			\$29,229.03	

STAFF REPORT TO COMMITTEE OF THE WHOLE

Report Prepared By: Donna Smith, Manager of Corporate Services
Meeting Date: January 12, 2021
File No:
Re: **Proposed Amendments to Town of Ladysmith Bylaw Enforcement Policy**

RECOMMENDATION:

That the Committee recommend that Council amend “Town of Ladysmith Bylaw Enforcement Policy 09-4020-B” to include housekeeping amendments and wording stating that bylaw enforcement will be on a complaint-driven basis unless there is a safety, hazard or liability issue to the Town.

EXECUTIVE SUMMARY:

Further to Council direction at its Regular Meeting held October 20, 2020, staff have reviewed the “Town of Ladysmith Bylaw Enforcement Policy 09-4020-B” and are in the process of reviewing “Town of Ladysmith Streets and Traffic Bylaw 1998, No. 1309”. Recommended changes to the Policy are found in Attachment A and shown in red underline. Staff will return with recommended changes to Bylaw No. 1309 at a future Committee of the Whole Meeting.

PREVIOUS COUNCIL DIRECTION:

Resolution	Meeting Date	Resolution Details
CS 2020-310	10/20/2020	That Council direct staff to: 1. Prepare a report for consideration at a future Committee of the Whole meeting with proposed amendments to “Town of Ladysmith Streets and Traffic Bylaw 1998, No. 1309” to ensure it is current and balances best practices with the realities faced in our community; and 2. Proceed with enforcement of the bylaw on a complaint-driven basis until such time as “Town of Ladysmith Streets and Traffic Bylaw 1998, No. 1309” is updated.

INTRODUCTION/BACKGROUND:

The Town’s current Bylaw Enforcement Policy was created in 2018 and reflects Council’s direction at the time to investigate bylaw enforcement issues on a proactive basis. During this initial two-year period, Council has determined that it prefers that staff follow a complaint-driven process.

A summary of the recommended amendments to the policy are summarized in the table below as well as shown in redline in the Policy included as Attachment A.

Section	Amendment
Guiding Principles	Reword to reflect that enforcement will be on a complaints received basis unless a duty to enforce is established through legislation or the Provincial or Federal Court system.
General Provisions	Add wording to Item 1 to formalize the existing practice that anonymous complaints will not be investigated.
Bylaw Compliance Priorities	Amend Priority #3 to reflect enforcement will be on a complaints basis unless there is a safety, hazard or liability issue to the Town.

ALTERNATIVES:

The Committee can choose to recommend that Council:

1. Include additional amendments to the Bylaw Enforcement Policy.
2. Not amend the Bylaw Enforcement Policy at this time.

FINANCIAL IMPLICATIONS:

N/A

LEGAL IMPLICATIONS:

N/A

CITIZEN/PUBLIC RELATIONS IMPLICATIONS:

The updated policy provides the public with clarity as to how bylaw enforcement issues in Ladysmith are handled.

INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS:

N/A

ALIGNMENT WITH SUSTAINABILITY VISIONING REPORT:

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

ALIGNMENT WITH STRATEGIC PRIORITIES:

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

I approve the report and recommendation(s).
Allison McCarrick, Chief Administrative Officer

ATTACHMENT:

- Attachment A – Bylaw Enforcement Policy proposed amendments (redline version)



ATTACHMENT A

TOWN OF LADYSMITH POLICIES AND PROCEDURE MANUAL

TOPIC: Bylaw Compliance Policy

APPROVED BY: COUNCIL

DATE: August 20, 2018

RESOLUTION #: CS 2018-286

Purpose:

The purpose of the Bylaw Compliance Policy is to establish Council's priorities for bylaw compliance and to provide guidance to staff in the enforcement of Town bylaws.

Guiding Principles:

~~The Town promotes an enforcement philosophy that seeks voluntary compliance, which is often achieved through education, information and non-penalty enforcement, including providing a reasonable timeframe to comply. Enforcing the Town's bylaws is discretionary and not mandatory. For those bylaw infractions where there is no other reasonable means of the Town being made aware of bylaw infractions that disturb the rest, peace, quiet and enjoyment of other residents; and unless a duty to enforce a specific bylaw is established through legislation or the Provincial or Federal Court system; bylaws in the Town of Ladysmith shall be enforced on the basis of complaints received.~~

General Provisions:

Complaints will be addressed as promptly as resources permit. Note: All complaints received regarding animals are to be referred to the Town's contractor for animal services for investigation and action.

1. Complaints received in writing from Town residents or business owners will be investigated by the Bylaw Compliance Officer. ~~Anonymous complaints will not be investigated.~~
2. During the regular course of their duties, the Bylaw Compliance Officer may identify bylaw infractions for issues of public health and/or safety or other bylaw violations.
3. Compliance may be obtained through education and information, notification of fines and other enforcement measures associated with the offence.
4. The first step in achieving compliance with local bylaws is voluntary compliance.

09-4020-B

5. The Town will not accept frivolous or vexatious complaints which means multiple complaints from the same person on the same issue submitted in response to bylaw compliance action on the same or a similar matter.
6. The Secondary Suites enforcement policy is outlined in policy # 09-4020-A.
7. Watering complaints will be dealt with proactively at Stage 2 and beyond of the watering restrictions.

Bylaw Compliance Priorities:

As a means to manage potential demand within available resources, Council has established the priority for bylaw compliance as follows:

Priority #1 – Public Land, Public Resources, Public Safety

Violations will be investigated and enforced as soon as possible, given the availability of staff and other resources. Examples include, misuse of or damage to Town-owned land or parkland, parking of unattached trailers on the public road or boulevard, hazardous conditions on a property, not following water restrictions.

Priority #2 – Negative Impact on adjacent properties / neighbourhood

Investigation and enforcement is initiated due to a valid complaint from a Town of Ladysmith resident living in proximity to the address of the complaint. The first step will be seeking voluntary compliance.

Priority #3 – Parking

Priority emphasis is to be placed on parking at fire hydrants, parking in a space designated for persons with disabilities without appropriate authorization, parking in a bus stop, parking over-time in a 15-minute space, parking in a loading zone, parking over-time in a timed space. All other parking issues will be dealt with on a complaint basis only unless there is a hazard or a liability to the Town of Ladysmith. On-street parking will be monitored proactively by the Bylaw Compliance Officer.

Procedures:

1. The bylaw violation report is received in writing and date stamped.
2. The complainant's identity will not be disclosed unless the Town is required to do so under the *Freedom of Information and Protection of Privacy* laws or the complainant's testimony is required as part of a legal proceeding.
3. The complaint is entered into the Town's tracking system and acknowledged.
4. The complaint is investigated.
5. Action taken, as needed, if there is a bylaw infraction using various compliance tools.

6. In the following circumstances, the Bylaw Officer is authorized to take action to undertake the clean-up of a Property Maintenance Bylaw complaint when the required work remains in default following the delivery of a letter to the Owner and Occupier by registered mail or hand delivery and the Owner has not submitted a request for a hearing before Council within fourteen (14) days of the date of the letter:
 - a. Removal of Refuse as defined in the Property Maintenance Bylaw with a contractor's cost estimate of up to \$750.
 - b. Removal of Weeds and other growths when the Weeds and other growths are in excess of ten (10) inches in height with a contractor's cost estimate of up to \$750.
7. Compliance achieved.
8. Other follow-up as needed.

Compliance tools:

Compliance tools range from education to enforcement and the process is generally intended to be progressive in nature. The initial focus is on gaining voluntary compliance except where, in the opinion of the Town, health, safety or liability concerns necessitate more immediate and significant action(s).

1. Education, including information on the Town's website
2. Telephone calls, meeting(s) with the property owners, letters of expectation, issuing parking ticket
3. Providing a reasonable timeframe to comply
4. Notice to cease infraction, including Stop Work Order
5. Compliance through a Town approval such as a rezoning or development variance permit.
6. Town or contractor clean up pursuant to Ladysmith Property Maintenance Bylaw.
7. Municipal Ticket Information.
8. Section 72-74 Community Charter - Remedial Action
9. Section 57 Community Charter - Notice on Title (unauthorized construction)
10. Injunction or Court Order

STAFF REPORT TO COMMITTEE OF THE WHOLE

Report Prepared By: Donna Smith, Manager of Corporate Services
Meeting Date: January 12, 2021
File No:
RE: **Proposed Amendments to Corporate Flag Protocol Policy No. 01-0340-A**

RECOMMENDATION:

That the Committee recommend that Council amend the Corporate Flag Protocol Policy No. 01-0340-A as follows:

1. Remove the requirement that a Council member or former Council member must have served at least 10 years prior to the flag being flown at half-mast;
2. Replace Infrastructure Services with Parks, Recreation & Culture as the department responsible for maintenance of the flags flown at all Town-owned sites;
3. Add new wording that recognizes that Ladysmith Fire/Rescue may lower their flag to half-mast for any 'Line of Duty Deaths' of an emergency responder; and
4. Add new wording to state that the following guest flags shall be flown annually at City Hall:
 - Pride Flag – June 1-30
 - Metis Flag (Louis Riel Day) – November 16.

EXECUTIVE SUMMARY:

At Council's request, staff have reviewed the Corporate Flag Policy to include a provision to fly the Pride Flag annually for the month of June. Staff are also recommending that the Committee consider recommending to Council that other existing practices be formalized.

PREVIOUS COUNCIL DIRECTION:

Resolution	Meeting Date	Resolution Details
CS 2020-172	06/02/2020	That Council direct staff to review the Town's Flag Protocol Policy to ascertain whether there are provisions to annually fly the Pride Flag in June and if not, report back to Council with a revised policy.
CS 2018-364	09/17/2018	That the Town honour Louis Riel Day on November 16 by publishing a proclamation and by raising the Metis flag.

INTRODUCTION/BACKGROUND:

At its meeting held June 2, 2020, Council requested that staff review the Corporate Flag Policy to include a provision to fly the Pride Flag annually for the month of June. The current Flag Policy provides Council with the discretion to direct staff to fly guest flags at City Hall and lower

flags on occasions other than those identified in the policy.

Staff have reviewed other parts of the policy and are recommending that the Committee consider recommending to Council that the following existing practices be formalized:

Section	Amendment	Reason
Amend 2.2	<p>Remove the requirement that a Council member or former Council member must have served at least 10 years prior to the flag being flown at half-mast.</p> <p>Remove reference to the 11:00am time of the lowering of flags on Remembrance Day.</p>	<p>It has been the practice of councils throughout the years to lower the flags at various Town facilities in recognition of a council member or former council member no matter how long they served on council.</p> <p>The 11:00am time was set by the Federal Government to lower the flag during the Remembrance Day ceremony. Residents expect to see the flags lowered on Remembrance Day so to avoid confusion, staff will lower flags on November 11 at the beginning of the work day in the morning and raise again in the evening.</p>
Amend 2.6, 4.2, 4.3, 4.4	To reflect that maintenance of the flags flown at all sites throughout the Town is the responsibility of the Parks, Recreation & Culture (Facilities) Department. Also to clarify that for operational reasons, lowering and raising of flags will occur during regular work hours of the Facilities Department.	The current policy is outdated in its references regarding responsibility for flag maintenance. Facilities staff work 7 days a week, so they are available to raise and lower flags on all days.
Add 2.7	Lowering of the flag to half-mast at Ladysmith Fire/Rescue for any 'Line of Duty Death'.	Fire/Rescue requested that this item be included in the Flag Policy so that Council and the public are aware that their flag may be lowered at different times than ours.
Amend 3.8	To reflect that the Manager of Facilities should be notified of flag raising ceremonies.	The Manager of Facilities is the appropriate person to ensure staff are available for flag raising ceremonies at City Hall.
Add 3.9	Annually flying the Pride flag June 1-30 and the Metis flag on Louis Riel Day on November 16.	For several years it has been the practice to annually fly the Pride flag and, more recently, the Metis flag.

ALTERNATIVES:

Council can choose to:

1. Not amend the Policy at this time.
2. Approve only certain changes to the Policy.
3. Request that staff include other amendments to the Policy.

FINANCIAL IMPLICATIONS:

N/A

LEGAL IMPLICATIONS:

N/A

CITIZEN/PUBLIC RELATIONS IMPLICATIONS:

Flying guest flags and lowering flags to half-mast for significant events is a way for the Town to recognize and honour events that impact our residents and, at times, our country. The policy continues to follow the Government of Canada's rules for flying the National Flag of Canada.

INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS:

The Corporate Officer has the responsibility and authority to manage the flying of guest flags, half-masting and any other discretionary matters. Parks, Recreation & Culture (Facilities) raise and lower the flags and ensure the inventory of flags flown throughout the Town is maintained.

ALIGNMENT WITH SUSTAINABILITY VISIONING REPORT:

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

ALIGNMENT WITH STRATEGIC PRIORITIES:

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

I approve the report and recommendation(s).

Allison McCarrick, Chief Administrative Officer

ATTACHMENT(S):

- Corporate Flag Protocol Policy No. 01-0340-A including proposed amendments

ATTACHMENT A



TOWN OF LADYSMITH.

POLICIES AND PROCEDURES MANUAL

TOPIC: CORPORATE FLAG PROTOCOL

APPROVED BY: COUNCIL

DATE: August 18, 2014

RESOLUTION #: 2014-292

PURPOSE

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

POLICY

1. General Flag Etiquette

1.1. The Canadian Flag shall always be displayed in the position of priority.

- When flags are displayed at the same height, the Canadian flag is flown on the left as seen by the observer of the flags.
- In a line of three flags, the Canadian flag should be in the centre.
- When flags are displayed on an angle such that the centre flag is higher than the other flags, the Canadian flag is flown in the centre.

1.2. It is acceptable to fly the Canadian flag at night.

2. Half-masting

2.1. Flags are flown at half-mast as a sign of mourning. The flag is brought to the half-mast position by raising it to the top of the mast and immediately lowering it slowly to half-mast. When one flag is flown at half-mast, all flags flown together should also be at half-mast.

2.2. All Canadian flags that are displayed on flagpoles with halyards will be flown at half-mast on the following occasions:

- On the death of a Sovereign or a member of the Royal Family related in the first degree to the Sovereign, the Governor General, the Prime Minister, a former governor general, a former prime minister, or a federal cabinet minister;
- On the death of the Lieutenant Governor or the Premier;
- On the death of a Member of the House of Commons or a Member of the Legislative Assembly when that member represents the Town of Ladysmith;

TOPIC:	CORPORATE FLAG PROTOCOL		
APPROVED BY:	COUNCIL	DATE:	August 18, 2014
RESOLUTION #: 2014-292			
<ul style="list-style-type: none"> On the death of the Mayor, former Mayor, a current Town of Ladysmith Councillor or a former Town Councillor that has served at least 10 years; On the death of a Town of Ladysmith employee when their death has occurred as a direct result of performing their duties; On Remembrance Day (November 11) from 11 a.m. until sunset; On the Day of Mourning for Persons Killed or Injured in the Workplace (April 28) from sunrise to sunset; On the National Day of Remembrance and Action on Violence Against Women (December 6) from sunrise to sunset; and, On the death of a person to whom Council wishes to bestow this honour or an event that Council wishes to recognize. <p>2.3. In the case of a death, flags shall be flown at half-mast from the day of the death until sunset on the day of the funeral or the seventh day following the death, whichever occurs first.</p> <p>2.4. The flags to be flown at half-mast will include all flags flown on Town-owned properties and all of the flags flown on the Town's flag islands.</p> <p>2.5. In the event of a death not specified in this policy, the Town of Ladysmith will follow the direction of the Federal Department of Canadian Heritage.</p> <p>2.6. When half-masting has been deemed appropriate based on 2.2 or 2.5 above, the Corporate Officer or designate will notify the following by e-mail:</p> <ul style="list-style-type: none"> Town Council Senior Management Team Manager of Operations-Facilities (to arrange for lowering the flags) Ladysmith Fire/Rescue Department Ladysmith Detachment of the RCMP <p><u>2.7 Ladysmith Fire/Rescue may lower their flag to half-mast for any "Line of Duty Death" of an emergency responder (Fire, Police or Ambulance).</u></p> <p>3. Guest Flags</p> <p>3.1. At the direction of the Council, the Town will fly the flags of other sovereign nations, non-profit societies and other local organizations upon request.</p>			

TOPIC:	CORPORATE FLAG PROTOCOL		
APPROVED BY:	COUNCIL	DATE:	August 18, 2014
RESOLUTION #: 2014-292			
<p>3.2. Flags of other sovereign nations will be displayed at City Hall. In these cases, the flags normally flown will be removed so that only the guest flag will be flown in that location.</p> <p>3.3. In the event of an overlap, more than one guest flag may be flown. All guest flags will be displayed at City Hall.</p> <p>3.4. The Town reserves the right to decide whether or not to fly the flag of a nation when there is political unrest or conflict in that country. The decision to fly the flag of any nation neither implies nor expresses support for the politics of those nations.</p> <p>3.5. Flags or banners of non-profit organizations may be displayed at City Hall or on other flag stations throughout the Town.</p> <p>3.6. Parties wishing to have their flags displayed by the Town are required to supply the flag(s). These flags must be in good condition.</p> <p>3.7. Events involving flag raising ceremonies may be held at City Hall upon request and at the Town's discretion. Corporate Services should be contacted to make arrangements for such events.</p> <p><u>3.8.</u> The Corporate Officer or designate shall notify the Manager of Operations-Facilities of all flag raising ceremonies pertaining to City Hall.</p> <p><u>3.9.</u> The following guest flags shall be flown annually at City Hall:</p> <ul style="list-style-type: none"> • <u>Pride Flag - June 1-30</u> 3.8. • <u>Metis Flag (Louis Riel Day) - November 16</u> <p>4. Responsibility and Maintenance of Flags</p> <p>4.1. The Corporate Officer has the responsibility and authority to manage the flying of guest flags, half-masting and any other discretionary matters.</p> <p>4.2. Maintenance of the flags flown at City Hall is the responsibility of the Corporate Services Department.</p> <p>4.3-4.2. Maintenance of the flags flown at other all Town-owned sites throughout the Town is the responsibility of the Infrastructure Services <u>Parks, Recreation & Culture (Facilities)</u> Department.</p>			

TOPIC:	CORPORATE FLAG PROTOCOL		
APPROVED BY:	COUNCIL	DATE:	August 18, 2014
RESOLUTION #: 2014-292			
<p>4.4.4.3. Maintenance of the flags flown at other work sites is delegated within each department as appropriate.For operational reasons, the raising and lowering of flags will occur during the regular work hours of the Parks, Recreation & Culture (Facilities) Department.</p>			

01 – 0340 - A

STAFF REPORT TO COMMITTEE OF THE WHOLE

Report Prepared By: Chris Barfoot, Director of Parks, Recreation & Culture
Meeting Date: January 12, 2021
File No:
Re: **Park Bench Donation Guidelines Policy**

RECOMMENDATION:

That the Committee recommend that Council amend the existing Town of Ladysmith Park Bench Donation Guidelines Policy 12-5810-A as follows:

1. Update the guidelines to include Town benches, trees and other amenities;
2. All costs associated with installation of the bench, tree or amenity being borne by the donor;
3. Maintain in perpetuity formerly dedicated benches ; and
4. Any new dedications will be maintained for the reasonable life span of the bench, tree or amenity with regular maintenance costs being borne by the Town.

EXECUTIVE SUMMARY:

Staff presented options for a revised Park Bench Donations Policy to the Committee at its September 8, 2020 meeting. The report included five options with varying conditions, costs, advantages and disadvantages. Staff reviewed the most recent request from the Committee and have made provisions to ensure existing donors will continue to have their bench and dedication in perpetuity, and that the policy stipulates future donor's dedications will be maintained and monitored for safety and condition. Any dedicated bench, tree or amenity will only be removed at the end of its useful life with no replacement. Proposed amendments to the existing policy are shown in Attachment A.

PREVIOUS COUNCIL DIRECTION:

CW-2020-042	09/08/2020	That the Committee refer Park Bench Donation Guidelines Policy 12-5810-A back to staff to prepare a report for a future Committee of the Whole meeting that includes the following provisions: <ol style="list-style-type: none"> 1. The Town maintain the status quo for the donors to date; 2. Future donors as long as possible for the benches; 3. Investigate the other options for memorializing loved ones as well as options for alternate materials for memorialization.
CS 2020-215	07/21/2020	That Council refer the issue of the Park Bench Donations Policy to the September 8, 2020 Committee of the Whole Meeting for further discussion.
CS 2019-123	04/01/2019	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	06/19/2000	That the Park Bench Program policy be ratified and implemented.

INTRODUCTION/BACKGROUND:

Residents have dedicated benches in memory of significant others for many years, and the original

formalized program was first introduced in June of 2000. Since then, there have been over 91 park benches installed. There are also trees and other amenities such as picnic tables that have been recently installed throughout the Town.

The existing policy facilitates the dedication or memorialization of individuals through plaques placed on park benches and amenities such as trees in select parks and boulevards, however, it does not cover other amenities such as picnic tables and shelters. It states that the dedicated amenities would be guaranteed for 5 years, yet the participants receive a letter acknowledging their everlasting gift as seen in Attachment B, which has been cause for confusion and unmet expectations from the program participants. Attachment C contains an amended letter that more accurately reflects the proposed policy.

A program review was recently conducted to assess long-term sustainability and community access to the program providing access to as many community members as possible. Staff have previously proposed the Committee consider discontinuing dedications in perpetuity, but rather introduce a renewable term. A renewable term would allow 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, should space for these amenities become limited in the future.

At the September 8th meeting, staff provided the Committee following five options:

- Option 1 – 10 year term with renewal fee (as presented)
- Option 2 – 20 year term guarantee
- Option 3 - Establish a “Dedication Care Fund” – no renewal fee
- Option 4 - No changes to the existing Park Bench Donations Guidelines Policy
- Option 5 – Discontinue Dedication Program

The Committee requested that staff prepare a report for a future Committee of the Whole meeting that includes the following provisions:

1. The Town maintain the status quo for the donors to date;
2. Future donors as long as possible for the benches;
3. Investigate the other options for memorializing loved ones as well as options for alternate materials for memorialization.

Staff have since reviewed the request from the Committee and have made provisions to ensure existing donors will continue to have their bench and dedication in perpetuity, and that the policy stipulates future donor’s benches will continue to be maintained and monitored for safety. They will only be removed at the end of its useful life with no replacement. It has been noted that with the exception to minor vandalism or plaque oxidation, the majority of the existing Ipe wooden benches have held up extremely well, some of which are already 20 years old. Ipe wood, also called Brazilian walnut, is a dense and resilient wood that weathers extremely well.

In order to maintain consistency and to ensure the longest life possible with the minimum amount of maintenance required, an Ipe wooden bench has been pre-selected and would be the only bench made available for purchase. Ipe wood is over 3 times harder than other hardwoods and has superior resistance to decay, fungi, and mold and requires only minimal maintenance.

Providing the Town with a close to cost neutral program, all initial costs for the installation will be borne by the donor with ongoing maintenance being covered by the Town through the applicable operational maintenance budget. Although the use of the Ipe wooden benches have had low maintenance costs, the costs to replace the bench are higher than other alternatives.

Alternative Material for Benches

Fir - An alternative to Ipe wood is Fir. Although the price is considerably less for a Fir bench in the same style (\$1,320 includes delivery) the life-span of the Fir benches are known to be approximately a fourth of an Ipe wooden bench and requires a more vigorous maintenance schedule.

Composite (Plastic Lumber) – A secondary alternative to the Ipe is plastic lumber (\$1200 includes delivery). Cost and long-term maintenance would be less than that of Fir, however, this material is subject to issues with the material sagging or bending under warmer temperatures and is still subject to vandalism and damage.

Staff have completed an extensive inventory review and condition assessment of the existing park, cemetery and town benches. Notes have been made capturing installation dates, condition, exact location and when these assets are maintained. This list will also include all other Town of Ladysmith dedicated amenities providing staff the ability to monitor and schedule regular maintenance. Each bench and amenity will be assigned an asset number with coordinates marking the specific locations.

ALTERNATIVES:

1. The Committee can recommend that Council continue with the status quo, however, choose to lower the costs to the donor with costs associated to labour and administration being borne by the Town.
2. The Committee can refer the Park Bench Donations Policy to the Parks, Recreation and Culture Advisory Committee for further review and alternative considerations.
3. The Committee can recommend that Council continue with the status quo, however, choose to lower the costs to the donor by selecting an alternative bench material.
4. The Committee can recommend that Council discontinue the dedication program for amenities such as benches and continue to maintain the existing benches and establish suitable locations for future park benches and amenities. This has been done in other jurisdictions.

FINANCIAL IMPLICATIONS:

The current costs associated with the bench program are as follows:

ITEM	COST
IPE WOOD BENCH (delivered)	\$ 2,850
CUSTOMIZED PLAQUE (delivered)	\$ 250
CONCRETE	\$ 200
LABOUR & ADMINISTRATION	\$ 650
TOTAL COSTS	\$ 3,950

The Ipe wood has proven to require minimal maintenance over the past 20 years. On occasion, the benches require graffiti removal or parts replacement due to vandalism with costs that run from \$100 to \$800, though the higher range costs are very rare.

LEGAL IMPLICATIONS:

There are no legal implications identified at this time.

CITIZEN/PUBLIC RELATIONS IMPLICATIONS:

Citizens who purchased the existing benches urged Council to reconsider the term, as many believed they were purchasing an in-perpetuity memorial. However, the original policy limited the guaranteed term to only 5-years of maintenance. The proposed changes address this with the goal to eliminate this confusion.

INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS:

There is no interdepartmental involvement identified at this time, Financial Services will continue to collect and process application fees and Parks Operations will continue to maintain the amenities.

ALIGNMENT WITH SUSTAINABILITY VISIONING REPORT:

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

ALIGNMENT WITH STRATEGIC PRIORITIES:

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

I approve the report and recommendation(s).

Allison McCarrick, Chief Administrative Officer

ATTACHMENT(S):

- Attachment A –Proposed Amendments to Park Bench Donation Policy 12-5810-A
- Attachment B – Existing TOL letter sent to program participants
- Attachment C – Draft TOL letter to program participants

**ATTACHMENT A
TOWN OF LADYSMITH**

POLICIES AND PROCEDURE MANUAL

TOPIC: PARK BENCH, TREE AND AMENITY 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, tree or amenity 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, tree or amenity. 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 <u>the bench, tree or amenity a minimum period of 5 years as long as reasonably possible. Existing benches will be maintained in perpetuity and any new dedications will be maintained for the reasonable life span of the bench, tree or amenity with regular maintenance costs borne by the Town.</u> If, through vandalism or accident, for example, a bench, tree or amenity 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. <u>A reasonable effort will be made to notify the donor that the dedication bench, tree or amenity has been affected and discuss with the donor possible solutions.</u> However, the Town is not obligated to replace the bench, tree or amenity.</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. <u>All costs associated with the installation of the bench, tree or amenity will be borne by the donor.</u></p> <table style="width: 100%; border-collapse: collapse;"><thead><tr><th style="text-align: left; border-bottom: 1px solid black; padding: 5px;"><u>Style</u></th><th style="text-align: right; border-bottom: 1px solid black; padding: 5px;"><u>Cost to Donor</u></th></tr></thead><tbody><tr><td style="padding: 5px;">Dumor Bench 105 6' long, backless, IPE-Ipe (hard wood)</td><td style="text-align: right; padding: 5px;">as per bylaw</td></tr><tr><td style="padding: 5px;">Shaughnessy BT3-B, (front city hall, H.C Trail) 6' long Clear Cedar</td><td style="text-align: right; padding: 5px;">as per bylaw</td></tr><tr><td style="padding: 5px;"> </td><td style="padding: 5px;"> </td></tr><tr><td style="padding: 5px;"> </td><td style="padding: 5px;"> </td></tr></tbody></table> <p style="padding: 10px 0 0 0;">A permanent memorial registry will be kept at City Hall.</p> <p style="padding: 5px 0 0 0;"><i>(ADDED COMMENT: For each bench memorial/donation an application form should be completed and fwd to City</i></p>		<u>Style</u>	<u>Cost to Donor</u>	Dumor Bench 105 6' long, backless, IPE-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-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

ATTACHMENT B

TOWN OF LADYSMITH

Celebrate our Present. Embrace our Future. Honour our Past.

June 16, 2020

Our File: 1770-20



Dear Ms. [REDACTED]

RE: EVERLASTING GIFT: WOODEN BENCH AND PLAQUE

On behalf of the Town of Ladysmith, I would like to express our sincere appreciation for your gift to our community through the "Everlasting Gift" program.

The park bench and plaque will be installed at Transfer Beach according to your wishes and will serve to memorialize [REDACTED], as well as provide a resting place for old and young alike.

Thank you for choosing this unique way to remember [REDACTED]

Sincerely,


Aaron Stone
Mayor

c.c. Parks Supervisor
(Donation receipt # 1061)

(Insert Date)

Our File:

(Insert Name of Donor and Address)

Dear (Insert Name of Donor):

RE: **DONATION : (Insert Amenity Type) AND PLAQUE**

On behalf of the Town of Ladysmith, I would like to express our sincere appreciation for your gift to our community through the park bench, tree and amenity program.

The (Insert Amenity Type) and plaque will be installed at (Insert Location) according to your wishes and will serve to memorialize (Insert Name(s)).

Thank you for choosing this unique way to remember (Insert Name(s)).

Sincerely,

Aaron Stone
Mayor

c.c. Parks Supervisor
(Donation receipt # (insert number))

INFORMATION REPORT TO COUNCIL

Report Prepared By: Management
Meeting Date: January 12, 2021
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 January 12, 2021.

EXECUTIVE SUMMARY:

Council deliberated and approved the Strategic Plan in the fall of 2019. This is the second update presented to Council.

PREVIOUS COUNCIL DIRECTION:

CW 2020-033	07/14/2020	That the Committee receive for information the strategic priorities update entitled "2020-2023 Strategic Plan" dated July 14, 2020.
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, including a new section regarding COVID-19, as some resources continue to be redirected from the original priorities in order to comply with Provincial Health orders.

I approve the report and recommendation(s).

Allison McCarrick, Chief Administrative Officer

ATTACHMENT(S):

- Appendix A: 2020-2023 Strategic Plan January 12, 2021

● Draft ● Not started ● On Track ● Behind ● Overdue ● Complete → Direct Alignment --- Indirect Alignment

2020-2023 STRATEGIC PRIORITIES PLAN

INFRASTRUCTURE

Project	Details	Update	Completion	2020	2021	2022	2023
Complete Parks & Trails Capital Program		Chris Barfoot: As repairs, replacements or improvements as identified in the asset management strategy. <i>07/07/2020</i>	92% 67% ahead				
→ Tree Replacement Program	Replacing Town owned trees in parks, boulevards and other Town owned properties which have died, been damaged or are a safety risk.	Chris Barfoot: Trees planted, completion report to be sent. <i>11/28/2019</i>	50% 10% ahead				
→ Update the Lot 108 (Forrest Field) site plan with short- and long-term priorities for future amenities	Review priorities and amenities and update the site plan accordingly.	Chris Barfoot: Once the slope and grading study has been completed the work will begin on the remaining components of the accessible walkway. <i>10/30/2020</i>	48% 31% ahead				
→ Sports Field Improvements	Field needs improvements for continued use.		50% 1% behind				
→ Ongoing improvements and maintenance at Transfer Beach Park	Install fencing & signage on embankment behind kinsmen shelter to increase safety and reduce access to embankment.		80% 8% ahead				
→ Waterfront Repairs and Maintenance			0% -				
→ Rotary Boat Ramp Float Replacement	Existing floating dock is too narrow and unstable. Replacement required.	Chris Barfoot: The dock will be widened with the relocation of one of the pilings. Staff are finalizing the project tender to complete the work. <i>10/30/2020</i>	65% 14% ahead				
Ensure that the town's water system meets the needs of current and future residents and the demands of climate change			0% 25% behind				
→ Build a new Holland Lake to Stocking Lake supply main	New supply main to connect Stocking Supply Main with Holland Lake.	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>	0% -				

→ Increase the storage capacity of our water system at Holland Lake	To investigate the feasibility and costs associated with increasing water storage at Holland Lake.	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. <i>07/02/2020</i>	5% 3% behind	
→ Upgrade the supply main from Stocking Lake to the balancing reservoir	Replacement of the existing AC watermain from Stocking lake to the balancing reservoir.	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. <i>12/29/2020</i>	2% -	
→ Conduct a Stormwater Master Plan Review	Preparation of a Stormwater Management Plan for the old section of Town which is having capacity issues in some areas.	Geoff Goodall: This project will require funding in future years. <i>07/02/2020</i>	0% -	
→ Complete Construction of the Arbutus Water Treatment Plant		Geoff Goodall: The WTP contractor was issued substantial completion in July of 2020. There are a significant number of deficiencies that are still being addressed. The plant has been delivering excellent water quality and had a good high flow run associated with the Schnitzer fire. <i>11/06/2020</i>	96% 13% ahead	
→ Dedicate as 'parkland' all lands that are intended to be parks	Many lands have been acquired over the years during development processes that were intended for parks, but which have not been officially dedicated.	Geoff Goodall: Some very preliminary inventory work has been completed on the project. <i>11/06/2020</i>	7% -	
→ Investigate the feasibility of a boundary expansion to take in the new water filtration plant property	The Town is receiving land from the Province for the new WTP facility. This land is currently not within the Town boundary, but in the CVRD. As the site is directly adjacent to the Town Boundary and contains a Town facility, it would be more desirable to have it within the Town Boundary.	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. The land that the plant is located on has not fully been transferred from the Crown to the Town, we anticipate that this will occur in 2021 <i>12/29/2020</i>	0% 1% behind	
→ Stocking Lake meter vault		Geoff Goodall: Design work has been delayed on this project due to difficulty sourcing a mag style meter capable of accurately reading low flows, but with low power consumption. Staff believe that we now have a meter and design will be finished and construction work should be completed this winter 2020/2021. <i>12/29/2020</i>	39% 49% behind	
→ Stocking Lake Dam Remediation		Geoff Goodall: The Town has received a 2020 Flood Risk Assessment, Flood Mapping and Flood Mitigation Planning grant for engineering work associated with the remediation or replacement of the Stocking Lake Dam. Staff have issued an RFP for engineering consultants to complete this work. Staff anticipates that the RFP will close at the end of November. The grant has a June 5 2021 deadline. Staff received 8 submissions and is currently reviewing the submissions with the CVRD. It is anticipated that a selection will be made early January 2021 <i>12/29/2020</i>	4% 16% behind	

→ Chicken Ladder Remediation		Geoff Goodall: Geotechnical/hydrologist engineer has completed site visits and is currently developing remediation options. <i>11/06/2020</i>	24% 20% behind	
Implement an asset management plan to replace and maintain aging infrastructure			28% 2% ahead	
→ Upgrade 4th Avenue by repaving surfaces, replacing infrastructure and improving safety to support active transportation	This will be part of a large project that will upgrade all of Fourth Ave. This project will include buried infrastructure, pedestrian and cycling assests as well vehicle travel surfaces.	Geoff Goodall: Council had placed this project on hold due to the 4th Ave. Rocky Creek crossing project. That project is now complete and staff will begin to prepare this project for tendering. <i>12/29/2020</i>	2% 23% behind	
→ Implement Stage II of the Geographic Information System (GIS)		Geoff Goodall: GIS implementation is a multi-year project, work planned for 2020 has been completed. Staff did a short demonstration to Council of the new features that have been developed. Work will continue in 2021 <i>12/29/2020</i>	100% -	
→ Phase 1 Holland Supply Main Replacement: Holland Creek Trail to Mackie Park	Replacement of old AC supply main along the Holland Creek Trail.	Geoff Goodall: This project is now complete. <i>07/02/2020</i>	100% -	
→ Replace Cemetery Fencing and Gate	Replace 600 meters of chain link (black) fence and gate at Cemetery	Geoff Goodall: This project is in the 2021 Capital Plan and has received early budget approval. Staff will be obtaining final pricing for This project. <i>12/29/2020</i>	0% -	
→ Maintain Town-owned buildings			21% 4% behind	
→ Construct Downtown Washroom when Funding is in Place		Geoff Goodall: Funding for the project has been secured. The building permit has been approved. The temporary washroom has been moved to the corner of High and 1st. It is anticipated that construction will begin in January and be complete sometime in the spring. <i>12/29/2020</i>	32% 4% behind	
→ Phase 2 Holland Creek Supply Main Replacement: Mackie Park to Malone Road		Geoff Goodall: This project was tendered in November of 2020 and construction commenced in December. The pipe work is now almost complete, tie-in will occur early in January of 2021. Paving will likely occur in March of 2021. <i>12/29/2020</i>	80% 9% ahead	
→ Replace retaining wall at LMS			0% -	
→ Replace Water Main - French Street			0% -	
→ Upgrade Sewer Main - Rocky Creek & Oyster Bay Rd			0% -	
→ Replace Storm Main - French to Kitchener			0% -	

→ Replace Museum siding, roof and gutters			0% -	<div><div></div></div>
→ Replace roof at Public Works			0% -	<div><div></div></div>
→ Co-ordinate infrastructure projects in accordance with the Asset Management Strategy		Geoff Goodall: Capital projects are placed into the Financial Plan based on priority and asset management practices. <i>12/29/2020</i>	50% 17% ahead	<div><div></div></div>
Improve overall service delivery through greater integration of Town departments			35% 10% ahead	<div><div></div></div>
→ Examine options and costs for a new City Hall or other approach to centralizing Town departments	New City Hall	Erin Anderson: Staff have engaged a consultant to study the various options/locations of a City Hall <i>07/02/2020</i>	35% 10% ahead	<div><div></div></div>
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% 18% behind	<div><div></div></div>
→ #3 Confirm Access Sandy Beach Lift Station	The Chemainus lift station currently has very limited access. This project will review options to provide suitable access so that appropriate maintenance can be completed on the lift station.	Geoff Goodall: Staff have not moved this project forward past initial conversations with the property owner. Access to the property has not been presenting problems at this time. <i>12/29/2020</i>	0% -	<div><div></div></div>
→ Implement a Sewer Source Control Program, including bylaws and public education	Preparation of Source Control Bylaw, Public Education, Inventory of Non-Residential Sewer Uses.	Geoff Goodall: This project is part of the LWMP and will need to be completed, likely within the next 5 years. <i>12/29/2020</i>	0% -	<div><div></div></div>
→ Conduct an environmental impact study for the Waste Water Treatment Plant	As part of the LWMP the Town is required to complete a Stage 2 Environmental Impact Study on the receiving waters. The timing for this project was to follow completion of the Phase 3 of the WWTP.	Geoff Goodall: This project is part of the Town's LWMP and will need to be completed, likely within the next 5 years. <i>12/29/2020</i>	0% -	<div><div></div></div>
→ Review post treatment disinfection options for the Waste Water Treatment Plant	This is part of the Town's LWMP and involves reviewing options for alternative treatment to chlorination prior to the effluent being discharged into the receiving environment. This will involve a UV Pilot Study.	Geoff Goodall: The UV pilot plant has been installed at the WWTP in early 2020. Testing has been ongoing all summer and will stop at the end of the year. This project looks at the potential of eliminating the chlorine disinfection system and replacing it with a UV system. a report from WSP will be generated in early 2021, the results of which will be communicated to Council for further direction. <i>12/29/2020</i>	80% 29% ahead	<div><div></div></div>
→ Activated Carbon Replacement		Geoff Goodall: This project is now complete and there has been a significant improvement in odor at the WWTP. <i>12/29/2020</i>	100% -	<div><div></div></div>

→ Course Screen Replacement WWTP	Geoff Goodall: Staff received cost for this project and all were over budget. Council approved more funding for the project and the project was awarded. The materials have been ordered and the screen should be installed in the first half of 2021. <i>12/29/2020</i>	22% 24% behind				
→ Provide onsite security at Bio-solids Composting Facility		0% -				
→ Begin Design work on Ultra Violet disinfection at WWTP		0% -				

COMMUNITY

Project	Details	Update	Completion	2020	2021	2022	2023
Review, Renew or Establish Partnerships & Agreements	Continue and expand the current collaboration with the many service providers in Ladysmith to allow for comprehensive and coordinated programs and services for all residents. Explore the concept of a more formalized "consortium" of organizations working towards the same goals, with the ability to apply for financial support from a larger variety of funding organizations.		0% 34% behind				
→ Finalize an agreement with the Ladysmith Chamber of Commerce for tourism services	Work with the Mayor and Chamber of Commerce rep on a proposed tourism service agreement	Donna Smith: Agreement signed by Town and Chamber on September 1, 2020 with an effective starting date of May 1, 2020. <i>10/27/2020</i>	100% -				
→ Horseshoe Club Agreement	Review, update and sign agreement for the sole use of the Horseshoe Pitch at Transfer Beach.	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. <i>07/08/2020</i>	100% -				
→ Golf Club Society Agreements	Review, update and sign maintenance and site agreement.	Chris Barfoot: Review, update and sign maintenance and site agreement when lease term ends (2021). Both a new lease agreement and maintenance agreement will be finalized for the use and operation of the golf course. <i>10/19/2020</i>	50% 5% behind				
→ Ladysmith Baseball Association Agreement	Review, update and sign agreement for ad signs and storage.	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. <i>07/08/2020</i>	0% 65% behind				
→ Historical Society Agreement Renewal	Review and sign agreement for Archives, Museum.	Erin Anderson: Annual updates continue to be received from the Historical Society as per the operating agreement. Current agreement ends June 30 2022 <i>07/08/2020</i>	44% -				

→ LaFF Access Agreement - Aggie Hall	Review and update LaFF facility usage agreement.	Chris Barfoot: Staff have met with LaFF and began discussions on an access agreement. <i>07/08/2020</i>	57% 14% behind	<div></div>		
→ Early Years Partnership	Continue support and participation at the Early Years Partnership Table.		27% 7% behind	<div></div>		
→ Community Gardens Site Agreement	Site Agreement for community gardens to operate within High Street Park.		0% 26% behind	<div></div>		
Strengthen communication and meaningful collaboration with key partners, including but not limited to Stz'uminus First Nation, School District 68 and community service groups			21% 4% behind	<div></div>		
→ Identify and act on opportunities for joint initiatives and shared facilities with School District 68	Various initiatives and projects that increase partnership opportunities and collaboration.	Chris Barfoot: Various initiatives and projects that increase partnership opportunities and collaboration. <i>04/01/2019</i>	11% 22% behind	<div></div>		
→ FJCC Site Lease on SD property	FJCC site lease agreement with SD is expired and requires renewal.	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. <i>07/08/2020</i>	10% 15% behind	<div></div>		
→ FJCC Field Lights	The Town has reserve funding to add additional field lighting to FJCC fields.	Chris Barfoot: Examining field enhancements and possible future use agreement. <i>10/30/2020</i>	0% 51% behind	<div></div>		
→ Joint Use Agreement	Currently no Joint Use Agreement in place between the Town and SD.	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. <i>07/08/2020</i>	56% 10% behind	<div></div>		
→ Davis Road School Site lease	Lease renewal required expires June 30, 2021	Chris Barfoot: Met with representatives 02-JUL-2020 to discuss opportunities for Davis Road School. Currently the Arts Council is the only group utilizing this space. Once the Machine Shop can be occupied it is recommended that the Town discontinue the lease for use of the inside of the Davis Road location. <i>10/19/2020</i>	46% 33% behind	<div></div>		
→ Engage Boys and Girls Clubs of Central Vancouver Island and other community partners to develop new child care spaces	Upon grant approval, develop additional child care spaces at the boys & Girls Club.	Erin Anderson: Continue working with Boys & Girls Club <i>11/03/2020</i>	52% 1% behind	<div></div>		

<p>→ Apply for grant funding through Child Care Space Creation Program for up to \$1 million</p>	<p>This is for additional child care spaces in the Town of Ladysmith at the BGCCVI building at 220 High Street and confirm that if successful the Town agrees to manage the delivery of the program as defined within the program requirements.</p>	<p>Chris Barfoot: \$875k awarded from UBCM. Received \$656k in initial payment April 2020 <i>07/08/2020</i></p>	<p>100% -</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% 25% behind</p>						
<p>Develop comprehensive affordability strategies that reflect the needs within our community</p>			<p>74% 48% ahead</p>						
<p>→ Complete Housing Needs Report that meets provincial requirements</p>	<p>Provincial requirement will be in force when funding is available and first report is due within 3 years. UBCM is working on a funding program with the Province. Announcement is expected early 2019. Legislation requires specific information to be collected and reported. Report is to be received at a Council meeting and published on website. OCP review is to consider the most recent housing needs report. A new housing needs report is then required at intervals of not more than five years which aligns with 5-year census data and OCP housing 5-year supply.</p>	<p>Jake Belobaba: Consultation phased kicked off August 17th 2020 <i>09/02/2020</i></p>	<p>64% 39% ahead</p>						
<p>→ Apply for grant funding through Child Care Space Creation Program for up to \$1 million</p>	<p>This is for additional child care spaces in the Town of Ladysmith at the BGCCVI building at 220 High Street and confirm that if successful the Town agrees to manage the delivery of the program as defined within the program requirements.</p>	<p>Chris Barfoot: \$875k awarded from UBCM. Received \$656k in initial payment April 2020 <i>07/08/2020</i></p>	<p>100% -</p>						
<p>→ Develop and implement a child care space plan</p>			<p>57% 21% ahead</p>						
<p>Support the Town vision by ensuring that appropriate short- and long-term community plans are in place</p>			<p>23% 3% behind</p>						
<p>→ 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</p>	<p>The OCP was adopted in 2003. This project would look at the new PRC Master Plan, Youth Strategy and Public Art Strategy, etc. to incorporate updated policy language, as well as regional studies such as the industrial land use strategy, attainable housing strategy (housing choice), environmentally sensitive area strategy, climate change and sea level rise and Cowichan 2050.</p>	<p>Jake Belobaba: Council endorsement of project scope and steering committee Terms of Reference November 17, 2020. RFP for consultant issued November 18, 2020 and closes January 15, 2021 <i>01/05/2021</i></p>	<p>22% -</p>						

→ Publish the final planning application guides and checklists as identified in the Development Application Review Process	Creating planning application guides and checklists came out of the 2018 Development Application Review Process.	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 <i>09/27/2019</i>	41% 16% ahead	<div></div>
→ Implement recommendations for a youth-friendly community from the Youth Strategy with the help of a new formed Youth Task Group	Town to work with community partners and Youth Task Group toward the implementation of the Youth Strategy recommendations.	Chris Barfoot: Council in January 2019 authorized staff to commence implementation on the Youth Strategy. <i>01/21/2019</i>	10% 15% behind	<div></div>
→ Implement recommendations in Parks, Recreation and Culture Master Plan (2016)		Chris Barfoot: The Town is in year three of the plan and has completed 40% of the recommendations. <i>03/29/2019</i>	40% 16% ahead	<div></div>
→ Ensure that the Ladysmith Small Craft Harbour (Fishermen's Wharf) long term plan is integrated with the Waterfront Area Plan	Claire Salvador presented SCH Ladysmith Harbour Long Term Planning to Council at its February 4, 2019 meeting (delegation).	Jake Belobaba: SCH has not yet responded to the questions. <i>06/10/2019</i>	10% 23% behind	<div></div>
→ Conduct a review of the South Ladysmith Area Plan in collaboration with Stz'uminus First Nation	The SLAP was adopted in 2003. The policy directions require review. As the majority of the parcels are Crown-owned, the timing of this project should consider the availability of Stz'uminus First Nation to participate.	Jake Belobaba: Timing of this project would need to consider OCP Review and interst by Stz'uminus. <i>06/10/2019</i>	0% 17% behind	<div></div>
→ Produce a Public Art Strategy based on direction in the Public Art Strategy	-Draft a Public Art Policy for Council approval		59% 34% ahead	<div></div>
→ Conduct an accessibility audit of Town properties, and implement recommendations as appropriate		Chris Barfoot: Staff are preparing a plan to pursue an Accessibility Audit. The goal of the audit will be to review all Town publicly accesses facilities. <i>10/27/2020</i>	0% 51% behind	<div></div>
Demonstrate Council's leadership and continued excellence in governance by always considering the impact of climate change in all of our decisions			59% 33% ahead	<div></div>
→ Develop and implement a new Council self-assessment policy		Erin Anderson: Council effectiveness assessment policy 01-0530-A completed January 2020 <i>07/08/2020</i>	100% -	<div></div>
→ Continue to enhance Council's performance by conducting bi-annual evaluations		Erin Anderson: Council self-assessment survey results and meeting scheduled for Jan 19, 2021 <i>01/05/2021</i>	76% 25% ahead	<div></div>

→ Foster ongoing professional development through training, workshops and other opportunities	0% 36% behind	<div></div>			
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WATERFRONT

Project	Details	Update	Completion	2020	2021	2022	2023
Prioritize realization of upland waterfront opportunities as identified in the Waterfront Area Pan			31% 5% ahead	<div></div>			
→ Amend the Zoning Bylaw as appropriate to support implementation of the Waterfront Area Plan	This project would follow the adoption of the Waterfront Area Plan. Phase 1 is zoning for the Jewel, Phase 2 - staff would provide recommendations to Council regarding Phase 2 amendments to the Zoning Bylaw as an implementation action (short term 1-2yrs).	Jake Belobaba: Zoning amendments pending uplands remediation, pursuant to requirements of Environmental Management Act <i>07/07/2020</i>	10% 15% behind	<div></div>			
→ Complete sub-division of the Town-owned waterfront lands	Implementation preparation work.	Jake Belobaba: Subdivision plan of Lot 4 is complete and ready for registration, pending remediation <i>06/17/2020</i>	99% 74% ahead	<div></div>			
→ Market and sell development portions of Lot 4	The process for the disposition of the Jewel will require Council's direction - sale or lease and phasing. A comprehensive development covenant will be required to secure the overall development scheme whether sold/leased as one parcel or in phases. Subdivision and rezoning of the property will first be required.	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>	87% 62% ahead	<div></div>			
→ Complete a waterfront servicing study		Jake Belobaba: Sewer servicing design parameters received 📎 20190320 - Design Parameter Memo - 4.0.pdf <i>07/08/2020</i>	100% -	<div></div>			
→ Implement a Comprehensive Development Agreement for the waterfront	A comprehensive development agreement is required for the works, services and other standards and requirements for land sale and development.		0% 25% behind	<div></div>			
→ Complete a Business Plan and Communications Strategy for the waterfront	Tracking and reporting on the project is needed to keep the community informed and assist with land sale marketing.		0% 25% behind	<div></div>			
→ Establish a Waterfront Area Plan Community Advisory Panel	Contract services, such as advertising, to assist with a Community Advisory Panel to assist with WAP implementation.		0% 25% behind	<div></div>			
→ Complete a Geotechnical Study for road alignment	A geotechnical study is required as a condition of subdivision and to ensure a stable road base for Oyster Bay Road.		0% 25% behind	<div></div>			

→ Conduct an Infrastructure Costing Study	A high level costing estimate of infrastructure proposed on the Waterfront Area Plan, including waterfront walkways, roads, foreshore fill and pedestrian overpasses, will assist in budgeting and scheduling implementation of the Waterfront Area Plan. It is expected the infrastructure costing will exceed the predicted land sale revenue by several orders of magnitude, which justifies the density proposed.		0% 25% behind	<div></div>
→ Commission a legal survey of development parcels	A legal survey of development parcels is required as a condition of subdivision. It will also assist with servicing and building layout design.	Jake Belobaba: Survey of portion of Lot 4 south of Transfer Beach Drive complete. Registration is pending remediation <i>06/17/2020</i>	43% 18% ahead	<div></div>
→ Determine storm drainage relocation	The drainage channel on the south end of the Jewel parcel will require some relocation when development is designed. A stormwater retention area will also assist with mitigating first flush water quality and quantity.		0% 25% behind	<div></div>
Continue remediation of contaminated areas within Ladysmith Harbour			55% 30% ahead	<div></div>
→ Work with Stz'uminus First Nation to secure funding to complete foreshore remediation	The Province may have funding to support this analysis.	Waterfront Implementer: This project has been combined with Ladysmith Harbour environmental remediation through a letter of intent with SFN. <i>01/11/2019</i>	55% 30% ahead	<div></div>
Develop a thriving Arts and Heritage Hub			0% 25% behind	<div></div>
→ Complete Machine Shop restoration and lease space in accordance with the Waterfront Area Plan	Restoration and repairs to the Machine shop building with a focus on seismic, structural and code improvements. Funding received from infrastructure grant.	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>	82% 14% ahead	<div></div>
→ Arts and Heritage Hub contract services	If the federal infrastructure grant is awarded in September, contract services must commence to start design of Phase 1 of the Arts & Heritage Hub Concept Plan.		0% 25% behind	<div></div>
→ Implement ICIP funding to develop new studios and restore existing buildings by 2025		Jake Belobaba: Contract awarded to design firm December 15, 2020. Design process to start Jan 2021 <i>01/05/2021</i>	11% -	<div></div>
Create cultural and recreational amenities to attract and engage residents and visitors alike			83% 57% ahead	<div></div>
→ Rotary Boat Ramp Float Replacement	Existing floating dock is too narrow and unstable. Replacement required.	Chris Barfoot: The dock will be widened with the relocation of one of the pilings. Staff are finalizing the project tender to complete the work. <i>10/30/2020</i>	65% 14% ahead	<div></div>

→ Apply for grant funding to upgrade accessibility, washrooms, shelters and other amenities at Transfer Beach

Erin Anderson:
Applied for Tourism grant funding November 2020
01/06/2021

100%
-

ECONOMY

Project	Details	Update	Completion	2020	2021	2022	2023
Review, Renew or Establish Leases	Update lease and partnerships agreements with community groups using Town land or properties.	Chris Barfoot: This is an ongoing project. 10/30/2020	209% -				
→ Machine Shop and other site buildings leases	Review, update and sign agreement with LMS, LDHS, LAC, Arts (Marston and Brown)	Chris Barfoot: The remaining components of the construction need to be complete in order to provide the ability for former tenants to return and new lease agreements established. 10/19/2020	0% 68% behind				
→ Transfer Beach Kayak Shed lease	Space use lease for Kayak shed at Transfer Beach	Chris Barfoot: The lease with Sealegs Kayaking Adventures was signed September 17, 2020 for a 5-year term October 1, 2020 to September 30, 2025. Public notification of the lease was completed prior to signing the agreement. 07/08/2020	100% -				
→ Ladysmith Resources Centre space use agreement	Lease for LRCA and Seniors		0% -				
→ Boys and Girls Club Lease	Boys and Girls Club Space use agreement.	Chris Barfoot: Discussions for the lease agreement have begun with the Boys and Girls Club as this will parallel to the 15 year service agreement which was a requirement of the grant. 10/19/2020	55% -				
→ FJCC Health Services Space lease	Renew lease agreement for health services area at FJCC.	Chris Barfoot: The current service provider has extended their lease for 1 year. The have one additional extension to the agreement before it expires. 10/30/2020	54% 14% behind				
Implement and support projects to maintain a vibrant downtown			14% 12% behind				
→ Refresh town assets in downtown core		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	11% 14% behind				

→ Ensure street trees are an appropriate size		Geoff Goodall: The Town arborist has complete some tree pruning on trees fronting 49th Parallel Grocery Store. This work will continue as time permits. <i>07/02/2020</i>	0% 25% behind	<div></div>
→ Complete grating around all trees		Geoff Goodall: This project is currently not in the capital plan, funding will be required. <i>07/03/2020</i>	0% 25% behind	<div></div>
→ Install a welcome sign		Erin Anderson: Included Welcome Sign in grant funding application <i>01/05/2021</i>	0% 17% behind	<div></div>
→ Replace interlocking brick paving		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 <i>07/02/2020</i>	0% 10% behind	<div></div>
→ Enhance artifact signage		Erin Anderson: This project was included in a grant funding application <i>01/05/2021</i>	0% 25% behind	<div></div>
→ Enhance heritage building signage		Geoff Goodall: This project is currently not in the capital plan, funding will be required. <i>07/03/2020</i>	0% 25% behind	<div></div>
→ Add more gathering places downtown		Erin Anderson: New concrete patio tables were installed along First Avenue. Funding for this project came from community donations and grant funding. <i>01/05/2021</i>	11% 14% behind	<div></div>
→ Apply for grant funding to support a downtown revitalization		Erin Anderson: Applied for CERIP October 2020 <i>01/06/2021</i>	100% -	<div></div>
Seek collaborative partnerships to enhance tourism attraction and promotion			57% 32% ahead	<div></div>
→ Finalize an agreement with the Ladysmith Chamber of Commerce for tourism services	Work with the Mayor and Chamber of Commerce rep on a proposed tourism service agreement	Donna Smith: Agreement signed by Town and Chamber on September 1, 2020 with an effective starting date of May 1, 2020. <i>10/27/2020</i>	100% -	<div></div>
→ Develop and implement a trails strategy to enhance and promote Ladysmith's trails for hiking and cycling	Develop a funding ready plan for mountain biking and trail development. In collaboration with Ladysmith Trail Alliance.	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. <i>07/02/2020</i>	15% 13% behind	<div></div>
Pursue opportunities leading to economic development and job creation			49% 24% ahead	<div></div>

→ #2 Film Policy, Application, Permit update - Ladysmith		Jake Belobaba: Referred to Infilm, Film Cowichan, the Chamber of Commerce and the LDBA for comment. Comments received from Infilm and the Chamber of Commerce 10/01/2020	97% 16% ahead	<div></div>			
→ Rezone the Town's Churchill Place property for subdivision	IS staff are laying out subdivision options. A smaller lot size for part of the property is being considered. Council resolution would be needed.	Jake Belobaba: IS staff are laying out subdivision options. A smaller lot size might make sense. Council direction would be needed. 03/22/2019	0% 25% behind	<div></div>			
→ implement policies for the retail sale of cannabis in Ladysmith		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	100% -	<div></div>			
→ Continue to implement the Ladysmith Economic Development Strategy in partnership with community partners and regional government			0% 25% behind	<div></div>			

COVID-19

Project	Details	Update	Completion	2020	2021	2022	2023
Establish homeless camp in partnership with Regional Housing Task Force		Erin Anderson: The vulnerable populations camp on the Town's lot at Buller Street was dismantled in early October per agreement. Future options for people experiencing homelessness are being pursued with BC Housing and LRCA. 01/05/2021	100% -	<div></div>			
Implement internal pandemic communications plan		Donna Smith: Human Resources and Communications staff created "Town of Ladysmith COVID-19 Response FAQs" which were circulated to all staff in September 2020. If the FAQs are updated, they will be sent to all staff. 01/05/2021	100% -	<div></div>			
Develop and implement external communications plan		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	100% -	<div></div>			
Develop and implement exposure control plan		Erin Anderson: Updates to COVID exposure plans are being made as soon as new directives are received. 01/05/2021	100% -	<div></div>			
Implement strategies to mitigate revenue losses due to COVID-19		Allison McCarrick: Continue to monitor revenues at PRC 10/19/2020	79% 35% ahead	<div></div>			

Establish safe working procedures regarding COVID-19

→ Install glass at front counter at City Hall to reduce staff exposure	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. <i>07/03/2020</i>	95% 95% ahead	<div></div>		
→ Public Works	Geoff Goodall: The front office modifications are complete and work has commenced on the additional washrooms. The floor trenching is complete and awaiting the contract plumber for installation of piping. Staff will bring water and sewer services to the site in January of 2021. Due to insufficient electrical capacity, some modifications to the PW system is required. <i>12/29/2020</i>	76% 42% ahead	<div></div>		
→ Modify reception area at Development Services	Erin Anderson: Glass installed. Development Services is open to the public <i>11/03/2020</i>	100% -	<div></div>		
→ Install glass partition at FJCC	Erin Anderson: Continued with the glass partition/safety glass at the FJCC reception area. Installation complete. <i>07/03/2020</i>	100% -	<div></div>		
→ Maintain adequate supply of PPE, sanitizer and cleaning agents	Erin Anderson: PPE and sanitizer is easier to acquire. TOL staff maintain adequate supply <i>11/03/2020</i>	100% -	<div></div>		
Negotiate Letter of Understanding with the Union with intent to mitigate contractual limitations to service continuity during COVID-19.	Erin Anderson: Staff were reallocated from various departments. <i>11/03/2020</i>	100% -	<div></div>		