

COMMITTEE OF THE WHOLE**AGENDA****IMMEDIATELY FOLLOWING THE SPECIAL MEETING OF COUNCIL**

Tuesday, May 11, 2021

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

Pages

1. CALL TO ORDER AND ACKNOWLEDGEMENT

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

Residents are encouraged to "virtually" attend the meeting by registering here:

https://zoom.us/webinar/register/WN_53NXS_O8Ra-Dvfcbh4KjKg

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>.

2. AGENDA APPROVALRecommendation

That the agenda for this May 11, 2021 Committee of the Whole meeting be approved.

3. MINUTES**3.1. Minutes of the Committee of the Whole Meeting held March 9, 2021**

4

Recommendation

That the minutes of the Committee of the Whole meeting held March 9, 2021 be approved.

4. DELEGATION

4.1. G.P. Rollo and Associates and the Cowichan Housing Association: Ladysmith Housing Needs Assessment Report

At Council's request, G.P. Rollo and Associates and the Cowichan Housing Association will present the Ladysmith Housing Needs Assessment report in greater detail since their time was restricted at the March 16, 2021 Special Council Meeting.

Report link: <https://www.cvrld.ca/3348/Sub-regional-Housing-Needs-Assessment-Re>

5. REPORTS

5.1. Building Inspector's Report for January to April 2021 11

Recommendation

That the Committee receive the Building Inspector's Report for the months January to April 2021.

5.2. Ladysmith Fire/Rescue Reports for January to April 2021 12

Recommendation

That the Committee receive the Ladysmith Fire/Rescue Reports for the months January to April 2021.

5.3. Coastal Animal Control Services Reports for January to March 2021 20

Recommendation

That the Committee receive the Coastal Animal Control Services Reports for the months January to March 2021.

5.4. 2021 Q1 (January – March) Financial Update 23

Recommendation

That the Committee receive for information the staff report dated May 11, 2021, regarding the 2021 Q1 Financial Update.

5.5. 2020-2023 Strategic Priorities Update 37

Recommendation

That the Committee receive for information the staff report dated May 11, 2021 regarding the 2020-2023 Strategic Priorities Update.

5.6. Council Code of Conduct 52

Recommendation

That the Committee recommend that Council adopt the proposed Council Code of Conduct.

6. COUNCIL SUBMISSIONS

6.1. Electric Vehicle (EV) Charging Stations 62

Councillor Johnson has requested that the Committee discuss the future role of electric vehicle charging stations.

7. UNFINISHED BUSINESS

7.1. Request from Paul Manly, MP requesting a Letter of Support regarding Housing Affordability and Homelessness 63

At the March 16, 2021 Regular Council meeting, Council passed the following resolution:

CS 2021-098

That Council refer the request for a letter of support from Paul Manly, MP, regarding housing affordability and homelessness to a future Committee of the Whole meeting for consideration and discussion.

8. NEW BUSINESS

9. ADJOURNMENT



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

**Tuesday, March 9, 2021
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
Mike Gregory
Sue Bouma

1. CALL TO ORDER AND ACKNOWLEDGEMENT

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

2. AGENDA APPROVAL

CW 2021-017

That the agenda for this March 9, 2021 Committee of the Whole meeting be approved as amended to include additional background information identifying existing parkland dedicated by bylaw under Item 4.3., "Identified Properties for Parkland Dedication Consideration".

Motion Carried

3. MINUTES

3.1 Minutes of the Committee of the Whole Meeting held January 12, 2021

CW 2021-018

That the minutes of the Committee of the Whole meeting held January 12, 2021 be approved.

Motion Carried

4. REPORTS

4.1 2021 Grant in Aid Requests

CW 2021-019

That the Committee recommend that Council, during Financial Plan discussions, allocate \$3,000 from the General Government Reserve to offer a 2021 Grant Writing Workshop to local organizations.

Motion Carried

CW 2021-020

That the Committee recommend allocating \$10,000 to the Ladysmith Celebrations Society for their 2021 Grant in Aid request.

Motion carried

Councillor Johnson declared a conflict of interest due to his association with the Ladysmith & District Historical Society and did not vote regarding their Grant in Aid request.

Councillor Paterson declared a conflict of interest due to his association with the Ladysmith Show and Shine organization and did not vote regarding their Grant in Aid request.

CW 2021-021

That the Committee recommend allocating the following amounts for the 2021 Grant in Aid requests as follows:

ORGANIZATION	Request (\$)
Ladysmith Community Gardens Society	\$1,000.00
Old English Car Club Central Island Branch	\$600.00
Ladysmith Downtown Business Association	\$4,000.00
Ladysmith Family and Friends Society	\$2,500.00
Ladysmith Celebrations Society	\$10,000.00
Ladysmith & District Historical Society	\$7,500.00
Ladysmith and District Marine Rescue Society	\$2,500.00
Cowichan Family Caregivers Support Society	\$1,000.00
Ladysmith Festival Of Lights	\$15,000.00
Ladysmith Show and Shine	\$2,000.00
Ladysmith Maritime Society	\$1,500.00
Ladysmith Little Theatre	\$2,500.00
Cowichan Trail Stewardship Society - Ladysmith Chapter	\$2,000.00
Ladysmith Secondary School Parent Advisory Council	\$500.00

LSS - Frank Jameson Bursary	\$1,500.00
Waiving Fees	\$2,500.00
Late Applications/Council Discretion	\$4,000.00

CW 2021-022

AMENDMENT

That the Committee amend the amount of the Grant in Aid for the Ladysmith Community Gardens Society from \$1,000 to \$1,600.

Amendment Carried

Resolution CW 2021-021 as amended, reads:

That the Committee recommend allocating the following amounts for the 2021 Grant in Aid requests as follows:

ORGANIZATION	Request (\$)
Ladysmith Community Gardens Society	\$1,600.00
Old English Car Club Central Island Branch	\$600.00
Ladysmith Downtown Business Association	\$4,000.00
Ladysmith Family and Friends Society	\$2,500.00
Ladysmith Celebrations Society	\$10,000.00
Ladysmith & District Historical Society	\$7,500.00
Ladysmith and District Marine Rescue Society	\$2,500.00
Cowichan Family Caregivers Support Society	\$1,000.00
Ladysmith Festival Of Lights	\$15,000.00

Ladysmith Show and Shine	\$2,000.00
Ladysmith Maritime Society	\$1,500.00
Ladysmith Little Theatre	\$2,500.00
Cowichan Trail Stewardship Society - Ladysmith Chapter	\$2,000.00
Ladysmith Secondary School Parent Advisory Council	\$500.00
LSS - Frank Jameson Bursary	\$1,500.00
Waiving Fees	\$4,000.00
Late Applications/Council Discretion	\$3,850.00

Main Motion, as Amended, Carried

CW 2021-023

That the Committee of the Whole recommend that Council approve the allocated amounts of 2021 Grant in Aid requests.

Motion carried

4.2 Yard Waste Pilot

CW 2021-024

That the Committee of the Whole recommend that Council direct staff to:

1. Implement a yard waste pilot project, starting with two spring pickup dates targeted for the end of April and May 2021;
2. Bring a summary report of costs and participation levels after the first two spring pickups, in order that Council can provide direction on a fall pickup schedule; and
3. Include \$20,000 in the Solid Waste budget for 2021 with the funds to come from the Solid Waste Reserve.

Motion Carried

4.3 Identified Properties for Parkland Dedication Consideration

CW 2021-025

That the Committee of the Whole recommend that Council direct staff to:

1. Prepare a Park Dedication Bylaw which includes Town-owned properties identified in the staff report dated March 9, 2021; and
2. Identify portions of road right of way that are currently being used as park space and bring forward the necessary bylaws to:
 - a. close and remove the road dedication pursuant to section 40 of the *Community Charter*; and
 - b. dedicate the resulting legal parcels as park.

Motion Carried

4.4 Two-Storey Coach Houses

CW 2021-026

That the Committee of the Whole recommend that Council direct staff to bring forward amendments to the Zoning Bylaw related to two-storey coach houses as identified by the Committee of the Whole.

Motion Carried

4.5 Proposed Amendments to “Town of Ladysmith Streets and Traffic Bylaw 1998, No. 1309”

CW 2021-027

That the Committee of the Whole recommend that Council direct staff to prepare amendments to “Town of Ladysmith Streets and Traffic Bylaw 1998, No. 1309” as identified in the staff report dated March 9, 2021.

CW 2021-028

REFERRAL

That the Committee of the Whole refer back to staff proposed amendments to "Town of Ladysmith Streets and Traffic Bylaw 1998, No. 1309" in order that staff provide further information and clarification regarding:

1. Potential liability issues related to providing timeframes for parked trailers or vehicles on boulevards; and

2. Regulations related to parking attached or unattached trailers a safe distance from the roadway.

Motion Carried

5. COUNCIL SUBMISSIONS

5.1 Request to Update the Ladysmith Heritage Strategic Plan

The Committee discussed the possibility of updating the Ladysmith Heritage Strategic Plan, as requested by Quentin Goodbody of the Ladysmith and District Historical Society in his letter to Council dated February 2, 2021, during the Official Community Plan review. Staff advised that they had been in contact with the Ladysmith and District Historical Society and would keep this consideration in mind during the OCP review process.

6. ADJOURNMENT

CW 2021-029

That this meeting of the Committee of the Whole be adjourned at 8:55 p.m.

Motion Carried

CERTIFIED CORRECT:

Chair (Councillor T. McKay)

Corporate Officer (D. Smith)



TOWN OF LADYSMITH
Quarterly Building Permit Summary - YTD APRIL 2021

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 & Plbg Permit Fees This Month	Permit Values This Month	Permit Values Year to Date 2021
	No. of Permits	Values	No. of Permits	Values	No. of Permits	Values	No. of Permits (new res)	Values	No. of Permits	Values					
APR	1	\$ -	0	\$ -	0	\$ -	6	\$ 2,030,000	3	\$ 61,320	9	10	\$ 24,373	\$ 2,091,320	\$ 38,488,953

Year to Date

	No. of Permits	Values	No. of Permits	Values	No. of Permits	Values	No. of Permits	Values	No. of Permits	Values	Dwelling Units	Total Permits	Bldg & Plbg Permit Fees This Month	Permit Values This Month	Permit Values Year to Date 2021
JAN	0	\$0	1	\$1,500	1	\$0	6	\$1,663,500	7	\$18,125	6	15	\$20,079	\$1,683,125	\$1,683,125
FEB	1	\$0	0	\$0	0	\$0	6	\$16,717,033	3	\$37,000	102	10	\$193,325	\$16,754,033	\$18,437,158
MAR	1	\$5,400,000	0	\$0.00	2	\$9,210,000	8	\$3,217,225	4	\$118,250	48	15	\$201,915	\$17,945,475	\$36,382,633
APR	1	\$0	0	\$0	0	\$0	6	\$2,030,000	3	\$61,320	9	10	\$24,373	\$2,106,320	\$38,488,953
MAY															
JUN															
JUL															
AUG															
SEP															
OCT															
NOV															
DEC															
TOTAL	3	\$5,400,000	1	\$1,500	3	\$9,210,000	26	\$23,627,758	17	\$234,695	165	50	\$439,692	\$38,488,953	

Demos Mth	0	Demos YTD	3
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Comparison	#DU	Value	#BP	Value
YTD 2021	165	\$23,627,758	50	\$38,488,953
YTD 2020	16	\$3,452,965	31	\$5,699,365
YTD 2019	12	\$2,531,683	23	\$3,021,083

7 BP = 9 DU
(4 SFD + 2 SFD with Suite + 1 Suite added to a SFD = 9 DU)

NEW D.U. TYPE	SFD	SFD + Suite	Suite added to existing	Coach House	Multi-Family
THIS MONTH	4	2	1	0	0
YTD	16	8	2	0	134



Ladysmith Fire /Rescue

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



FIRE CHIEF'S REPORT

MONTH: **January 2021**

TYPE OF CALL OUT	J	F	M	A	M	J	J	A	S	O	N	D	YTD TOTALS
AA-Alarms Activated	3												3
BC-Burning Complaint	1												1
BF-Bush / Interface													0
F-Fire-Other													0
HAZMAT-Hazardous Materials	3												3
Hydro-Hydro Lines Down / Fire	3												3
INV-Investigation / Assistance	2												2
MA-Medical Aid	3												3
MVI-Motor Vehicle Incident	4												4
Rescue													0
SF-Structure Fire													0
Mutual Aid Provided													0
Mutual Aid Received													0
MONTH TOTALS (exc.. Practices)	19	0	0	0	0	0	0	0	0	0	0	0	19
Practices (Totals for each Month)	4												4

ALARMS ACTIVATED

- 328 Mylene Cresc
Faulty sensor
- 526 Buller St
Cleaning out pellet stove
- #5-8 White St
Cooking

COMPARISONS:

Year to Date 2021	<u>19</u> (exc. practices)
Year to Date 2020	<u>14</u> (exc. practices)
Year to Date 2019	<u>13</u> (exc. practices)

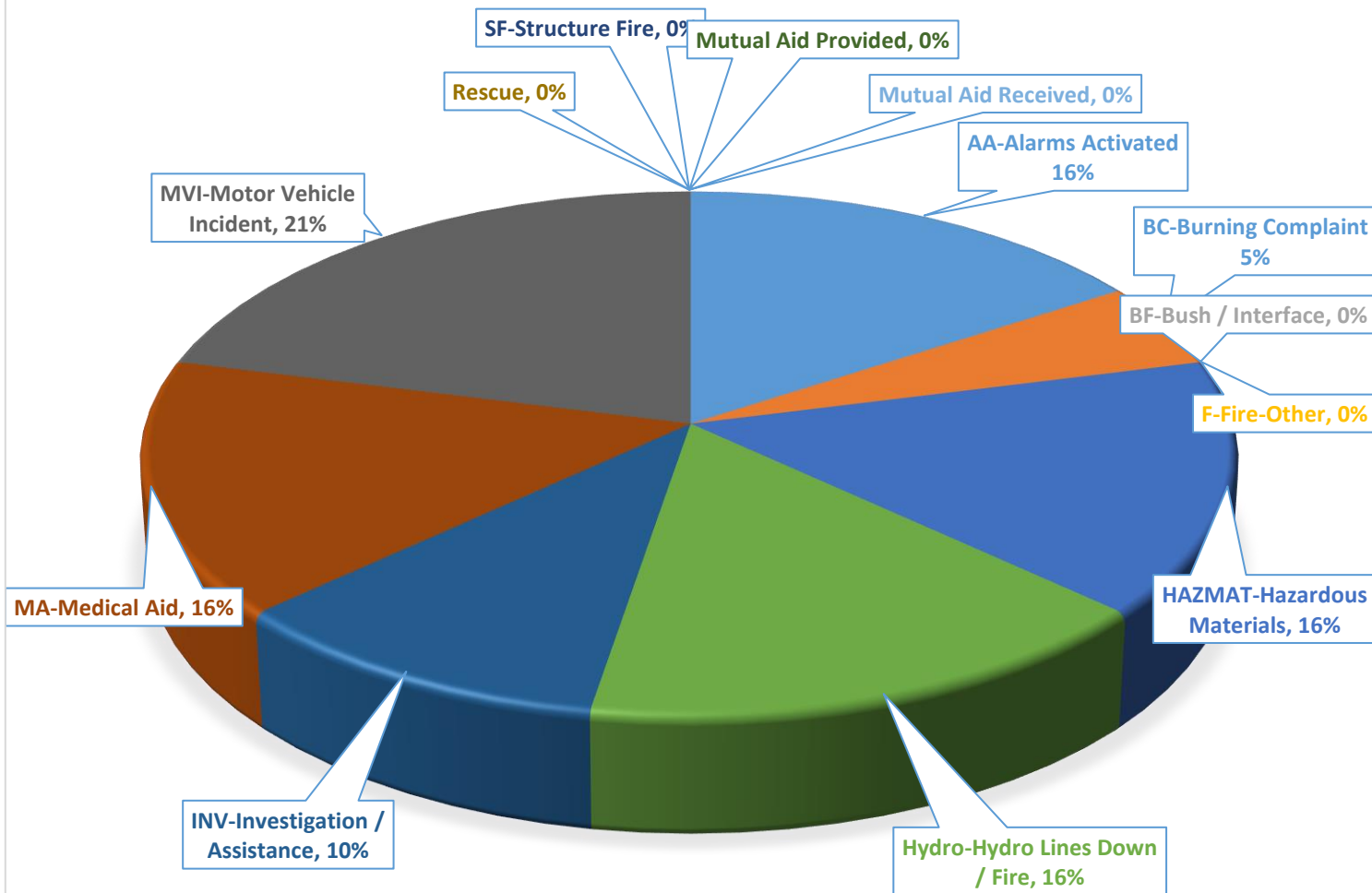
Motor Vehicle Incident Locations

- 11070 TCH
- 1000 block 1st Ave
- TCH @ Holland Creek Bridge
- TCH # Roberts St.

APPROVED:

Fire Chief Chris Geiger

JANUARY 2021 YTD TOTALS



- AA-Alarms Activated
- BC-Burning Complaint
- BF-Bush / Interface
- F-Fire-Other
- HAZMAT-Hazardous Materials
- Hydro-Hydro Lines Down / Fire
- INV-Investigation / Assistance
- MA-Medical Aid
- MVI-Motor Vehicle Incident
- Rescue
- SF-Structure Fire
- Mutual Aid Provided
- Mutual Aid Received



Ladysmith Fire / Rescue

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FIRE CHIEF'S REPORT

MONTH: February 2021

TYPE OF CALL OUT	J	F	M	A	M	J	J	A	S	O	N	D	YTD TOTALS
AA-Alarms Activated	3	1											4
BC-Burning Complaint	1												1
BF-Bush / Interface													0
F-Fire-Other		5											5
HAZMAT-Hazardous Materials	3												3
Hydro-Hydro Lines Down / Fire	3	1											4
INV-Investigation / Assistance	2												2
MA-Medical Aid	3	1											4
MVI-Motor Vehicle Incident	4	6											10
Rescue													0
SF-Structure Fire													0
Mutual Aid Provided		1											1
Mutual Aid Received		2											2
MONTH TOTALS (exc.. Practices)	19	15	0	0	0	0	0	0	0	0	0	0	34
Practices (Totals for each Month)	4	4											8

ALARMS ACTIVATED

1. 1111 4th Ave
False - Pull station activation

Motor Vehicle Incident Locations

1. 1200 Blk TCH (Grouhel Rd)
2. 12400 Blk TCH (Rocky Cr Rd)
3. 5000 Blk Malamos Rd. (TCH)
4. TCH @ 1st Ave
5. 10800 Blk TCH (Edgelow Rd)
6. 1100 Blk TCH (1st Ave)

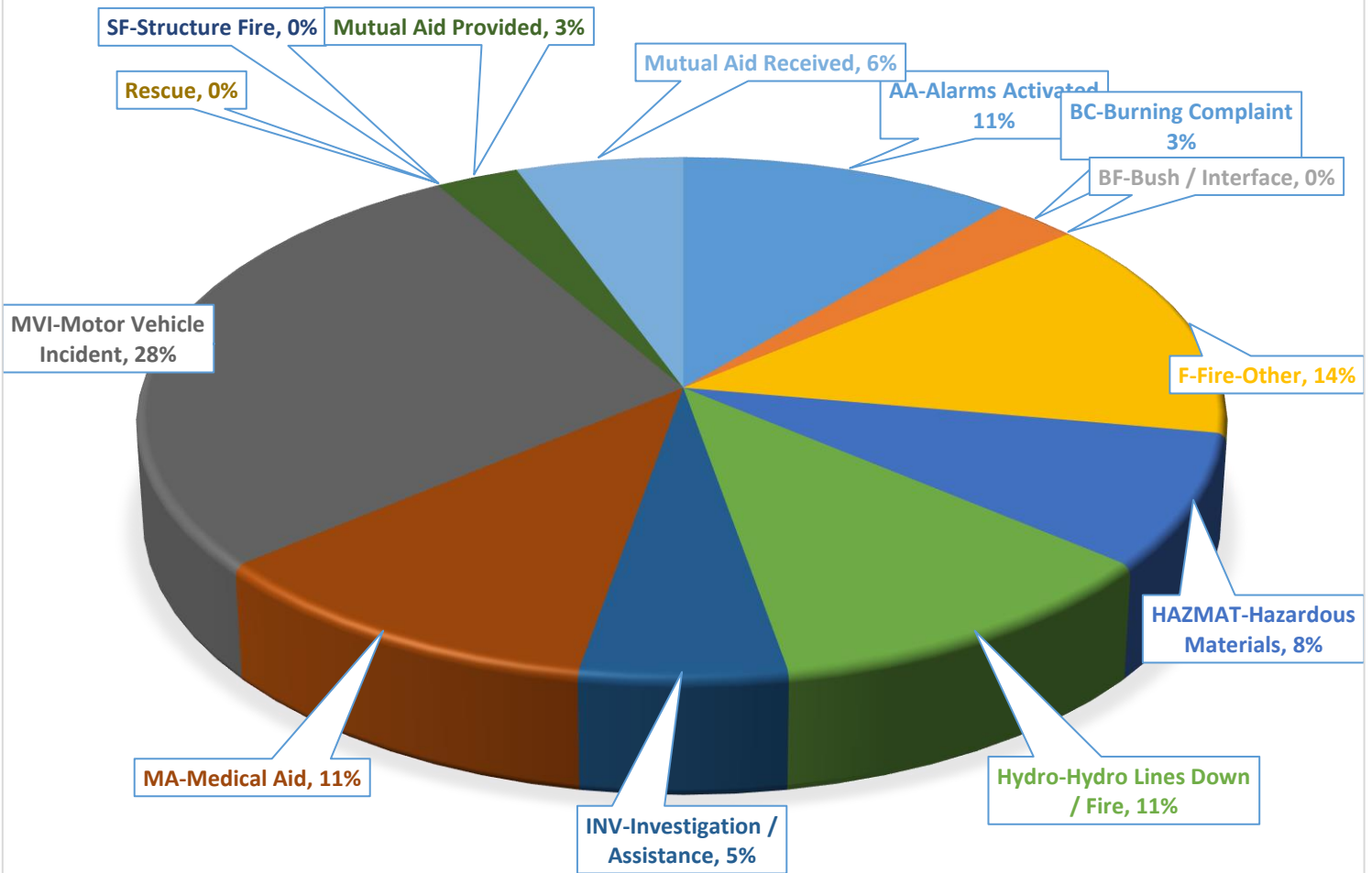
COMPARISONS:

Year to Date 2021	<u>34</u> (exc. practices)
Year to Date 2020	<u>24</u> (exc. practices)
Year to Date 2019	<u>31</u> (exc. practices)

APPROVED:

Fire Chief Chris Geiger

FEBRUARY 2021 YTD TOTALS



- | | | | |
|------------------------------|---------------------------------|----------------------------------|-----------------------|
| ■ AA-Alarms Activated | ■ BC-Burning Complaint | ■ BF-Bush / Interface | ■ F-Fire-Other |
| ■ HAZMAT-Hazardous Materials | ■ Hydro-Hydro Lines Down / Fire | ■ INV-Investigation / Assistance | ■ MA-Medical Aid |
| ■ MVI-Motor Vehicle Incident | ■ Rescue | ■ SF-Structure Fire | ■ Mutual Aid Provided |
| ■ Mutual Aid Received | | | |



Ladysmith Fire / Rescue

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FIRE CHIEF'S REPORT

MONTH: **March 2021**

TYPE OF CALL OUT	J	F	M	A	M	J	J	A	S	O	N	D	YTD TOTALS
AA-Alarms Activated	3		3										6
BC-Burning Complaint	1		3										4
BF-Bush / Interface													0
F-Fire-Other		5											5
HAZMAT-Hazardous Materials	3												3
Hydro-Hydro Lines Down / Fire	3	1											4
INV-Investigation / Assistance	2												2
MA-Medical Aid	3	1	5										9
MVI-Motor Vehicle Incident	4	6	1										11
Rescue													0
SF-Structure Fire													0
Mutual Aid Provided		1											1
Mutual Aid Received		2											2
MONTH TOTALS (exc.. Practices)	19	14	12	0	0	0	0	0	0	0	0	0	45
Practices (Totals for each Month)	4	4	5										13

ALARMS ACTIVATED

- #17-10980 Westdowne Rd
False - cooking
- 353 Chemainus Rd
False - fireplace
- 1111 4th Ave
False - pulled pullstation

COMPARISONS:

Year to Date 2021	<u>45</u> (exc. practices)
Year to Date 2020	<u>41</u> (exc. practices)
Year to Date 2019	<u>39</u> (exc. practices)

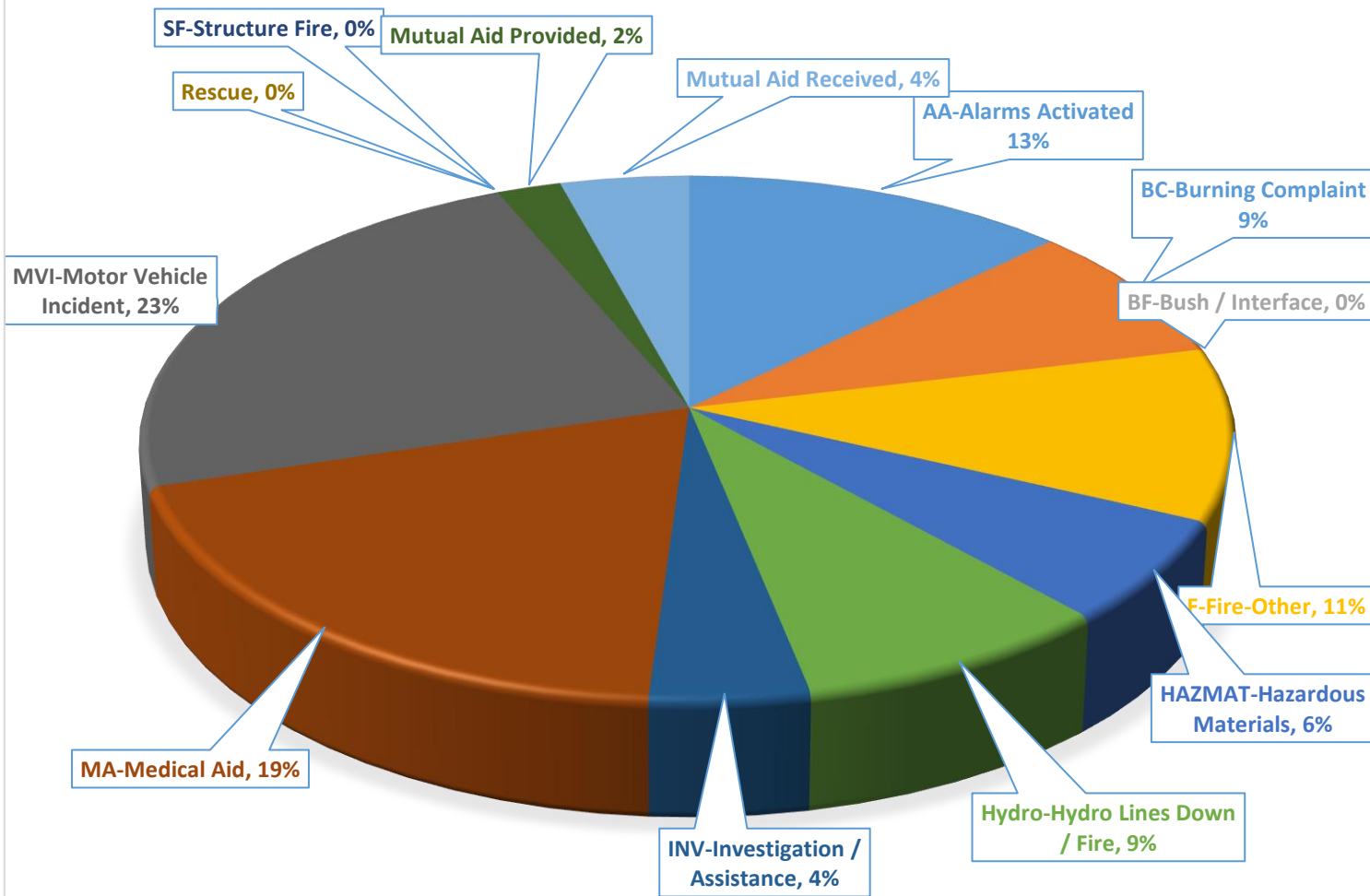
Motor Vehicle Incident Locations

- TCH @ Edgelow Rd.

APPROVED:

Fire Chief Chris Geiger

MARCH 2021 YTD TOTALS



- | | | | |
|------------------------------|---------------------------------|----------------------------------|-----------------------|
| ■ AA-Alarms Activated | ■ BC-Burning Complaint | ■ BF-Bush / Interface | ■ F-Fire-Other |
| ■ HAZMAT-Hazardous Materials | ■ Hydro-Hydro Lines Down / Fire | ■ INV-Investigation / Assistance | ■ MA-Medical Aid |
| ■ MVI-Motor Vehicle Incident | ■ Rescue | ■ SF-Structure Fire | ■ Mutual Aid Provided |
| ■ Mutual Aid Received | | | |



Ladysmith Fire /Rescue

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FIRE CHIEF'S REPORT

MONTH: April 2021

TYPE OF CALL OUT	J	F	M	A	M	J	J	A	S	O	N	D	YTD TOTALS
AA-Alarms Activated	3		3	3									9
BC-Burning Complaint	1		3	1									5
BF-Bush / Interface													0
F-Fire-Other		5											5
HAZMAT-Hazardous Materials	3			2									5
Hydro-Hydro Lines Down / Fire	3	1											4
INV-Investigation / Assistance	2			3									5
MA-Medical Aid	3	1	5	2									11
MVI-Motor Vehicle Incident	4	6	1	5									16
Rescue													0
SF-Structure Fire													0
Mutual Aid Provided		1											1
Mutual Aid Received		2											2
MONTH TOTALS (exc.. Practices)	19	14	12	16	0	0	0	0	0	0	0	0	61
Practices (Totals for each Month)	4	4	5	4									17

ALARMS ACTIVATED

- 730 1st Ave
Non-Emergency due to cooking
- 734 James Pl
Non-Emergency due to cooking
- 317 French St
Non-Emergency Fire Drill

COMPARISONS:

Year to Date 2021	<u>61</u> (exc. practices)
Year to Date 2020	<u>51</u> (exc. practices)
Year to Date 2019	<u>52</u> (exc. practices)

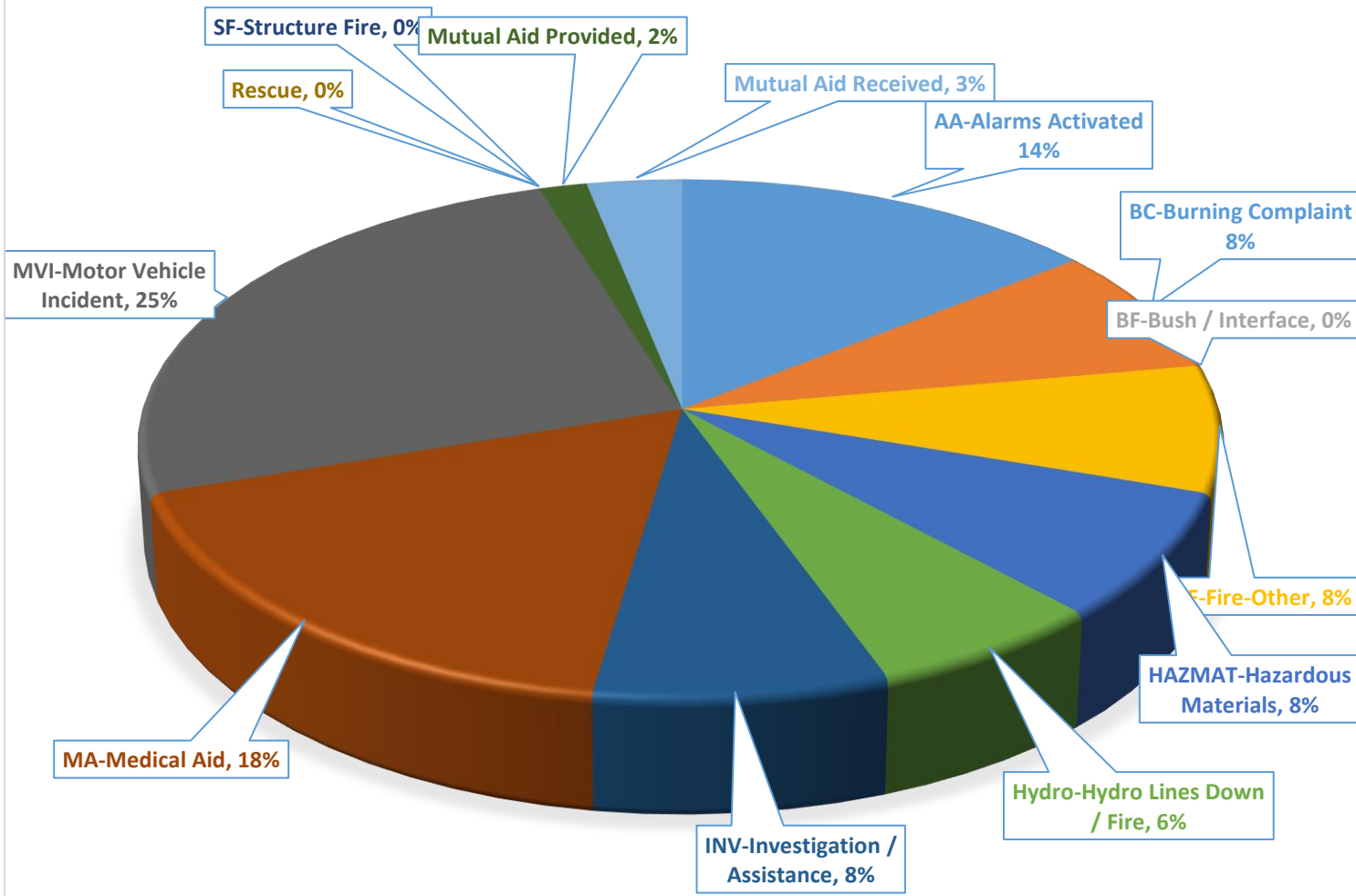
Motor Vehicle Incident Locations

- 360 Chemainus Rd
- 11139 Chemainus Rd
- Oyster Sto-Lo@TCH
- 10884 Westdowne Rd
- 200 blk TCH

APPROVED:

Fire Chief Chris Geiger

APRIL 2021 YTD TOTALS



- AA-Alarms Activated
- BC-Burning Complaint
- BF-Bush / Interface
- F-Fire-Other
- HAZMAT-Hazardous Materials
- Hydro-Hydro Lines Down / Fire
- INV-Investigation / Assistance
- MA-Medical Aid
- MVI-Motor Vehicle Incident
- Rescue
- SF-Structure Fire
- Mutual Aid Provided
- Mutual Aid Received

CAS Summary of Service Calls

Total calls by type: **5**
Aggressive 2
At large 1
Other 2

01-Jan-21 to 31-Jan-21

Issue	Call #	Received	Type	Completed	
Ladysmith			5 calls		
Aggressive	2090	29-Jan-21	Dog	31-Jan-21	
	2089	21-Jan-21	Dog		
At large	2086	12-Jan-21	Dog	12-Jan-21	
			1		
Other	2088	18-Jan-21	Dog		
	2087	14-Jan-21	Dog	14-Jan-21	
Total:			5 calls		

CAS Summary of Service Calls

Total calls by type:	7
Aggressive	1
At large	1
Noisy	2
Park Patrols	3

01-Feb-21 to 28-Feb-21

Issue	Call #	Received	Type	Completed
Ladysmith			7 calls	
Aggressive			1	
	2092	05-Feb-21	Dog	12-Feb-21
At large			1	
	2095	22-Feb-21	Dog	
Noisy			2	
	2093	08-Feb-21	Dog	17-Feb-21
	2091	04-Feb-21	Dog	
Park Patrols			3	
	2096	25-Feb-21	Dog	25-Feb-21
	2094	19-Feb-21	Dog	
	2097	18-Feb-21	Dog	26-Feb-21
Total:			7 calls	

CAS Summary of Service Calls

Total calls by type: 8

Aggressive 3
 Confined 2
 Noisy 1
 Other 1
 Unlicenced 1

01-Mar-21 to 31-Mar-21

Issue	Call #	Received	Type	Completed
Ladysmith			8 calls	
Aggressive			3	
	2101	08-Mar-21	Dog	26-Mar-21
	2100	08-Mar-21	Dog	16-Mar-21
	2098	01-Mar-21	Dog	26-Mar-21
Confined			2	
	2104	24-Mar-21	Dog	25-Mar-21
	2102	15-Mar-21	Dog	17-Mar-21
Noisy			1	
	2099	05-Mar-21	Dog	01-Apr-21
Other			1	
	2103	16-Mar-21	Dog	26-Mar-21
Unlicenced			1	
	2106	15-Mar-21	Dog	
Total:			8 calls	

INFORMATION REPORT TO THE COMMITTEE OF THE WHOLE

Report Prepared By: Erin Anderson, Director of Financial Services
Meeting Date: May 11, 2021
File No:
RE: **2021 Q1 (JANUARY – MARCH) FINANCIAL UPDATE**

RECOMMENDATION:

That the Committee receive for information the staff report dated May 11, 2021, regarding the 2021 Q1 Financial Update.

EXECUTIVE SUMMARY:

Overall, the Town is expected to be within budget by year-end, though the water utility continues to trend higher than budgeted. Many capital projects, apart from early budget approvals, are on hold until the budget is approved. COVID-19 continues to affect all aspects of operations. Other revenue sources have met or exceeded budgeted amounts already and will be used to offset any shortfall in the specific areas.

PREVIOUS DIRECTION:

N/A

INTRODUCTION/BACKGROUND:

This is the first quarterly financial update report to the Committee. This report was prepared assuming the 2021-2025 Financial Plan is adopted as planned.

Operating Budget

The total operational activities, with projections to December 31st show an overall projected surplus as seen in Table 1 titled "Operations to March 2021". Being the first quarter, many revenues and expenses should be in the 22% – 27% range at this time, though the most significant funding source (property taxation) has yet to be levied. COVID-19 continues to affect all aspects of operations, though the impact is felt the greatest in the recreation revenues and expenses. Fortunately, other revenue sources have already met or exceeded budgeted amounts and will be used to offset any shortfall in the specific areas.

Table 1: Operations to March 31, 2021

	Actuals to 31-Mar-21	Approved Budget 2021	Actual Variance %	Year-End Forecast	Year-End Forecast Variance	Forecast Variance %
REVENUES						
Taxation	18,000	12,161,000	0%	12,161,000	-	0%
Sale of Services	967,000	4,213,000	23%	4,128,000	85,000	2%
Licence, Permits, Rentals & Penalties	698,000	788,000	89%	1,108,000	(320,000)	-41%
Development Fees	-	43,000	0%	43,000	-	0%
Grants	1,000	715,000	0%	715,000	-	0%
Investment Income	55,000	236,000	23%	236,000	-	0%
REVENUES Total	1,739,000	18,156,000	10%	18,391,000	(235,000)	-1%
EXPENSES						
General Government Services	557,000	2,242,000	25%	2,238,000	4,000	1%
Protective Services	132,000	1,924,000	7%	1,927,000	(3,000)	5%
Transportation Services	328,000	1,475,000	22%	1,475,000	-	0%
Solid Waste	74,000	562,000	13%	562,000	-	-1%
Cemetery Operations	8,000	30,000	27%	33,000	(3,000)	4%
Development Services	152,000	699,000	22%	699,000	-	0%
Parks	149,000	760,000	20%	762,000	(2,000)	-1%
Recreation & Cultural Services	659,000	2,844,000	23%	2,813,000	31,000	0%
Sewer Services	409,000	1,599,000	26%	1,569,000	30,000	2%
Water Services	511,000	1,588,000	32%	1,740,000	(152,000)	3%
Debt Payments	616,000	1,608,000	38%	1,225,000	383,000	25%
Transfers	15,000	2,825,000	1%	2,825,000	-	0%
EXPENSES Total	3,610,000	18,156,000	20%	17,868,000	288,000	2%
Surplus/(Deficit)	- 1,871,000	-		523,000		

Revenue – Taxes & Parcel Taxes	Projected to be on budget
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As of March 31st, assessment based taxes are expected to be as budgeted.

Revenue – Sale of Services (Fees & Charges)	Projected to be \$85k less in revenue
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- Water, Sewer & Solid Waste fees are levied each quarter of 2021:
 - The first quarter water consumption was greater than this period in previous years, which translates into greater revenues though this is offset by anticipated leak adjustment requests. Still, the water utility remains consistent with last year at 22% of budget (2020 – 22%).
 - Sewer charges were 25% of budget (2020 – 25%). Expected to exceed revenues due to new properties in 2021.
 - Solid Waste fees were 25% of budget (2020 – 25%). Expected to meet revenues by year-end.
- Cemetery revenue was 36% of budget (2020 – 12%). These revenues, and corresponding expenses are demand-based so variations are normal. This area is expected to meet revenues by year-end.
- The Town has received nearly \$40k in timber sales from the prep work for the Holland Creek Crossing. Staff will provide a recommendation to Council at a future meeting to reserve the proceeds for land improvements in the area.
- Recreation revenues continue to be a struggle at 13% of budget due to the greater restrictions limiting access to the recreation facility. The Province’s COVID Safe Restart funds continue to offset revenues.

Revenue – Licence, Permits, Rentals, Penalties	Projected to exceed revenues by \$382k
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- Business Licence revenue has met budget as the due-date was February 28. As of March 31st, 76 of the 475 municipal and intercommunity business licences remain unpaid. A current listing of all the business licences is available on the Town’s website [here](#).
- Dog Licence revenue is roughly the same percentage than in previous years at 71% of budget (2020 - 69%). This budget was reduced by \$3,000 in 2021 as revenue projections were not met in 2020. At this time, revenues will not meet projections by over \$3,400.
- Permit revenues (building, subdivision and planning) have already exceeded budget projections by \$222k.
- Rental revenues are at 29% of budget (2020 - 26%). This budget was also reduced due to COVID and projected revenue losses offset by the COVID Safe Restart funds.
- Interest charged on unpaid taxes is slightly greater this year at 7% of budget. Throughout the year, interest revenue is recognized at the time of the transaction (at payment); the majority of transactions for arrears and delinquent payments occurs prior to Tax Sale (September).
- With the proposed penalty date change, it is unclear if penalty revenue will meet targets.

Revenue – Operating Grants	Projected to be on budget
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Similar to previous years, the majority of the operating grants have not been received by March 31, 2021.

Revenue – Investment Income	Projected to be on budget
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Investment revenue is on track to meet budget expectation. It is currently at 23% of budget though last year at this time it was 35%, which is before the COVID-19 pandemic effects on the investment markets. The overall budget was reduced for 2021 in anticipation of the reduction in return on investments.

<i>Expenses - General Government Services</i>	Projected to be \$4k under budget
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General Government is expected to be on budget by year-end. Spending in this area is at 21% of budget, which is slightly greater than the same period in 2020 at 20% of budget. Much of this increase is due to insurance costs, which are higher in 2021 than 2020. These additional amounts were included in the budget. Information Technology costs are expected to be greater than budget as we transition from the current provider. Much of these additional costs can be absorbed by the projected interest savings on the Churchill property, reduced professional development costs and reduced meeting expenses.

<i>Expenses - Protective Services</i>	Projected to be \$3k over budget
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The Town is awaiting the first quarter RCMP member and administrative billing. As this billing makes up the majority of the Protective Services expenses, it is difficult to project spending. Apart from the staff billing, the cost for Information Technology services is greater in 2021 by approximately \$12k and is expected to exceed budget by \$3k by year-end.

The Town has also been advised that municipalities will be responsible for paying E-Comm 9-1-1 costs, starting in 2022. This expense will be phased-in, starting in 2022 at 30% of the cost, increasing to 65% of the cost for 2023 and finally 100% of the cost in 2024. Ladysmith's portion will range from \$49k in 2022 to \$177k in 2024. This will be a direct increase to the Police Taxation in the applicable years.

The Fire Department continues to operate at approximately the same percentage of budget as last year at 18%.

<i>Expenses - Transportation/Public Works</i>	Projected to be on budget
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Overall, the expenses in Public Works are at 21%, which is down from 27% from the previous year. Snow removal was \$13k less in 2021 than the same period in 2020.

<i>Expenses – Solid Waste</i>	Projected to be on budget
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Solid waste expenses are in line with the previous year, though greater spending is anticipated for the remainder of the year. These budgeted expenses include the pilot program for the yard waste as well as the spring clean-up which did not occur in the previous year.

<i>Expenses – Cemetery Operations</i>	Projected to be \$3k over budget
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The cemetery services are at 27% of budget versus 7% of budget at this time last year. This area is expected to be over budget by \$3k at year-end. A corresponding revenue partially offsets this overage.

<i>Expenses –Development Services</i>	Projected to be on budget
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The Development Services area currently is at 20% of budget (2020 – 17%) and anticipates continuing on budget for the remainder of the year. There is greater spending in this area over last year as the department is fully staffed.

<i>Expenses –Parks</i>	Projected to be \$2k over budget
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Parks spending is greater in 2021 than in 2020 at 20% versus 14%. This difference is due to full staffing which allowed regular operations to resume. The spending is similar to 2019 levels.

<i>Expenses –Recreation & Culture Services</i>	Projected to be \$31k under budget
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Comparing 2021 recreation expenses to the same period in 2020 would be misleading as the facilities were open for much of the first quarter in 2020.

Administration, Aquatics and Fitness are approximately 24% - 26% of budget though Recreation program expenses are only at 13% of budget. This, too, has a corresponding decrease in Recreation program revenues. Programming is expected to increase in the summer.

Facility maintenance is roughly the same as this period last year at 25% of budget.

If the current COVID restrictions continue to be in place for the remainder of the year, this area is expected to be under budget by year-end.

<i>Expenses –Sewer Services</i>	Projected to be \$30k under budget
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Sewer operations spending for the first quarter of 2021 is at 24% (2020 - 27%). Employee costs are under budget as the employees were working in water operations. Other items, such as contracted services and materials and supplies, are trending higher than previous years, though overall this area is projected to remain under budget at year-end.

<i>Expenses – Water Services</i>	Projected to be \$152k over budget
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As mentioned above, some of the utility crew splits their time with the sewer utility. Staff have been allocated to the Water Filtration Plant as well as to water main repairs which has pushed this department's employment and contracted services costs higher than previous year. If this trend extends to the end of the year, the utility is expected to be over budget even considering the additional funds already authorized by Council. There is some unallocated debt budgeted in the water utility that could be used to offset this deficit.

<i>Expenses – Debt Payments</i>	Projected to be \$383k under budget
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Similar to 2020, the Town is still waiting on a grant funding decision regarding the Water supply projects. This borrowing surplus is in anticipation of Town's funding requirement. At a future meeting, Staff will be presenting Council with options for utilizing part of this surplus to advance some water capital projects ahead in the capital plan.

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

I approve the report and recommendation(s).

Allison McCarrick, Chief Administrative Officer

ATTACHMENT(S):

- Consolidated Statement of Operations March 31, 2021
- Consolidated Statement of Financial Position – as of March 31, 2021
- Listing of Vendor Payments over \$25,000 January 1 – March 31, 2021
- January – March 2021 Capital
- Projected reserve balances to December 31, 2021

**TOWN OF LADYSMITH
CONSOLIDATED STATEMENT OF OPERATIONS
AS AT Mar 31, 2021**

	Actuals 2021	Budget 2021	% of Budget
Revenue			
Taxes:			
Municipal purposes taxation	-	7,565,288	0%
Policing taxation	-	1,355,338	0%
Parcel taxes	18,176	3,077,480	1%
Grants in Lieu	-	163,080	0%
Sale of Services:			
General - other	46,412	26,855	173%
Recreation	44,097	328,406	13%
Protective Services	-	85,475	0%
Cemetery	7,895	21,580	37%
Solid Waste	148,990	665,618	22%
Sewer	407,722	1,610,390	25%
Water	312,030	1,402,946	22%
Investment Income	58,224	235,883	25%
Licence, Permits, Rentals & Penalties	697,694	788,442	88%
Grants	860,908	28,286,120	3%
Donations and contributed property	-	2,111,696	0%
Gain (loss) on foreign exchange	-	-	
Gain (loss) on disposal of tangible capital asse	11,545	-	
Development Cost Charges utilized	-	1,182,620	0%
Gas tax funds utilized	51,387	1,486,019	3%
	<u>2,665,081</u>	<u>50,393,236</u>	5%
Expenses: (excluding amortization)			
General government services	556,633	2,710,075	21%
Protective services	148,669	2,001,607	7%
Transportation services	372,381	1,631,961	23%
Garbage services	73,965	582,247	13%
Cemetery services	8,007	29,624	27%
Development services	151,726	969,428	16%
Recreation and cultural services	664,274	13,732,816	5%
Parks operation services	165,174	1,154,184	14%
Sewer	435,567	2,077,429	21%
Water	569,304	2,688,521	21%
Operating Expenses	<u>3,145,700</u>	<u>27,577,892</u>	11%
General Capital Projects	117,425	8,102,599	1%
Water Capital Projects	114,461	24,409,031	0%
Sewer Capital Projects	53,755	905,915	6%
Proceeds from New debt (capital financing)	-	(6,200,000)	0%
Principal Payments	521,025	989,107	53%
Internal Funding	(252,429)	(5,391,308)	5%
	<u>(1,034,856)</u>	<u>-</u>	
BALANCE	<u>(1,034,856)</u>	<u>-</u>	

**TOWN OF LADYSMITH
CONSOLIDATED STATEMENT OF FINANCIAL POSITION
AS AT Mar 31, 2021**

	2021
Financial Assets	
Cash and short term deposits	30,462,487
Accounts receivable:	
Property Taxes	734,947
User Fees	1,030,534
Other	439,980
	<u>32,667,949</u>
Liabilities	
Accounts payable and accrued liabilities	1,989,600
Taxes payable to other agencies	- 106,456
Post-employment benefits	319,100
Deferred revenue	1,626,146
Refundable deposits and other	1,498,802
Restricted reserves - other	487,507
Development cost charge reserve	5,692,868
Federal gas tax reserve	1,559,835
Obligations under capital lease	-
Equipment Financing	841,007
Short term debt (financing)	952,700
Debenture debt	15,651,701
	<u>30,512,809</u>
Net Financial Assets	2,155,140
Non-Financial Assets	
Tangible Capital Assets	113,991,578
Capital Projects in Current Year	285,641
Prepays	38,551
Inventory	73,967
	<u>114,389,737</u>
Accumulated Surplus	<u>116,544,877</u>

Listing of Vendor Payments over \$25,000 January 1 – March 31, 2021

Supplier Name	Total
NAC CONSTRUCTORS LTD	547,554.00
RECEIVER GENERAL (Payroll only)	457,053.00
COWICHAN VALLEY REGIONAL DISTRICT	382,935.00
MINISTRY OF SMALL BUSINESS AND REVENUE	283,314.00
RECEIVER GENERAL FOR CANADA	252,514.00
MUNICIPAL PENSION FUND	219,700.50
MUNICIPAL INSURANCE ASSOCIATION OF BC	215,614.00
DON MANN EXCAVATING LTD	212,940.50
DAVID STALKER EXCAVATING LTD	164,056.50
BC HYDRO	119,022.50
WEST COAST PRE FAB LTD	108,227.50
GOLDER ASSOCIATES LTD	107,137.25
VANCOUVER ISLAND REGIONAL LIBRARY	106,456.00
MINISTER OF FINANCE	97,976.50
BEAVER ELECTRICAL MACHINERY LTD	77,352.00
FMI DEVELOPMENTS LTD	72,514.50
JOHNSON CONTRACTING	68,143.00
WASTE CONNECTIONS OF CANADA INC	64,837.00
US BANK	60,368.63
PACIFIC BLUE CROSS	56,617.13
ASSOCIATED ENGINEERING (BC) LTD	51,755.50
CLEARTECH INDUSTRIES INC	49,958.00
ICBC	47,524.00
NIKO PROJECTS INC.	46,855.50
KOERS & ASSOCIATES ENGINEERING LTD	46,583.63
WORKSAFE BC	36,175.50
BC LIFE & CASUALTY COMPANY	34,091.75
WATERHOUSE ENVIRONMENTAL SERVICES CORPORATION	28,560.00
COLUMBIA FUELS A DIV OF PARKLAND FUEL CORP	28,072.50

January – March 2021 Capital

Project Name	Jan - Mar Actuals + Commitments	Budget	Q1 Status
Development Services			
Waterfront Zoning Update	-	10,000	Not Started
Waterfront Land Use Approvals	-	5,000	Not Started
Planning Guides & Checklists	-	8,800	Not Started
OCP Review Phase I	200,008	220,000	On track
Waterfront Stage 1 Remediation	273,198	320,425	On track
Corporate			
Website Upgrade	1,842	4,665	Complete
Parks & Rec			
Council Chambers - chairs	-	10,000	Not Started
Public Works Washroom & Reno	43,037	62,399	On track
Brown Drive Park - Railing	-	5,500	Not Started
High Street Ball Field - infield turf & irrigation	-	25,000	Not Started
Lower Holland Creek Trail Boardwalk Repairs	-	10,500	Not Started
Paved accessible pathway amphitheater	-	5,000	Not Started
Mobile Food Service site upgrades	-	5,957	Not Started
Rotary Boat ramp float replacement	41,990	105,000	On track
Forrest Field Phase 1	12,632	370,000	Delayed
Sports Field Improvements - Aggie		75,000	On track
Spray Park Upgrades	1,597	24,400	On track
Trail Kiosk, Maps & Markers	-	15,000	Not Started
Golf Deflection Netting	3,516	3,516	Complete
Root Street Kin Park		65,000	Not Started
Tree replacement Program		12,000	Not Started
Art in accordance with Arts Strategy	-	10,000	On track
Child Care Space Creation (Grant)	44,100	893,110	On track
Youth Communication Plan	-	6,500	On track
Soundproofing interview rooms RCMP	-	15,000	Delayed
Accessibility Audit & Phase 1 Implementation	-	25,000	Not Started
Emergency Support Services Program	559	7,563	On track
Machine Shop ICIP- CCR	-	4,247,390	Awaiting Grant Decision
Lot 108 ICIP- RNC	-	2,181,250	Awaiting Grant Decision
RCMP Gate		2,600	Requires \$
Poverty Reduction Action Plan	7,925	7,925	Delayed
Aggie Hall Exhaust fan/mop sink install	-	10,000	Not Started

Project Name	Jan - Mar Actuals + Commitments	Budget	Q1 Status
Doorway from Gym to FJCC Hallway	-	7,000	Not Started
Fire hall vehicle exhaust systems	-	60,000	Not Started
Fitness equipment - Cardio		70,000	Not Started
FJCC Aerobics studio floor refinish	-	11,000	Not Started
FJCC Floor Scrubber	-	13,000	Not Started
HVAC unit (City Hall)		15,000	Not Started
Lights at City Hall	3,521	6,000	Complete
Museum siding, Roof & Gutters		70,000	Not Started
Paint Wood Cladding - LRCA		24,000	Delayed
PW Building -Roof Replacement Phase 1		100,000	Not Started
Seniors Strategy		25,000	Not Started
Transfer beach refresh - Tourism	-	701,552	Not Started
VET Baffles - Gymnasium	-	10,000	On track
Public Works			
Paving: 4th Ave, Methuen to Belaire	-	1,202,410	Not Started
Engineering & Construction Stnds Review	-	7,750	On track
Downtown Washrooms	942	99,696	On track
Snow Equipment	-	50,895	Not Started
Holland Creek Crossing (traffic)	-	2,500,000	Delayed
Vehicle - Single Axle Dump Plow Truck	-	230,000	On track
Intersection Improvement: 4th Ave @ Belair		300,000	Not Started
Dogwood Culvert Engineering- Design	3,959	19,071	On track
Sidewalk - Buller Street		75,000	Not Started
Roundabout - Ludlow & Rocky Cr (design)		87,063	On track
GIS Stage 2 Implementation		16,525	On track
Bollards - 1st Avenue		30,000	Not Started
Half Road incl Sidewalk - Russell Rd: 760 to 740		42,000	On track
Half Road incl Sidewalk - Russell Rd: Ridgeway to Simpson		50,000	On track
Retaining Wall	23,221	100,000	On track
Storm Water Manhole Replacement Program	-	20,000	On track
Storm Water Master Plan	-	300,000	Not Started
Walkem Culvert Engineering	-	15,000	Not Started
Cemetery - Fence & Gate		50,000	Not Started
Storm main - French to Kitchener	-	40,000	Not Started
Confined Space Equipment	-	100,000	On track
Holland Dam - Storage Feasibility , Tendering, pre Construction	-	86,887	Not Started

Project Name	Jan - Mar Actuals + Commitments	Budget	Q1 Status
Holland Lake Generator & Controls	-	8,852	Not Started
Stocking Lake PRV		70,000	Not Started
Stocking Lake Dam Study	121,924	193,392	On track
Water Meter replacement	1,446	50,000	On track
Holland Dam - Storage Upgrade (construction)	-	12,410,000	Awaiting Grant Decision
Water Supply Main Holland to Stocking (Interconnection)		6,400,000	Awaiting Grant Decision
Water Supply Main Stocking Lake (twinning)		4,300,000	Awaiting Grant Decision
Methuen Loop Connection to 6th Ave	-	32,129	On track
Edgewood Water Meter Replacement	-	48,068	Not Started
Sodium Hypo-Chlorite Arbutus Treatment Plant	13,632	36,212	Requires \$
Water Valve Replacement Program	-	25,000	On track
Balancing Water Intake Dredging	-	50,000	Not Started
Stocking Lake Main Monitoring System	4,836	181,839	On track
Chicken Ladder Flood Hardening	667	10,755	On track
Holland Supply Main Replacement Phase 2	148,313	166,989	On track
Oyster Bay Dr Water main	5,229	345,639	On track
Battie to Thetis water main loop	-	80,000	On track
Chicken ladder sensor WFP	-	25,000	Not Started
Water main Replacement - French St	-	190,000	On track
Chicken Ladder Culvert Replacement	-	75,000	On track
Chicken Ladder Gate Replacement	-	7,500	On track
Skid Steer Trailer	-	12,000	On track
Water Leak Detection Device	-	8,500	On track
Flow Monitoring	-	54,937	Not Started
Gill Road Lift Station	-	29,533	On track
Sewer UV Pilot Study	-	138,985	On track
Emergency Lift Station Generator -Gill Rd	41,770	128,706	On track
Transfer Beach Lift Station	-	50,000	Not Started
Screener Replacement - WWTP	50,050	61,926	Not Started
Marine Signage for WWTP outfall line	-	30,000	Not Started
Sewer Source Control Program (bylaw drafting)		10,000	Not Started
Inflow & Infiltration Connections	-	86,296	Not Started
Compost Conveyor Belt	15,000	20,000	Complete
Environmental Impact Study Y1		100,000	On track
Inflow & Infiltration Connections		100,000	Not Started
Salsnes UV Air Filter	-	15,000	On track
Sandy Beach Lift Station Generator	-	250,000	Not

Project Name	Jan - Mar Actuals + Commitments	Budget	Q1 Status
			Started
Spirogester Pump Room -Roof Replacement	-	10,000	Not Started
Spirogester Valve Removal	-	10,000	Not Started
Sewer main upgrade Rocky Creek Main - Oyster Bay Rd		80,750	Not Started
Caretaker Building	-	50,000	On track
Protective Services			
Utility Truck (Fire) Replace 1995 Chevy	72,628	75,000	Complete
Chief's Truck - Command 1 Vehicle		80,752	Not Started
Fire Pro 2	-	8,560	Not Started
Gear Grid	-	15,000	Not Started
Waterfront			
Geotechnical study for road alignment	-	50,000	Not Started
Legal survey of development parcels	-	17,934	On track
Storm drainage relocation	-	15,000	Not Started
Arts & Heritage Hub (Phase 1)	463,641	4,380,000	On track

Projected Reserve Balances – to December 31, 2021

	Balance as of March 31, 2021	Projected balance as of December 31, 2021
Development Cost Charges:		
Sewer	1,319,730	1,315,413
Water	1,526,810	1,651,528
Roads	1,248,423	545,729
Parks	1,150,997	910,992
Storm	446,908	460,230
<i>Projects being funded from DCC's include Rocky Creek Roundabout, Forrest Field, 4th Ave intersection improvements, watermain connection loops, Holland Creek Crossing, Lot 108 Plan if grant is successful.</i>		
Restricted		-
Gas Tax	1,559,835	477,649
Green Streets	1,542	1,562
Parking	108,916	109,791
Amphitheatre	10,519	11,019
220 High Street - capital	57,335	62,399
630 2nd Ave - capital	71,290	78,678
LRCA capital contribution	237,905	237,905
<i>Projects being funding from Gas Tax restricted reserve include Rocky Creek Roundabout design, Forrest Field, OCP, Lift station generators, 4th Avenue paving, Rotary Boat Ramp float replacement, Storm water master plan and Root Street Kin Park playground equipment.</i>		
Non Restricted		-
Municipal Office Building	475,000	535,000
Covid Safe Restart	2,216,476	1,949,388
Tax Sale	27,666	27,666
Real Property	1,007,399	320,501
Amenity Fund	117,140	20,552
Perpetual Safety Fund	13,766	13,766
<i>Projects being funding from COVID safe restart include loss in revenues from PRC, asset replacement and Public Works washroom renovation. Projects funded from the Real Property Reserve include waterfront projects, Arts & Heritage Hub and potential funding for Machine Shop rehabilitation if grant is successful.</i>		
Appropriated Equity		-
Carry Forward - general	1,963,369	0
Carry Forward - water	941,495	0
Carry Forward - sewer	327,691	0
General	1,203,906	796,682
Protective Services	1,393,956	893,956
Fire Hall Building	185,499	185,499

	Balance as of March 31, 2021	Projected balance as of December 31, 2021
MMBC Rebate	624,841	717,157
Public Works	387,570	387,571
Equipment Reserve	305,600	305,600
Development	169,556	169,556
Waterfront Area Plan	225,730	243,435
Recreation	641,747	467,192
Infrastructure Deficit Reserve	412,150	498,675
Sewer	943,580	912,869
Water	2,665,835	2,665,835
<p><i>Some of the notable projects funded from these reserves are Arts & Heritage Hub, Fire Hall vehicle exhaust system, Fitness Equipment, Dump Truck, and Machine Shop rehabilitation if grant is successful.</i></p>		
-		

INFORMATION REPORT TO COMMITTEE OF THE WHOLE

Report Prepared By: Management
Meeting Date: May 11, 2021
File No:
Re: **2020-2023 Strategic Priorities Update**

RECOMMENDATION:

That the Committee receive for information the staff report dated May 11, 2021 regarding the 2020-2023 Strategic Priorities Update.

EXECUTIVE SUMMARY:

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

PREVIOUS COUNCIL DIRECTION:

CW 2021-013	01/12/2021	That the Committee receive for information the strategic priorities update entitled “2020-2023 Strategic Plan” dated January 12, 2021.
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:

- 2020-2023 Strategic Plan - May 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: There is an extensive trail system in the Ladysmith area that will require establishing a trail standard and management plan. Discussions with the CTSS on repair and development of trail systems has been ongoing. Concerns from the Town on the development and management of the trail system on the South Western edge have been noted due to their proximity to the waters edge of Stocking Lake. Ongoing issues with motorized vehicles has also been a concern. <i>05/03/2021</i>	92% 58% ahead		█		
→ Oyster Bay Road Stairs	Replace stairs as part of the WAP	Chris Barfoot: Currently reviewing the feasibility of adding stairs to complete the safe access to Oyster Bay Drive from the boat ramp and waterfront trail system. <i>05/03/2021</i>	57% 3% behind		█		
→ 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: The slope and grading plan is nearing completion. This will be an important step in the development of the sight. The plan will address concerns over the proposed amenity placement in the existing plan and storm water management. The Town is waiting on results from a recent ICIP grant application as well as the completion of the accessible walkway being led by the LOT Stakeholder group. <i>05/03/2021</i>	48% 26% ahead		█		
→ 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. It is expected that this project will be complete prior to the May long weekend. <i>05/03/2021</i>	65% 2% behind		█		
→ 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.	Chris Barfoot: Preliminary report was presented to Council showing properties that are currently being used as park space but that have yet to be formally dedicated. There were also park spaces noted that currently identify as roads. Staff will be providing a bylaw report to Council in the fall. <i>05/04/2021</i>	36% -			█	
Ensure that the town's water system meets the needs of current and future residents and the demands of climate change			0% 34% behind		█		

<p>→ Build a new Holland Lake to Stocking Lake supply main</p>	<p>New supply main to connect Stocking Supply Main with Holland Lake.</p>	<p>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>05/03/2021</i></p>	<p>0% -</p>	
<p>→ Increase the storage capacity of our water system at Holland Lake</p>	<p>To investigate the feasibility and costs associated with increasing water storage at Holland Lake.</p>	<p>Geoff Goodall: Increasing the storage capacity of Holland Lake is a an important project in the overall long term security of the Towns water system. Council has made an infrastructure funding application that groups three projects: Raising Holland Lake Dam, Interconnecting Holland Lake with the Stocking Lake supply Main and replacing the Stocking Lake Supply main. <i>05/03/2021</i></p>	<p>5% 13% behind</p>	
<p>→ Conduct a Stormwater Master Plan Review</p>	<p>Preparation of a Stormwater Management Plan for the old section of Town which is having capacity issues in some areas.</p>	<p>Geoff Goodall: This project is funded for 2021, staff will be preparing an RFP to retain a consultant to start this work. <i>05/03/2021</i></p>	<p>0% -</p>	
<p>→ Complete Construction of the Arbutus Water Treatment Plant</p>		<p>Geoff Goodall: The WTP contractor was issued substantial completion in July of 2020. There were significant deficiencies related to the construction which in recent months the contractor has started to deal with. The leaking DAF tanks have not yet been fully repaired but the contractor has significantly reduced the issue and is now working on the remaining leaks. The plant continues to deliver excellent water quality. There has been an issue with some membranes in train three, the supplier Suez will be onsite to investigate the issue. <i>05/03/2021</i></p>	<p>96% 3% ahead</p>	
<p>→ Investigate the feasibility of a boundary expansion to take in the new water filtration plant property</p>	<p>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.</p>	<p>Geoff Goodall: This project will require direction from Council. Currently the Arbutus Water Treatment Plant is not within the boundary of the Town, but in the CVRD. Staff are suggesting that it may be desirable to have the plant brought into the Town. 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>05/03/2021</i></p>	<p>0% 11% behind</p>	
<p>→ Stocking Lake meter vault</p>		<p>Geoff Goodall: Design work is now complete and it is anticipated that the construction will move forward in 2021. <i>05/03/2021</i></p>	<p>39% 61% behind</p>	
<p>→ Stocking Lake Dam Remediation</p>		<p>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. The project was awarded to Encora and the work has been completed and the final report will be issued in May. This report will determine if the dam can be remediated or will need replacement. Staff will bring a report to Council outlining the recommendations from the report. <i>05/03/2021</i></p>	<p>46% 13% ahead</p>	

→ Chicken Ladder Remediation		Geoff Goodall: A geotechnical engineer has completed the report regarding hardening of the Stocking lake intake. Staff have reviewed the report and will be bringing a report to Council in early summer to move the project forward. <i>05/03/2021</i>	24% 48% 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>05/03/2021</i>	2% 7% behind	
Implement an asset management plan to replace and maintain aging infrastructure			37% 4% 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 assets as well as vehicle travel surfaces.	Geoff Goodall: Staff are working with the consultant to update the cost estimates for this project, with the intent to complete the first phase in 2021. <i>05/03/2021</i>	2% 32% behind	
→ Implement Stage II of the Geographic Information System (GIS)		Geoff Goodall: GIS implementation is a multi-year project, Work in 2021 continues and staff will do another presentation to Council with the updates. <i>05/03/2021</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 has been approved for 2021 and staff are obtaining pricing and looking at the main gate to determine if it can be reused. <i>05/03/2021</i>	4% -	
→ Maintain Town-owned buildings		Chris Barfoot: The new Facility Manager has been reviewing the asset management program and facility condition reports. This information will be used to develop the capital plan and preventative maintenance plans. <i>05/03/2021</i>	74% 40% ahead	
→ Construct Downtown Washroom when Funding is in Place		Geoff Goodall: The washroom construction is nearing completion. The sanitary, water and storm services will be installed in May. <i>05/03/2021</i>	85% 28% ahead	
→ 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 occurred March of 2021. <i>12/29/2020</i>	100% -	

→ Replace retaining wall at LMS		Julie Tierney: Information will be presented to Council at an upcoming meeting. <i>05/04/2021</i>	0% 33% behind	
→ Replace Water Main - French Street		Geoff Goodall: This project has been approved for 2021, construction will occur likely in late fall and winter. <i>05/03/2021</i>	0% -	
→ Upgrade Sewer Main - Rocky Creek & Oyster Bay Rd		Geoff Goodall: This is a developer driven project and includes some DCC dollars. this project will move forward as demand requires. <i>05/03/2021</i>	0% 32% behind	
→ Replace Storm Main - French to Kitchener		Geoff Goodall: This project has been approved for 2021 and staff will likely incorporate this work with the construction of the approved watermain that will commence in the fall/winter <i>05/03/2021</i>	0% -	
→ Replace Museum siding, roof and gutters			18% 14% behind	
→ Replace roof at Public Works			0% 32% behind	
Improve overall service delivery through greater integration of Town departments			35% 1% ahead	
→ Examine options and costs for a new City Hall or other approach to centralizing Town departments	New City Hall	Julie Tierney: Project is grant dependent. <i>05/04/2021</i>	35% 1% ahead	
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% 27% behind	
→ #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 had some discussions with the property owner. the owner has significant grievances towards the Town, staff have indicated a desire to try and deal with some issues, notably the replacement of a fence along Chemainus Road which apparently was not completed properly when the upgrades to Chemainus Road was completed. It may not be possible to satisfy all grievances and staff may need to move forward with legal options. <i>05/03/2021</i>	10% -	
→ 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>05/03/2021</i>	0% -	









<p>→ Conduct an environmental impact study for the Waste Water Treatment Plant</p>	<p>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.</p>	<p>Geoff Goodall: The UV pilot project is complete, the results of the study indicates that UV disinfection at the WWTP could be effective, this however is dependent on an assumed dilution value at the end of the outfall pipe in the harbour. In order to confirm this, the environmental study of the harbour will need to be completed. There is currently budget for this work in 2022 and also funding for the design of the UV disinfection system in 2021. Staff will utilize the budget in 2021 to get started on the environmental impact study of the harbour and finish in 2022. The design of the UV system will be pushed to 2022. Once the environmental study is complete and the dilution numbers are confirmed staff will bring a report to Council regarding moving forward with the UV design. <i>05/04/2021</i></p>	<p>3% 1% ahead</p>	
<p>→ Review post treatment disinfection options for the Waste Water Treatment Plant</p>	<p>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.</p>	<p>Geoff Goodall: The UV pilot project is complete, the results of the study indicates that UV disinfection at the WWTP could be effective, this however is dependent on an assumed dilution value at the end of the outfall pipe in the harbour. In order to confirm this, the environmental study of the harbour will need to be completed. There is currently budget for this work in 2022 and also funding for the design of the UV disinfection system in 2021. Staff will utilize the budget in 2021 to get started on the environmental impact study of the harbour and finish in 2022. The design of the UV system will be pushed to 2022. Once the environmental study is complete and the dilution numbers are confirmed staff will bring a report to Council regarding moving forward with the UV design. <i>05/04/2021</i></p>	<p>100% -</p>	
<p>→ Activated Carbon Replacement</p>		<p>Geoff Goodall: This project is now complete and there has been a significant improvement in odor at the WWTP. <i>12/29/2020</i></p>	<p>100% -</p>	
<p>→ Course Screen Replacement WWTP</p>		<p>Geoff Goodall: This project is underway and staff are awaiting delivery of the screen(US). <i>05/03/2021</i></p>	<p>22% 19% behind</p>	
<p>→ Provide onsite security at Bio-solids Composting Facility</p>		<p>Geoff Goodall: This project has been approved for 2021, staff are currently trying to source a suitable portable structure. <i>05/03/2021</i></p>	<p>4% -</p>	

COMMUNITY

Project	Details	Update	Completion	2020 2021 2022 2023
<p>Review, Renew or Establish Partnerships & Agreements</p>	<p>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.</p>	<p>Chris Barfoot: Discussions seeking collaborative opportunities are ongoing with all stakeholders and encouraging collaborations on common strategic initiatives that benefit the Town and residents. <i>05/03/2021</i></p>	<p>0% 45% behind</p>	

→ 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>	100% -	
→ Ladysmith Baseball Association Agreement	Review, update and sign agreement for ad signs and storage.	Chris Barfoot: Currently reviewing the agreement with the Ladysmith Baseball Association. There is a secondary agreement for the placement of signs at High Street Ball Fields needs to be completed this Spring. <i>05/03/2021</i>	58% 18% 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: Preliminary discussions have occurred. COVID and the Ladysmith Vaccine Clinic has posed some current challenges. LaFF has been temporarily relocated to the Davis Road School location. <i>05/03/2021</i>	57% 27% behind	
→ Community Gardens Site Agreement	Site Agreement for community gardens to operate within High Street Park.	Chris Barfoot: The agreement has been agreed on by both parties and is going to Council for approval in May, 2021. <i>05/03/2021</i>	84% 53% ahead	
→ Early Years Partnership	Continue support and participation at the Early Years Partnership Table.		27% 18% behind	
Strengthen communication and meaningful collaboration with key partners, including but not limited to Stz'uminus First Nation, School District 68 and community service groups			28% 5% behind	
→ 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: Discussions are ongoing with SD68 on the FJCC site agreement. Preliminary discussions identifying the opportunity of a joint use agreements of the fields behind FJCC have restarted. <i>05/03/2021</i>	33% 10% behind	

→ 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% 24% behind	
→ 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% 67% behind	
→ 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% 21% behind	
→ Davis Road School Site lease	Lease renewal required expires June 30, 2021	Chris Barfoot: The lease for the building has been completed and we are currently in discussions with SD68 for the site. <i>05/03/2021</i>	81% 12% behind	
→ 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			0% 34% behind	
→ 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% 16% behind	
Develop comprehensive affordability strategies that reflect the needs within our community			86% 52% ahead	

<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: Report completed and received by Council on February 16, 2021.</p> <p>Report is available here: https://www.cvrld.ca/3348/Sub-regional-Housing-Needs-Assessment-Re <i>04/14/2021</i></p>	<p>100% -</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% -</p>	
<p>Support the Town vision by ensuring that appropriate short- and long-term community plans are in place</p>			<p>38% 4% ahead</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: Background research underway. Public engagement to commence May 2021. <i>05/03/2021</i></p>	<p>25% 6% behind</p>	
<p>→ Publish the final planning application guides and checklists as identified in the Development Application Review Process</p>	<p>Creating planning application guides and checklists came out of the 2018 Development Application Review Process.</p>	<p>Jake Belobaba: Consultant finalizing final version of the guides. Expected by end of Q2 2021 <i>05/03/2021</i></p>	<p>96% 62% ahead</p>	
<p>→ Implement recommendations for a youth-friendly community from the Youth Strategy with the help of a new formed Youth Task Group</p>	<p>Town to work with community partners and Youth Task Group toward the implementation of the Youth Strategy recommendations.</p>	<p>Chris Barfoot: A youth communications plan is underway. COVID has posed some challenges for youth engagement. <i>05/03/2021</i></p>	<p>43% 9% ahead</p>	
<p>→ Implement recommendations in Parks, Recreation and Culture Master Plan (2016)</p>		<p>Chris Barfoot: The Town is in year three of the plan and has completed 40% of the recommendations. <i>03/29/2019</i></p>	<p>40% 12% ahead</p>	

→ 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 interest by Stz'uminus. <i>06/10/2019</i>	0% 26% behind	
→ Produce a Public Art Strategy based on direction in the Public Art Strategy	-Draft a Public Art Policy for Council approval	Chris Barfoot: Through the creation of the Public Art Task Group (PATG), work has began on creating operational tool kits for the acquisition, donation and deaccession of public art in support of the Public Art Policy. <i>05/03/2021</i>	59% 25% ahead	
→ Conduct an accessibility audit of Town properties, and implement recommendations as appropriate		Chris Barfoot: Staff will be begin to develop a timeline and plan to complete an accessibility audit. The audit will likely focus on Transfer beach and will support future grant opportunities for accessibility initiatives. <i>05/03/2021</i>	28% 39% behind	
→ 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% 33% behind	
Demonstrate Council's leadership and continued excellence in governance by always considering the impact of climate change in all of our decisions			66% 33% ahead	
→ 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% -	
→ Continue to enhance Council's performance by conducting bi-annual evaluations		Julie Tierney: Assessments will be ongoing. <i>05/04/2021</i>	99% 32% ahead	
→ Foster ongoing professional development through training, workshops and other opportunities			0% 57% behind	

WATERFRONT

Project	Details	Update	Completion	2020	2021	2022	2023
Prioritize realization of upland waterfront opportunities as identified in the Waterfront Area Pan			31% 3% behind				
→ 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% 24% behind				

→ 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% 65% ahead	
→ 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% 53% ahead	
→ Complete a waterfront servicing study		Jake Belobaba: Sewer servicing design parameters received <i>07/08/2020</i>	100% -	
→ 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% 34% behind	
→ 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% 34% behind	
→ 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% 34% behind	
→ 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% 34% behind	
→ 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% 34% behind	
→ 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% 9% ahead	
→ 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% 34% behind	
Continue remediation of contaminated areas within Ladysmith Harbour			55% 21% ahead	

→ 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% 21% ahead	
Develop a thriving Arts and Heritage Hub		Chris Barfoot: The architect has been secured and work has began developing an overall site plan and design for the first two buildings including the artist studio and gift shop. This work includes the key stakeholders represented through the project steering committee. <i>05/03/2021</i>	0% 34% behind	
→ 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% 7% behind	
→ 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% 34% behind	
→ 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% 7% behind	
Create cultural and recreational amenities to attract and engage residents and visitors alike			100% -	
→ Apply for grant funding to upgrade accessibility, washrooms, shelters and other amenities at Transfer Beach		Julie Tierney: Grant received; project in progress. <i>05/04/2021</i>	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. <i>10/30/2020</i>	266% -				
→ 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. <i>10/19/2020</i>	0% 89% 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. <i>07/08/2020</i>	100% -				

→ Ladysmith Resources Centre space use agreement	Lease for LRCA and Seniors	Chris Barfoot: Began preliminary agreement discussions with the LRCA. The goal is to have the agreement reviewed and completed by August 1, 2021. <i>04/21/2021</i>	11% 9% ahead	
→ 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. <i>10/19/2020</i>	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. <i>10/30/2020</i>	100% -	
Implement and support projects to maintain a vibrant downtown			15% 18% behind	
→ Refresh town assets in downtown core		Geoff Goodall: Some of this work was included in the unsuccessful grant application, this work will need to be reprioritized and brought forward for Council direction. <i>05/03/2021</i>	11% 23% behind	
→ Complete grating around all trees		Geoff Goodall: This project is currently not in the capital plan, funding will be required. <i>05/03/2021</i>	0% 34% behind	
→ Install a welcome sign		Geoff Goodall: Grant funding for this project was not approved and will require funding. Staff are working to propose new colours and content for these signs and potentially get this installed temporarily on the existing signage. <i>05/03/2021</i>	0% 26% behind	
→ Replace interlocking brick paving		Geoff Goodall: Some of this work was included in the unsuccessful grant application, this work will need to be reprioritized and brought forward for Council direction. <i>05/03/2021</i>	0% 20% behind	
→ Enhance artifact signage		Geoff Goodall: Grant funding for this project was not approved and will require funding. <i>05/03/2021</i>	0% 34% behind	
→ Enhance heritage building signage		Geoff Goodall: Grant funding for this project was not approved and will require funding. <i>05/03/2021</i>	0% 34% behind	
→ 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% 23% behind	

↳ Apply for grant funding to support a downtown revitalization		Erin Anderson: Applied for CERIP October 2020 <i>01/06/2021</i>	100% -	
Seek collaborative partnerships to enhance tourism attraction and promotion			57% 24% ahead	
↳ 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% -	
↳ 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% 21% behind	
Pursue opportunities leading to economic development and job creation			57% 23% ahead	
↳ Continue to implement the Ladysmith Economic Development Strategy in partnership with community partners and regional government			0% 34% behind	
↳ #2 Film Policy, Application, Permit update - Ladysmith		Jake Belobaba: Comments from stakeholders has been incorporated into a revised version of the regulations and has been referred for legal review. Scheduled to be presented to Council for consideration on May 4, 2021 <i>04/14/2021</i>	97% 3% ahead	
↳ 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: Design options presented to and endorsed by Council in camera on April 13, 2021. <i>04/14/2021</i>	30% 4% behind	
↳ 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 <i>01/24/2020</i>	100% -	

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. <i>01/05/2021</i>	100% -	

<p>Implement internal pandemic communications plan</p>	<p>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. <i>01/05/2021</i></p>	<p>100% -</p>	
<p>Develop and implement external communications plan</p>	<p>Erin Anderson: Communications regarding office and facility closures were posted at notice boards around the community. Website updates have been provided as facilities open. <i>06/30/2020</i></p>	<p>100% -</p>	
<p>Develop and implement exposure control plan</p>	<p>Erin Anderson: Updates to COVID exposure plans are being made as soon as new directives are received. <i>01/05/2021</i></p>	<p>100% -</p>	
<p>Implement strategies to mitigate revenue losses due to COVID-19</p>	<p>Allison McCarrick: Continue to monitor revenues at PRC <i>10/19/2020</i></p>	<p>79% 17% ahead</p>	
<p>Establish safe working procedures regarding COVID-19</p>		<p>99% 99% ahead</p>	
<p>→ Install glass at front counter at City Hall to reduce staff exposure</p>	<p>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></p>	<p>100% -</p>	
<p>→ Public Works</p>	<p>Geoff Goodall: the new washrooms are complete and staff is working on renovations of the existing washroom. <i>05/03/2021</i></p>	<p>95% 39% ahead</p>	
<p>→ Modify reception area at Development Services</p>	<p>Erin Anderson: Glass installed. Development Services is open to the public <i>11/03/2020</i></p>	<p>100% -</p>	
<p>→ Install glass partition at FJCC</p>	<p>Erin Anderson: Continued with the glass partition/safety glass at the FJCC reception area. Installation complete. <i>07/03/2020</i></p>	<p>100% -</p>	
<p>→ Maintain adequate supply of PPE, sanitizer and cleaning agents</p>	<p>Erin Anderson: PPE and sanitizer is easier to acquire. TOL staff maintain adequate supply <i>11/03/2020</i></p>	<p>100% -</p>	
<p>Negotiate Letter of Understanding with the Union with intent to mitigate contractual limitations to service continuity during COVID-19.</p>	<p>Erin Anderson: Staff were reallocated from various departments. <i>11/03/2020</i></p>	<p>100% -</p>	

STAFF REPORT TO COMMITTEE OF THE WHOLE

Report Prepared By: Julie Tierney, Executive Liaison
Report Reviewed By: Allison McCarrick, CAO
Meeting Date: May 11, 2021
File No:
Re: Council Code of Conduct

RECOMMENDATION:

That the Committee recommend that Council adopt the proposed Council Code of Conduct.

EXECUTIVE SUMMARY:

A council code of conduct is a written document that sets shared expectations for conduct or behaviour of a council. These standards are to supplement the legislative parameters within which the council members must operate. These shared expectations may also enhance public confidence that the Town of Ladysmith elected officials govern with integrity and respect. Staff request that the Committee consider recommending that Council adopt the Code of Conduct attached to this report.

PREVIOUS COUNCIL DIRECTION:

N/A

INTRODUCTION/BACKGROUND:

An existing framework in Provincial legislation establishes the ethical standards and rules of behaviour that locally elected officials must follow. These rules, set out in the *Community Charter*, include managing conflicts of interest, inside and outside influences, exceptions from conflict restrictions, the acceptance and disclosure of gifts, disclosure of contracts, and the use of insider information. While this legislation sets out the roles, responsibilities, and ethical standards of elected officials, councils throughout the Province have chosen to adopt expanded municipality-specific codes of conduct.

A code of conduct that expands upon standards and rules outlined in the *Community Charter* and in common law, will work towards increasing the quality of public governance that can be achieved by encouraging high standards of conduct on the part of all government officials. Adherence to these standards will protect and maintain the Town's reputation and integrity. As such, the Council Code of Conduct presented for the Committee's consideration includes provisions concerning a variety of topics, including the following guiding principles:

- Integrity
- Respect

- Accountability
- Leadership and Collaboration

In order for a council code of conduct to be an effective and meaningful tool, it is essential that all members of a council agree upon the standards of conduct outlined within the code. Because a council cannot impose measures for non-compliance beyond what is permitted under legislation and common law, the code of conduct must represent a shared commitment from a council on the standards of conduct and express unanimous approval for its adoption. Standards of conduct included in the draft Council Code of Conduct include:

- Act in the Public Interest
- Comply with the Laws
- Conduct of Council
- Respect for Process
- Conduct of Meetings
- Decisions Based on Merit
- Sharing Substantive Information
- Conflict of Interest
- Gifts
- Confidential Information
- Council Use of Social Media
- Interactions with the Public and Media
- Advocacy
- Policy Role of Council
- Council Questions/Inquiries to Town Staff
- Implementation
- Compliance and Enforcement

A code of conduct, once adopted, may be revisited and updated as needed at a council’s discretion to ensure expectations are current, relevant, and continue to reflect desired guidelines for all members of council.

ALTERNATIVES:

The Committee can choose to:

1. Not recommend the proposed Council Code of Conduct to Council for adoption.
2. Amend the proposed Council Code of Conduct, including any additional provisions.

FINANCIAL IMPLICATIONS:

N/A

LEGAL IMPLICATIONS:

N/A

CITIZEN/PUBLIC RELATIONS IMPLICATIONS:

Electors expect the highest standards of conduct from the members of Council that it elects. Therefore, adherence to these standards will enhance public trust.

INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS:

N/A

ALIGNMENT WITH SUSTAINABILITY VISIONING REPORT:

- Complete Community Land Use
- Low Impact Transportation

- Green Buildings
- Innovative Infrastructure
- Healthy Community
- Not Applicable

- Multi-Use Landscapes
- Local Food Systems
- Local, Diverse Economy

ALIGNMENT WITH STRATEGIC PRIORITIES:

- Infrastructure
- Community
- Waterfront

- Economy
- Not Applicable

I approve the report and recommendation(s).

Allison McCarrick, Chief Administrative Officer

ATTACHMENT:

- Proposed Council Code of Conduct

TOPIC:	Council Code of Conduct		
POLICY No:	DRAFT		
APPROVED BY:	Council	RESOLUTION No:	
DATE:			
AMENDED:			

PURPOSE AND SCOPE

The purpose of this policy is to establish guidelines for the conduct of Council members in fulfilling their obligations and carrying out their duties.

This Code applies to all members of Town Council.

GUIDING PRINCIPLES

Integrity

Council is the keeper of the public trust and must uphold the highest standards of ethical behaviour. Council members are expected to:

- make decisions that benefit the community;
- act lawfully and within the authorities of the *Community Charter, Local Government Act* and other applicable enactments;
- be truthful, honest, and open in all dealings with other Council members, staff and the public; and
- direct their minds to the merits of the decisions before them, ensuring that they act on the basis of relevant information and principles and in consideration of the consequences of those decisions.

Accountability

Council is obligated to answer for the responsibility that has been entrusted to it. Council members are accountable for:

- the decisions they make, their own actions and the actions of the collective Council;
- ensuring they carry out their duties in an open and transparent manner so that the public can understand the process and rationale used to reach decisions and the reasons for taking certain actions; and
- considering the opinions and needs of the community, allowing for appropriate opportunities for feedback.

Respect

Council must conduct public business efficiently and with decorum. Council members must:

- treat every person with dignity, understanding and respect;
- show consideration for every person's values, beliefs, and contributions to discussions; and
- demonstrate awareness of their own conduct and consider how their behaviour may be perceived.

Leadership and Collaboration

Council must exhibit and promote the guiding principles of the Council Code of Conduct through its decisions, actions and behaviour. Council members will demonstrate collaboration and leadership through:

- behaving in a manner that builds public trust and confidence in the local government;
- considering the issues before them and making decisions as a collective body by actively participating in debate about the merits of a decision, but once the decision has been made, all Council members will recognize the democratic majority;
- recognizing debate is an essential part of the democratic process and encourage constructive discourse while empowering other Council members to provide their perspectives on relevant issues;
- calmly facing challenges and providing considered direction on issues they face as part of their roles and responsibilities; and
- respecting the distinct roles and responsibilities others play in providing good governance and commit to fostering a positive working relationship with other Council members, staff and the public.

STANDARDS OF CONDUCT**1. Act in the Public Interest**

Council members shall act in the public interest by conducting Council business with integrity.

2. Comply with the Laws

Council members shall comply with all applicable federal, provincial, and municipal laws in the performance of their public duties, including but not limited to: *the Local Government Act, the Community Charter, the Freedom of Information and Protection of Privacy Act, the Financial Disclosure Act*, and all applicable Town bylaws and policies.

3. Conduct of Council

The conduct of Council members in the performance of their duties and responsibilities with the Town will adhere to the guiding principles of the Council Code of Conduct.

4. Respect for Process

Council members shall perform their duties in accordance with the policies, procedures and rules of order established by the Town Council.

5. Conduct of Meetings

Council members shall prepare themselves for meetings, listen courteously and attentively to all discussions before the body, and focus on the business at hand. Council members shall not interrupt other speakers, make personal comments not germane to the business of the body, or otherwise interfere with the orderly conduct of a meeting.

6. Decisions Based on Merit

Council members shall base their decisions on the relevant merits and substance of the matter presented, including input received from Town staff and the public.

7. Sharing Substantive Information

Subject to paragraph 10, Council members shall share with Council substantive information that is relevant to a matter under consideration by the Council, which they may have received from sources outside of the public decision-making process. If a Council member has a concern regarding whether the information received should be shared, the Council member shall first consult with the Chief Administrative Officer or Manager of Corporate Services.

8. Conflict of Interest

Council members shall familiarize themselves and act in accordance with the provisions set out in the conflict of interest sections of the *Community Charter*. Council members are expected to make decisions that benefit the community. They are to be free from undue influence and not act or appear to act in order to gain financial or other benefits for themselves, family, friends, or business interests.

Council members must appropriately resolve any conflict or incompatibility between their personal interests and the impartial performance of their duties in accordance with statutory requirements of the *Community Charter*.

9. Gifts

Council members must not directly or indirectly, accept a fee, gift or personal benefit connected with the Council member's performance of their duties, except in accordance with the provisions of the *Community Charter*.

10. Confidential Information

Council members shall respect the confidentiality of information concerning the property, personnel, legal affairs, or other information of the Town distributed for the purposes of, or considered in, a closed Council meeting. Council members shall neither disclose confidential information without proper authorization, nor use such information to advance their own or anyone's personal, financial or other private interests. Without limiting the generality of the foregoing, Council members shall not disclose Council resolutions or staff report contents from a closed meeting of Council unless and until a Council decision has been made for the information to become public, and shall not disclose detail on Council's closed meeting deliberations or how individual Council members voted on a question in a closed meeting.

11. Council Use of Social Media

- 11.1. It is not the role of individual Council members to report directly on Town-related business. Council members will use caution in reporting decision-making by way of their social media profiles and websites prior to official communication by the Town.
- 11.2. Council members will include an "in my opinion", or similar disclaimer, either within the banner of their individual social media site(s) or separately when making follow up posts to the Town's social media postings and when creating original posts pertaining to Town-related business.
- 11.3. Council members shall take steps to remove from their social media account any publication by another person of content that violates this policy.
- 11.4. Council members will refrain from using or permitting use of their social media accounts for purposes that include:
 - defamatory remarks, obscenities, profane language or sexual content;
 - negative statements disparaging staff or calling into question the professional capabilities of staff;
 - content that endorses, promotes, or perpetuates discrimination or mistreatment on the basis of race, religion or belief, age, gender, marital status, national origin, physical or mental disability or sexual orientation;
 - statements that indicate an actual attitudinal bias in relation to a matter that is to be the subject of a statutory or other public hearing;
 - promotion of illegal activity; and
 - information that may compromise the safety or security of the public or public systems.

12. Interactions with the Public and the Media

- 12.1. The Mayor is the official Council media spokesperson. The Mayor may designate an alternate spokesperson on a case-by-case basis.
- 12.2. Council members will accurately communicate the decisions of the Council, even if they disagree with the majority decision of Council, and by so doing affirm the respect for and integrity in the decision-making processes of Council.
- 12.3. When discussing the fact that he/she/they did not support a decision, or voted against the decision, or that another Council member did not support a decision or voted against a decision, the Council member will refrain from making disparaging comments about other Council members or about Council's processes and decisions.
- 12.4. Nothing in this Policy is intended to affect the rights under the *Charter of Rights and Freedoms*.

13. Advocacy

Council members shall represent the official policies or positions of the Town Council to the best of their ability when designated as delegates for this purpose. When presenting their individual opinions and positions, Council members shall explicitly state they do not represent Council or the Town, nor shall they allow the inference that they do.

14. Policy Role of Council

Council members shall respect and adhere to the Council-Chief Administrative Officer structure of municipal government as practiced in the Town. In this structure, Council determines the policies of the Town with the advice, information and analysis provided by Town staff and Council committees. Council members therefore shall not interfere with the administrative functions of the Town or with the professional duties of Town staff, nor shall they impair the ability of staff to implement Council policy decisions.

15. Council Questions/Inquiries to Town Staff

Council requests for information from staff shall be directed to the Chief Administrative Officer, a Director, or the Manager of Corporate Services. If the response is related to a current agenda item, the response shall be given at the Council meeting at which the subject is scheduled to be discussed. If the request is not related to a current agenda item, then the response shall be provided to all of Council so that all Council members have access to the same information.

16. Implementation

This Council Code of Conduct is intended to be self-enforcing. This Code therefore becomes most effective when Council members are thoroughly familiar with it and embrace its provisions. For this reason, this Code shall be provided as information to candidates for Council. Council members elected to Council shall be requested to sign a statement affirming they have read and understand this Code, and that they agree to conduct themselves in accordance with it (Appendix A).

17. Compliance and Enforcement

This Code expresses standards of ethical conduct expected for Members of Council. Council members themselves have the primary responsibility to assure that these ethical standards are understood and met, and that the public can continue to have full confidence in the integrity of the governance of the Town.

The Town will not retaliate against a Council member or Town staff who, in good faith, report a known or suspected violation of this Code. No reprisals or threat of reprisals shall be made against such a complainant, or against anyone for providing relevant information in connection with a suspected violation of this Code. Council members shall respect the integrity of this Code and the enforcement of it.

Town Council may impose sanctions on Council members whose conduct does not comply with this Code, including but not limited to a motion of censure.

To ensure procedural fairness, a Council member who is accused of violating any provision of this Code shall have a minimum of two weeks, or the time between two consecutive Council meetings, whichever is greater, to prepare his/her/their response to these allegations. Specifically, before considering a sanction, Council must ensure that a Council member is provided with:

1. a copy of a written report setting out the alleged breach of this Code, and possible sanctions that may be considered against him/her/them;
2. a minimum of two weeks, or the time between two consecutive meetings, whichever is greater, to prepare a response against any allegations and possible sanctions; and
3. an opportunity to make representations and be heard by Council.

A violation of this Code shall not be considered a basis for challenging the validity of a Council decision.

ATTACHMENT A

COUNCIL CODE OF CONDUCT

The public expects a responsive local government with the highest standards of professional conduct from those elected to it. The residents of the Town of Ladysmith are entitled to have a fair, ethical and accountable municipal Council that has earned the public's full confidence for integrity. It is an honour and a privilege to serve the public.

As local elected representatives, we recognize that responsible conduct is essential to providing good governance for the Town of Ladysmith. We further recognize that responsible conduct is based on the foundational principles of integrity, accountability, respect, and leadership and collaboration.

In order to fulfill our obligations and discharge our duties, we are required to conduct ourselves to the highest ethical standards by being active participants in ensuring that these foundational principles, and the standards set out in the Code of Conduct, are followed in all of our dealings with other elected officials, staff, and the public.

Our signatures below are evidence of our individual commitments to abide by the spirit and letter of the Code of Conduct.

Signed at the Town of Ladysmith, this _____ day of _____, 20__

Mayor Aaron Stone

Councillor Amanda Jacobson

Councillor Rob Johnson

Councillor Tricia McKay

Councillor Duck Paterson

Councillor Marsh Stevens

Councillor Jeff Virtanen



**EXCEPT FOR
ELECTRIC
VEHICLE
CHARGING**

**2 HOUR
CHARGING**

**LIMIT
YOUR
STAY**



**EV
CHARGING
ONLY**



FERN SAGE
High





HOUSE OF COMMONS
CHAMBRE DES COMMUNES
CANADA

Paul Manly

Member of Parliament
Nanaimo-Ladysmith

March 4th, 2021

Office of Mayor Aaron Stone
Town of Ladysmith
410 Esplanade, PO Box 220
Ladysmith BC V9G 1A2

Dear Mayor Stone and Ladysmith Councillors,

As you know, the federal riding of Nanaimo-Ladysmith has high per capita levels of homelessness, and we are not alone. Housing affordability and homelessness are twin national crises affecting communities from coast to coast to coast. Housing is a human right recognized under International law. Canada is a signatory to various international declarations and conventions and the human right to housing is affirmed by the Canadian government in the National Housing Strategy Act.

Recently, I put forward [Motion 66](#) in the House of Commons. It calls on the government to recognize these crises and to address the structural issues that have brought us to this breaking point. These issues include, but are not limited to: the use of Canadian residential real estate for money laundering and as a tax haven by the world's ultra wealthy, the financialization of housing, and predatory practices employed by corporate investors and Real Estate Investment Trusts (REITs).

Money laundering and the use of residential real estate as a tax haven were initially centred on Vancouver and Toronto, but the ripple effects have spread out to smaller communities including Ladysmith. The federal government has passed legislation that makes it more difficult to hide the beneficial owners of real estate in Canada, but much more needs to be done in order to close money laundering and tax evasion loopholes.

Ottawa

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Constituency

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While it is positive to see the federal government assuming greater responsibility for funding affordable housing after a decades-long absence, the measures being taken do not meet the enormity of the crisis. There are a number of government initiatives for funding the construction of new units, and for the renewal and repair of existing units. Unfortunately these initiatives cannot keep pace with the rapid conversion of affordable housing stock to market rate housing by corporate investors and REITs. The federal government has committed to building 6,000 new affordable units each year for the next 10 years through the National Housing Co-Investment Fund and other initiatives. Compare this to the largest real estate investment trust CAPREIT, which flips an estimated 14,000 units from affordable housing to market rate housing each year.

There is no way that Canadian taxpayers can keep up, or should be expected to keep up, with subsidizing new affordable housing units when predatory investors are harming affordability by exploiting regulation loopholes and weak tenancy laws. We cannot build our way out of the housing affordability crisis. We need strong regulations to curtail the activities that are distorting Canada's residential real estate market and driving unaffordability.

Currently there are rent freezes and moratoriums on evictions in some Canadian jurisdictions. Such measures are in place in British Columbia. Other Canadian jurisdictions have limited protection for tenants, or no protection at all. Prior to the pandemic, BC already had rent controls in place that regulate how much a landlord may increase a current tenant's rent on an annual basis. There is more work that needs to be done. Vacancy control is a more effective form of rent control that ties the cost of rent to the housing unit, rather than to the tenant, and controls how much the rent can be increased when a unit is taken over by a new tenant. Our current system of rent control is insufficient to protect affordability. When an affordable unit is vacated, landlords can increase the rent by any amount. Landlords are also incentivized to evict tenants to perform cheap cosmetic renovations and flip the unit to market rate. Market rates reflect the distortion in the real estate market and the cost of housing is increasingly decoupled from average local incomes. For example, we know that in Nanaimo rents have risen 59% in five years and I am certain you are seeing a similar trend in Ladysmith. This is not a positive turn of events, it is a looming disaster. Greater and greater numbers of community members are on the edge of homelessness. It's time to talk about what all levels of government can do to address the structural issues that are harming affordability. And as home ownership becomes less accessible, and more people become long term renters, it's also time to address the stigma attached to renting vs. owning a home, and to give tenants a real voice in community conversations around the challenges of housing affordability.

On February 10th the City of Vancouver passed a [motion](#) that covers similar ground to the motion I brought forward in the House of Commons. Here is the resolution of that motion:

THEREFORE BE IT RESOLVED

- A. THAT the Mayor write to the federal government on behalf of Council to:
 - a. Express concern about the growing share of units that Real Estate Investment Trusts (REITs) and other big investors own across the country and their impacts on the human right to housing, the commodification of housing, housing security and affordability for Vancouver residents;
 - b. Ask that the federal and provincial governments take more measures to protect and reinvest in existing rental stock and to facilitate their acquisition by non-profits and co-operatives.

- B. THAT staff investigate ways the City could mitigate harm to affordability of older housing stock by Real Estate Investment Trusts (REITS) and other investors using action such as, but not limited to, vacancy control, right of first refusal, and supporting a non-profit acquisition strategy and to report back as part of ongoing work;

FURTHER THAT pursuant to Vancouver Charter 565A or any similar statutes, staff report back on any potential by-law remedies that might apply conditions on development permits, in order to mitigate harm to affordability of older housing stock and in particular low capitalization high yield REIT renovations.

I strongly encourage Ladysmith Council to consider passing a similar motion asking the federal government to do more to protect existing affordable housing stock. Municipalities should also urge the government to direct more funding toward nonprofit and cooperative housing, rather than funding programs that amount to a transfer of tax dollars to the private sector in exchange for housing that is only temporarily affordable, as is the case with the rental construction financing initiative.

As always, if you cc me on communications with the federal government I am ready to advocate on Ladysmith's behalf with the relevant minister or parliamentary secretary.

Sincerely,

A handwritten signature in black ink, appearing to read 'Paul Manly', written in a cursive style.

Paul Manly
Member of Parliament
Nanaimo-Ladysmith