

**THE COMMITTEE OF THE WHOLE  
AGENDA  
6:30 P.M.****Tuesday, March 8, 2022****This meeting will be held electronically  
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.

**1.1. INFORMATION ON HOW TO VIEW / ATTEND THE MEETING**

Register to electronically attend the meeting:

[https://zoom.us/webinar/register/WN\\_UmPqrPoQSUyOIP11D0NqCQ](https://zoom.us/webinar/register/WN_UmPqrPoQSUyOIP11D0NqCQ)

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

For those unable to participate by electronic means, the meeting will be broadcast in the City Hall Council Chambers at 410 Esplanade. Participation will be managed electronically via Zoom, operated from Council Chambers. Masks are mandatory and seating is limited.

View the livestream on YouTube:

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

**2. AGENDA APPROVAL**Recommendation

That the agenda for this March 8, 2022 Committee of the Whole meeting be approved.

**3. MINUTES****3.1. Minutes of the Committee of the Whole Meeting held January 18, 2022****4**Recommendation

That the minutes of the Committee of the Whole meeting held January 18, 2022 be approved.

## 4. REPORTS

### 4.1. 2022 Grant in Aid Requests

7

#### Recommendation

That the Committee:

1. Determine the amounts to allocate to various community groups based on their 2022 Grant in Aid requests; and
2. Recommend that Council approve the allocated amounts.

### 4.2. Poverty Reduction Task Group

14

#### Recommendation

That the Committee recommend that Council:

1. Include \$50,000 in the 2022-2026 Financial Plan to contract with Social Planning Cowichan for the Poverty Reduction Task Force project subject to grant funding received; and
2. Confirm support of staff's application in the amount of \$50,000 to the UBCM Poverty Reduction Planning and Action – Stream 2 grant.

### 4.3. Council Remuneration Review

16

#### Recommendation

That the Committee recommend that Council direct staff to conduct a review of Council remuneration including benefits coverage, based on similar sized communities and report its recommendations to Council prior to September 30, 2022.

### 4.4. 2020-2023 Strategic Priorities Update

27

#### Recommendation

That the Committee receive the 2020-2023 Strategic Priorities Update dated March 8, 2022.

## 5. COUNCIL SUBMISSIONS

### 5.1. 1st Avenue and High Street Intersection

Councillor Stevens has requested that the Committee discuss the possibility of making the intersection a four-way stop.

6. NEW BUSINESS

7. ADJOURNMENT



## COMMITTEE OF THE WHOLE MEETING MINUTES

Tuesday, January 18, 2022  
6:30 P.M.

This meeting was held electronically

### **Council Members Present:**

Councillor Tricia McKay, Chair  
Councillor Amanda Jacobson  
Councillor Rob Johnson

Councillor Duck Paterson  
Councillor Marsh Stevens  
Mayor Aaron Stone  
Councillor Jeff Virtanen

### **Staff Present:**

Allison McCarrick  
Erin Anderson  
Chris Barfoot  
Jake Belobaba

Ryan Bouma  
Donna Smith  
Chris Geiger  
Sue Bouma

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### **1. CALL TO ORDER AND ACKNOWLEDGEMENT**

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

### **2. AGENDA APPROVAL**

#### **CW 2022-001**

That the agenda for this January 18, 2022 Committee of the Whole meeting be approved.

*Motion Carried*

### **3. MINUTES**

#### **3.1 Minutes of the Committee of the Whole Meeting held November 9, 2021**

#### **CW 2022-002**

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

*Motion Carried*

#### **4. REPORTS**

##### **4.1 Building Inspector's Report for September to December 2021**

###### **CW 2022-003**

That the Committee receive the Building Inspector's Report for the months September to December 2021.

*Motion Carried*

##### **4.2 Ladysmith Fire/Rescue Reports for September to December 2021**

###### **CW 2022-004**

That the Committee receive the Ladysmith Fire/Rescue Reports for the months September to December 2021.

*Motion Carried*

##### **4.3 Coastal Animal Control Services Reports for July to December 2021**

###### **CW 2022-005**

That the Committee receive the Coastal Animal Control Services Reports for the months July to December 2021.

*Motion Carried*

##### **4.4 RCMP Report for July to September, 2021**

###### **CW 2022-006**

That the Committee receive the RCMP Report for the third quarter of 2021.

*Motion Carried*

##### **4.5 Staff Verbal Updates**

Chris Barfoot, Director of Parks, Recreation & Culture provided the Committee with an update on both the Transfer Beach washroom and the Arts & Heritage Hub projects and responded to the Committee's questions.

Ryan Bouma, Director of Infrastructure Services, provided the Committee with an update on reinforcement of the marina retaining wall and responded to the Committee's questions.

**5. COUNCIL SUBMISSIONS**

**5.1 "Affordable Housing Reserve Bylaw 2021, No. 2097"**

**CW 2022-007**

That the Committee request that staff prepare a draft contribution schedule for "Affordable Housing Reserve Bylaw 2021, No. 2097" for consideration at a future Committee of the Whole meeting.

*Motion Carried*

**5.2 Community Banner Program**

**CW 2022-008**

That the Committee request that staff explore and propose additional locations for an expanded Community Banner Program including high level costs for consideration at a future Committee of the Whole meeting.

*Motion Carried*

**6. UNFINISHED BUSINESS**

**6.1 Association of Vancouver Island Coastal Communities (AVICC) 2022 Convention Resolutions and Executive Committee Nominations**

The Committee agreed that there were no emergent issues for Council to submit as a resolution for the AVICC 2022 Convention.

**8. ADJOURNMENT**

**CW 2022-009**

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

*Motion Carried*

CERTIFIED CORRECT:

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Chair (Councillor T. McKay)

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Corporate Officer (D. Smith)

**STAFF REPORT TO COMMITTEE OF THE WHOLE**

**Report Prepared By:** Erin Anderson, Director of Financial Services  
**Meeting Date:** March 8, 2022  
**File No:** 1850-01-2022  
**RE:** **2022 GRANT IN AID REQUESTS**

**RECOMMENDATION:**

That the Committee:

1. Determine the amounts to allocate to various community groups based on their 2022 Grant in Aid requests; and
2. Recommend that Council approve the allocated amounts.

**EXECUTIVE SUMMARY:**

The Town provides Grant in Aid (GIA) funding to various community groups based on their eligibility and policy. The 2022 Financial Plan includes \$58,670 for applications received, \$1,500 for waiving fees and \$3,500 for Council discretion such as late applications for a total budget of \$63,670. The total of requests received for 2022 amounts to \$85,600.

**PREVIOUS COUNCIL DIRECTION:**

CS 2020-364	12/15/2020	That Council allow recipients of 2020 Grants in Aid to roll unused funds into the 2021 year, with no additional Grant in Aid requests for 2021.
CS 2019-170	05/06/2019	That Council approve the amended Grant-in-Aid policy as presented.

**INTRODUCTION/BACKGROUND:**

Each year Council, on behalf of the Town of Ladysmith residents, provides grants for social, cultural, recreational, and special event services. The purpose of the GIA program is to assist organizations financially for a specific project, event, or service that benefits the Town of Ladysmith residents, (see Appendix B – Grant in Aid Policy).

In 2021, due to COVID-19 restrictions, some organizations cancelled their events and returned the funds; others continued to roll their funds forward.

One of the requirements to continue to receive GIA funding is to submit a short report detailing how the organization used the funds received. All of these reports received for 2021 can be found on the Town’s website at: <http://www.ladysmith.ca/city-hall/funding-grants>.



The following applications were received by the deadline of December 31:

Organization	2022 Requested
Art Council of Ladysmith and District	25,000
Cowichan Family Caregivers Support Society	2,500
Ladysmith and District Historical Society	7,500
Ladysmith and District Marine Rescue Society	2,500
Ladysmith Celebrations Society	12,000
Ladysmith Downtown Business Association	5,000
Ladysmith Family and Friends Society	3,000
Ladysmith Festival Of Lights	15,000
Ladysmith Fire Rescue - Santa Parade	1,500
Ladysmith Little Theater	5,000
Ladysmith Maritime Society	1,500
Ladysmith Show and Shine	3,000
Old English Car Club Central Island Branch	600
Nanaimo-Ladysmith Schools Foundation	1,500

The total amount of GIA requested for 2022 is \$85,600. Staff has also allotted a further \$5,000 for late requests and waiving of rental fees, leaving the total requested amount as \$90,600. There is no funding allocated in the budget for the grant writing workshop, though the funds remain reserved.

The following organizations did not apply for a GIA for 2022:

- Cowichan Trail Stewardship Society - Ladysmith Chapter
- Ladysmith Community Gardens Society
- Ladysmith Secondary School Parent Advisory Council

The Ladysmith Ambassador Program continues to carry-forward their GIA funds from 2020.

In 2021, a total of \$55,700 in GIA funds were allocated to applications received by the deadline, with \$2,600 returned, \$3,500 in later applications and \$100 provided in graffiti removal rebates.

**ALTERNATIVES:**

The Committee could recommend that Council:

1. Choose to approve the amounts requested, modify the amount requested or deny the amount requested.



2. Amend the Grants in Aid Policy to:

- Restrict the number of years an organization may receive funding;
- Provide funding only to Town events (i.e. not to support the ongoing operations of the organization);
- Restrict the organizations to solely reside within the Town of Ladysmith;
- Make organizations choose between a Grant in Aid or a Permissive Tax Exemption (See Appendix A).

**FINANCIAL IMPLICATIONS:**

The 2022 proposed GIA budget is:

GIA applications received by cutoff date	\$ 58,670
Waiving Fees	1,500
Late Applications	<u>3,500</u>
	<b>\$ 63,670</b>

There is an additional \$135,163 allocated to Service Agreements with the Ladysmith Resources Centre Association (LRCA), the Ladysmith District Historical Society (LDHS), and Ladysmith Chamber of Commerce & Visitor Centre. The LRCA and LDHS service agreements expire in 2022 though there is an option to renew.

Grant in Aid monies come directly from property taxation funds; any increase/decrease in funding is an increase/decrease in taxation. Should the Committee approve all of the requests at this time; an additional \$26,930 will be required, resulting in an additional budget increase of approximately 0.34%.

**LEGAL IMPLICATIONS:**

Authority to provide Grants in Aid is derived from s.176 (c) of the *Local Government Act*.

**CITIZEN/PUBLIC RELATIONS IMPLICATIONS:**

Many community groups rely on GIA funding. Any changes to the funding could impact the services those organizations deliver.

**INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS:**

With direction from Council, the Finance Department leads the GIA process.

**ALIGNMENT WITH SUSTAINABILITY VISIONING REPORT:**

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

**ALIGNMENT WITH STRATEGIC PRIORITIES:**

- Infrastructure  Economy  
 Community  Not Applicable  
 Waterfront

*I approve the report and recommendations.*

**Allison McCarrick, Chief Administrative Officer**

**ATTACHMENTS:**

- A. Grant in Aid Policy
- B. Listing of 2022 Requests and 2021 Approvals



# ATTACHMENT A

## TOWN OF LADYSMITH

### POLICIES AND PROCEDURE MANUAL

**TOPIC: Grants-in-Aid**

**APPROVED BY:**

**Council**

**DATE: May 6, 2019**

**RESOLUTION #: CS 2019-170**

*Previous Version: 2013-266, 2016-371*

**Purpose:**

To establish a policy for Council of the Town of Ladysmith that is designed to assist organizations with projects or special activities, or to allow them to take advantage of development opportunities and events.

**Policy:**

In granting financial assistance to an organization for a discretionary Grant-in-Aid, the Council of the Town of Ladysmith will take into account the following objectives:

1. The primary purpose of a grant in aid is to provide financial assistance to an organization for a specific project or event or service that benefits the residents of the Town of Ladysmith. The organization should be registered as, or belong to a parent Society under the laws of British Columbia and/or Canada.
2. Preference will be given to organizations that are locally based and whose efforts are community based in nature.
3. The Council of the Town of Ladysmith will not grant monies for a 'for profit' organization.

**Procedure:**

1. An organization applying for a grant in aid must provide the following information in order to have its application considered by Council:
  - Name of the organization
  - Name of the individual making the application
  - Description of the project or event for which funding is requested
  - Indicate whether or not the project or event or service is already provided in the community
  - Identify the beneficiaries of the project or event or service
  - Indicate the total cost of the project or event or service
  - Indicate other sources of funding for the project or event or service
  - Indicate whether the application to other local governments has been made
  - Indicate the volunteer labor and in-kind donations to be contributed towards the project or event or service by the members of the organization
  - Specify the amount of financial assistance required; and
  - Provide the organization's current annual budget and previous year's financial statements as presented at the last Annual General Meeting.
2. All Grant in Aid applications must be submitted, in writing, to the Finance Department by December 31<sup>st</sup> in order to be considered by the Council of the Town of Ladysmith for funding in the following year.
3. Grant in Aid applications received after December 31<sup>st</sup> may not be considered for funding in the following year. Further, the organization applying for the Grant in Aid must re-submit their

**TOPIC: Grants-in-Aid**

**APPROVED BY:**

**Council**

**DATE: May 6, 2019**

**RESOLUTION #: CS 2019-170**

*Previous Version: 2013-266, 2016-371*

application should they still be requesting financial assistance for the subsequent year.

4. Organizations submitting an application for a Grant in Aid must complete the prescribed application.
5. Council will considered only one (1) application per Organization per year.
6. Applications for funding will be considered at an open Council Meeting prior to the adoption of the Financial Plan. All decisions are final following ratification at the next Regular Meeting of Council.
7. An organization must, using the form provided, report back to Council by December 31<sup>st</sup> of the same year funding was received regarding how the monies were spent, including a budget sheet and pictures, if available.

**Conditions of Funding:**

1. If applicable, the applicant must acknowledge the support of the Town of Ladysmith in all print and publicity material related to the project including banners and signs on site during the event.
2. Funds must be used for the purpose for which they were requested.
3. In the event that the project is not completed, the Town of Ladysmith reserves the right to request the return of the grant.
4. An organization must prepare, using the form provided, a report regarding how the monies were spent, including a budget sheet and pictures, if available. If a report is not received by the Town on or before December 31<sup>st</sup>, the organization shall be notified that they may be ineligible for further grant funding for a period of 3 years from the year the grant was received.

Applications may be mailed to the following address:

**Town of Ladysmith  
PO Box 220  
Ladysmith, BC V9G 1A2**

Or picked up at City Hall at:

**410 Esplanade  
Ladysmith, BC**

**05 – 1850 - A**

## ATTACHMENT B

### LISTING OF 2022 REQUESTS COMPARED TO 2021 APPROVED

GIA	2022 Requested	2021 Approved	Difference
<b>Request for 2022</b>			
Cowichan Family Caregivers Support Society	2,500	1,000	1,500
Ladysmith and District Historical Society	7,500	7,500	-
Ladysmith and District Marine Rescue Society	2,500	2,500	-
Ladysmith Celebrations Society	12,000	10,000	2,000
Ladysmith Downtown Business Association	5,000	5,000	-
Ladysmith Family and Friends Society	3,000	2,500	500
Ladysmith Festival Of Lights	15,000	15,000	-
Ladysmith Little Theater	5,000	2,500	2,500
Ladysmith Maritime Society	1,500	1,500	-
Ladysmith Show and Shine	3,000	2,000	1,000
Nanaimo-Ladysmith Schools Foundation	1,500	1,500	-
Old English Car Club Central Island Branch *	600	600	-
Art Council of Ladysmith and District^	25,000	2,500	22,500
Ladysmith Fire Rescue - Santa Parade^	1,500	1,500	-
<b>Request for 2022 Total</b>	<b>85,600</b>	<b>55,600</b>	<b>30,000</b>
<b>Carry Forward Funds</b>			
Ladysmith Ambassador Program	-	-	
<b>Carry Forward Funds Total</b>	<b>-</b>	<b>-</b>	
<b>Did not apply</b>			
Ladysmith Community Gardens Society	-	1,600	
Ladysmith Secondary School Parent Advisory Council	-	500	
Cowichan Trail Stewardship Society - Ladysmith Chapter *	-	2,000	
Ladysmith Golf Course Society	-	-	
St Philips Church - Open Table	-	-	
<b>Did not apply Total</b>	<b>-</b>	<b>4,100</b>	
<b>Discretion</b>			
Waiving Fees/Late/Discretion	5,000		
Ladysmith Family and Friends Society (CS 2021-376)	-	1,500	
Stz'uminus First Nation (CS 2021-287/288)	-	2,000	
<b>Discretion Total</b>	<b>5,000</b>	<b>3,500</b>	
<b>Grand Total</b>	<b>90,600</b>	<b>63,200</b>	<b>30,000</b>

\* 2021 Funds Returned

^ used funds from 2020 GIA

**REPORT TO COMMITTEE OF THE WHOLE**

**Report Prepared By:** Julie Tierney, Executive Liaison  
**Reviewed By:** Chris Barfoot, Director of Parks, Recreation & Culture  
**Meeting Date:** March 8, 2022  
**File No:** 5080-20  
**Re:** **Poverty Reduction Task Group**

**RECOMMENDATION:**

That the Committee recommend that Council:

1. Include \$50,000 in the 2022-2026 Financial Plan to contract with Social Planning Cowichan for the Poverty Reduction Task Force project subject to grant funding received; and
2. Confirm support of staff’s application in the amount of \$50,000 to the UBCM Poverty Reduction Planning and Action – Stream 2 grant.

**EXECUTIVE SUMMARY:**

At its meeting held November 16, 2021, Council requested that staff provide information regarding the timeline and process required to establish a Poverty Reduction Task Group.

**PREVIOUS COUNCIL DIRECTION:**

Resolution	Meeting Date	Resolution Details
CS 2021-369	11/16/2021	That Council direct staff to prepare a report outlining the process and timeline required to establish a Poverty Reduction Task Group as recommended in the Poverty Reduction Strategy final report presented to Council on August 20, 2021.

**INTRODUCTION/BACKGROUND:**

The Poverty Reduction Strategy recommends establishing a community-based Poverty Reduction Task Group, with members comprised of: Town of Ladysmith and Stz’uminus First Nation political leaders and staff; individuals with lived experience including youth and seniors; and representatives from community organizations, service clubs, and business community.

The [Poverty Reduction Strategy](#) states that the Task Group’s role would involve guiding the implementation of the Strategy, raising awareness about issues of poverty, fostering innovative partnerships to implement actions, championing involvement to implement community actions, and advocating for Provincial and Federal policy changes that address systemic causes.



The scope of work would include developing Terms of Reference for Council’s approval, and will include a clear mandate, defined roles and responsibilities, and membership and reporting structure. Upon approval of the Terms of Reference, recruitment would commence.

Social Planning Cowichan have indicated they would assist with forming a Ladysmith Poverty Reduction Task Group in order to move the Strategy forward by prioritizing actions specific to Ladysmith which may assist in acquiring additional grant funding. There is a funding opportunity through the [UBCM Poverty Reduction Planning and Action – Stream 2](#) that would support this project. The deadline for this funding was February 11, 2022, and staff completed an application contingent on Council’s approval. The application will be withdrawn if Council does not endorse the grant submission.

**FINANCIAL IMPLICATIONS:**

Similar to previous Poverty Reduction initiatives, this project will be funded fully through grant funds. If the grant is not approved, staff will present other options for future budgets.

**LEGAL IMPLICATIONS:**

A Poverty Reduction Task Group would be considered a select committee of Council as identified in section 142 of the *Community Charter*, and at least one council member must sit on the committee.

**CITIZEN/PUBLIC RELATIONS IMPLICATIONS:**

The formulation of a Poverty Reduction Task Group was one of the initial priorities identified during the community consultation process to develop the Poverty Reduction Strategy.

**INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS:**

Finance staff will provide grant administration, if awarded, and Parks, Recreation & Culture will provide consultant management.

**ALIGNMENT WITH SUSTAINABILITY VISIONING REPORT:**

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

**ALIGNMENT WITH STRATEGIC PRIORITIES:**

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

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

**Allison McCarrick, Chief Administrative Officer**

**STAFF REPORT TO COMMITTEE OF THE WHOLE**

**Report Prepared By:** Donna Smith, Manager of Legislative Services  
**Reviewed By:** Allison McCarrick, Chief Administrative Officer  
**Meeting Date:** March 8, 2022  
**File No:**  
**Re:** **Council Remuneration Review**

**RECOMMENDATION:**

That the Committee recommend that Council direct staff to conduct a review of Council remuneration including benefits coverage, based on similar sized communities and report its recommendations to Council prior to September 30, 2022.

**EXECUTIVE SUMMARY:**

In 2016, Council directed that a remuneration review (survey) be completed prior to September 30 in the final year of a Council term. In the past, a select committee has been appointed. The most recent review was completed in 2020 and was very comprehensive, resulting in updates to Council’s Remuneration Policy and Bylaw (Attachments A and B). In the past few months, several municipalities have been conducting their own reviews and are readily willing to share their findings. For this reason, staff are recommending that the 2022 review be completed by staff who will bring forward information and recommendations to Council.

**PREVIOUS COUNCIL DIRECTION:**

Resolution	Meeting Date	Resolution Details
CS 2020-105	03/31/2020	That Council adopt "Town of Ladysmith Council Remuneration Bylaw 2018, No. 1986, Amendment Bylaw 2020, No. 2034". Motion Carried
CS 2020-088	03/03/2020	That, having adopted the 2020 recommendations of the Select Committee on Council Remuneration, Council: 1. Give first, second and third readings to Town of Ladysmith Council Remuneration Bylaw 2018, No. 1986, Amendment Bylaw 2020, No. 2034; and 2. Adopt the amended Council Remuneration Policy.
CS 2020-059	02/18/2020	That Council: 1. Investigate benefits coverage during the next remuneration review; 2. Approve an annual FJCC gym membership effective January 1, 2020, for all members of Council to utilize; and 3. Approve an annual remuneration, effective January 1, 2020: (a) to the Mayor in the amount of \$37,676; and (b) to the Councillors in the amount of \$15,552.





Resolution	Meeting Date	Resolution Details
		<p>4. Approve an annual remuneration, effective January 1, 2021:  (a) to the Mayor in the amount of \$40,294; and  (b) to the Councillors in the amount of \$15,860.</p> <p>5. Approve an annual remuneration, effective January 1, 2022:  (a) to the Mayor in the amount of \$42,912; and  (b) to the Councillors in the amount of \$16,166.</p> <p>6. Confirm the annual remuneration adjustment, effective January 1, 2021, per Council Remuneration Policy 05-1920A where effective January 1st of each year the Finance Officer shall revise the base compensation for the Mayor and Councillors by applying the Victoria Consumer Price Index average for the preceding three years to the current compensation amount, to a maximum of 2 per cent. If the application of the Consumer Price Index results in a decrease, there will be no change to the remuneration amount.</p>
CS 2018-402	10/15/2018	That Council reconvene a Select Committee on Council Remuneration in October 2019 to review Council remuneration in the municipalities used as a comparison basis, after the change in Canada Revenue Agency rules regarding the tax exemption on one third of the remuneration has been applied.
CS 2016-014	01/18/2016	That a regular review (survey) and Select Committee on Council Remuneration appointments and recommendations be completed prior to September 30 in the final year of a Council term.

**INTRODUCTION/BACKGROUND:**

In 2018, the Select Committee on Council Remuneration was appointed, however it did not make its recommendations to Council until 2020 as it was waiting to factor in changes to the Canada Revenue Agency rules regarding tax exemption of one third of remuneration. Council subsequently adopted the Committee’s final recommendations, one of which was that benefits coverage be investigated as part of the 2022 review.

Normally staff would recommend that a select committee be appointed to conduct a remuneration review. However, since a comprehensive review was already completed in 2020 and updated data is now available from other municipalities, staff are able to conduct the 2022 review. A more comprehensive review could then be scheduled for 2026.

The following excerpt from the [UBCM Council & Board Remuneration Guide](#) provides three options for how to conduct remuneration reviews and the pros and cons of each one.

	Options	Pros	Cons
1.	Local Government Staff (recommended for 2022)	<ul style="list-style-type: none"> <li>• understand roles, responsibilities, and workload of elected officials</li> <li>• understand local context</li> <li>• easy access to data from other communities, particularly where benchmark group exists</li> <li>• cost effective</li> </ul>	<ul style="list-style-type: none"> <li>• perceived as being less-than independent from governing body</li> <li>• may be perceived or actual conflict of interest in cases where linkage (formal or informal) between elected official and staff remuneration</li> </ul>

2.	Experienced Consultant	<ul style="list-style-type: none"> <li>• independent from elected officials</li> <li>• familiar with use of data and metrics, and with local government practices</li> <li>• option enables decision-makers to point to and rely on expert advice</li> </ul>	<ul style="list-style-type: none"> <li>• may not understand or be sensitive to local context</li> <li>• may be costly</li> </ul>
3.	Independent Task Force	<ul style="list-style-type: none"> <li>• independent from elected officials</li> <li>• places in hands of community (members from community)</li> <li>• understands local context</li> <li>• cost effective &gt; different perspectives involved</li> <li>• potential to raise profile of local government, and importance of remuneration</li> </ul>	<ul style="list-style-type: none"> <li>• may lack understanding of the roles, responsibilities, and workload of elected officials</li> <li>• relies on credibility of committee members</li> <li>• governing body may have difficulty rejecting recommendations</li> </ul>

**ALTERNATIVES:**

The Committee can recommend that Council:

1. Appoint a Select Committee on Council Remuneration to conduct a review of Council remuneration including benefits coverage, based on similar sized communities and report its recommendations to Council prior to September 30, 2022.
2. Direct staff to contract an experienced consultant to conduct a review of Council remuneration including benefits coverage, based on similar sized communities and report its recommendations to Council prior to September 30, 2022.
3. Not conduct a remuneration review in 2022.

**FINANCIAL IMPLICATIONS:**

Depending on the outcome of the review and Council’s direction, there could be some changes to the Financial Plan.

**LEGAL IMPLICATIONS:**

N/A

**CITIZEN/PUBLIC RELATIONS IMPLICATIONS:**

An open and transparent review of remuneration is important. Recommendations are always considered in an open meeting of Council.

**INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS:**

Staff in the CAO’s office, Finance and Corporate Services would have a role in compiling the information for the review.

**ALIGNMENT WITH SUSTAINABILITY VISIONING REPORT:**

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

**ALIGNMENT WITH STRATEGIC PRIORITIES:**

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

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

**Allison McCarrick, Chief Administrative Officer**

**ATTACHMENTS:**

- A. Council Remuneration Policy
- B. Council Remuneration Bylaw

**ATTACHMENT A**  
**TOWN OF LADYSMITH**  
**POLICIES AND PROCEDURE MANUAL**

<b>TOPIC:</b>	<b>COUNCIL REMUNERATION POLICY</b>		
<b>APPROVED BY:</b>	<b>Council</b>	<b>DATE:</b>	March 3, 2020
<b>RESOLUTION #:</b>	<b>CS 2020-088</b>		
	<i>(Amended from CS 2018-457, November 19, 2018)</i>		

**Purpose**

The purpose of this policy is to establish guidelines for Council remuneration and the procedure for providing remuneration, including but not limited to financial compensation and related services and benefits.

**Persons Affected**

The following people are affected by this policy: Mayor, Council, Financial Services & Corporate Services staff.

**Policy**

1. Annual Remuneration Adjustment

Effective January 1<sup>st</sup> of each year, the Finance Officer shall revise the base compensation for the Mayor and Councilors by applying the Victoria Consumer Price Index average for the preceding three years to the current compensation amount, to a maximum of 2 per cent.

If the application of the Consumer Price Index results in a decrease, there will be no change to the remuneration amount.

2. Health Benefits for Council Members

The Town will not provide health benefits to members of Council.

Members of Council may elect to join the Union of British Columbia Municipalities (UBCM) Benefits Plan with the full costs borne by the individuals. Membership eligibility and requirements will be decided by the UBCM.

3. Conventions & Conferences

3.1 Approved conventions/conferences as well as the authorized attendees is as follows:

Convention/Conference	Attendance	Decided by
Federation of Canadian Municipalities (FCM)	Mayor	Council Remuneration Policy
	1 Council member	Council Resolution
Union of British Columbia Municipalities (UBCM)	Mayor	Council Remuneration Policy
	4 Council members	Council Resolution
Association of Vancouver Island Coastal Communities (AVICC)	Mayor	Council Remuneration Policy
	4 Council members	Council Resolution
Vancouver Island Economic Alliance (VIEA)	Mayor	Council Remuneration Policy
	4 Council members	Council Resolution

3.2 Subject to sufficient budget, the Mayor may approval reimbursement of conference fees and travel expenses for Council members to attend additional conferences.

3.3 The Mayor, or his/her delegate, is given blanket authority to attend unforeseen or emergency meetings on behalf of the Town, with reimbursement subject to subsequent Council approval.

3.4 Council members are authorized for reimbursement of travel expenses incurred on matters related to their Council duties in accordance with Policy #05 1790 Travel Expenses.

4 Meals

While conducting Town business, meals of the guests of the Mayor or Council members shall be reimbursed at cost including applicable taxes and gratuities.

5 Cell Phones

Each member of Council will receive a corporate cell phone and belong to the applicable Town of Ladysmith data and cellular minutes plan, for the sole purpose of conducting Town business.

## 6 Tablets

Each member of Council will receive a corporate tablet for the sole purpose of conducting Town business.

## 7 Access to Frank Jameson Community Centre

Effective January 1, 2020, each member of Council will be granted free access to the pool and fitness centre located at the Frank Jameson Community Centre. This includes all drop-in fitness and pool classes, but does not apply to classes and programs for which registration is required. This access will continue for the time that the elected official holds office.

## 8 Review of Policy

This policy shall be reviewed six months before the end of each Council term.

### **Procedure**

#### *Council*

1. Should a member of Council choose not to accept all or part of his or her remuneration, he or she must:
  - (a) advise the Director of Financial Services in writing;
  - (b) specify the requested amount of remuneration; and
  - (c) specify the date this request will come into effectSuch a request cannot be retroactive
2. At the beginning of the Council term, newly elected Council members shall provide the requested relevant information to the Payroll department within the first two weeks following the inaugural meeting.

#### *Finance*

1. The net remuneration shall be paid via electronic funds transfer monthly to each Council member.
2. The Finance Officer shall calculate the annual remuneration adjustment once the CPI figures are available and apply any retroactive increases on the next remuneration payment.
3. The Payroll department shall administer the applicable UBCM Health Benefits deductions per the UBCM agreement to facilitate premium payments.

4. Financial Services shall administer the procurement of the corporate tablet for each member of Council for the duration of the Council term. Replacement of the corporate cell phone is at the discretion of the CAO.

A designated member of Staff shall administer the procurement of the corporate cell phone and protective case for each member of Council for the duration of the Council term. Replacement of the corporate cell phone is at the discretion of the CAO.

# TOWN OF LADYSMITH



## **“COUNCIL REMUNERATION BYLAW 2018 NO. 1986”**

DECEMBER 3, 2018

CONSOLIDATED FOR CONVENIENCE ONLY

The amendment bylaws which are included in this consolidated version of the “Bylaw Title” are:

2034

as on March 31, 2020

This consolidation of the Council Remuneration Bylaw and amendments has been prepared exclusively for the use of the Town of Ladysmith for convenience only.

The Town of Ladysmith does not represent that this consolidation is accurate or complete and anyone using this material should confirm its content by reference to the original Bylaws.



TOWN OF LADYSMITH

**BYLAW NO. 1986**

A Bylaw to provide for Council member remuneration.

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The Council of the Town of Ladysmith, in open meeting assembled, enacts as follows:

**Remuneration**

1. There shall be paid in monthly installments out of the annual revenue, remuneration to Council members for discharge of the duties of office as follows:

*Bylaw 2034*

- a. Approve an annual remuneration, effective January 1, 2020:
  - i. to the Mayor in the amount of \$37,676; and
  - ii. to the Councillors in the amount of \$15,552.
- b. Approve an annual remuneration, effective January 1, 2021:
  - i. to the Mayor in the amount of \$40,294; and
  - ii. to the Councillors in the amount of \$15,860.
- c. Approve an annual remuneration, effective January 1, 2022:
  - i. to the Mayor in the amount of \$42,912; and
  - ii. to the Councillors in the amount of \$16,166.
- d. For the calendar year 2020, and for each subsequent year thereafter, the annual remuneration set out in subsection (a) shall be increased from the remuneration for the immediately preceding calendar year by a percentage based on the immediately preceding three year Victoria Consumer Price Index average to the current compensation amount to a maximum of 2 per cent

**Expenses and Other Benefits**

2. Council may, from time to time, establish policies for reimbursement of expenses related to Town of Ladysmith business and other benefits, services and use of equipment to assist Council members in fulfilling their duties.

**Repeal of Previous Bylaw**

3. The Town of Ladysmith Council Remuneration and Expenses Bylaw 2001, No.1427, and all amendments thereto, are hereby repealed.

**Citation**

4. This bylaw may be cited for all purposes as “Council Remuneration Bylaw 2018, No. 1986.”

READ A FIRST TIME      on the      19<sup>th</sup>      day of November      , 2018

READ A SECOND TIME   on the      19<sup>th</sup>      day of November      , 2018

READ A THIRD TIME    on the      19<sup>th</sup>      day of November      , 2018

ADOPTED                      on the      3<sup>rd</sup>      day of December      , 2018

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Mayor (A. Stone)

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Corporate Officer (J. Winter)

**INFORMATION REPORT TO COMMITTEE OF THE WHOLE**

**Report Prepared By:** Management  
**Meeting Date:** March 8, 2022  
**File No:** 0640-20  
**Re:** **2020-2023 Strategic Priorities Update**

**RECOMMENDATION:**

That the Committee receive the 2020-2023 Strategic Priorities Update dated March 8, 2022.

**EXECUTIVE SUMMARY:**

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

**PREVIOUS COUNCIL DIRECTION:**

CW 2021-071	09/11/2021	That the Committee receive for information the 2020-2023 Strategic Priorities Update dated November 9, 2021
CW 2021-036	11/05/2021	That the Committee receive for information the strategic priorities update entitled “2020-2023 Strategic Plan” dated May 11, 2021.
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	14/07/2020	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.

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

**Allison McCarrick, Chief Administrative Officer**

**ATTACHMENT:**

- A. 2020-2023 Strategic Priorities Update – March 8, 2022



## 2020-2023 Strategic Priorities Plan

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### Infrastructure

*We will advance projects that address climate change, renew our infrastructure, protect natural and built assets and accommodate future growth.*

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#### Action

Ensure that the Town's water supply system meets the needs of current and future residents and the demands of climate change.

#### Completed

- ✓ Stocking Lake dam remediation study
- ✓ Design work for the Stocking Lake meter vault
- ✓ Remediation of chicken ladder intake
- ✓ Finalizing construction of the arbutus water treatment plant

#### Ongoing

- Replacing aging watermains

#### Upcoming

- Planning a stormwater master plan review
  - Applied for ICIP grant funding for long-term water supply by twinning stocking lake supply main, increasing capacity at Holland Lake; constructing diversion pipeline between Holland and Stocking Lakes
- 

#### Action

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.

#### Completed

- ✓ Activated carbon replacement at WWTP
- ✓ UV pilot project as part of the post treatment review
- ✓ Water valve replacement program

#### Ongoing

- System monitoring

#### Upcoming

- Planning an environmental study of harbour related to the UV project
- 

#### Action

Implement an asset management plan to replace and maintain aging Infrastructure.

#### Completed

- ✓ Renovations to public works building including new washrooms and roof replacement
- ✓ Forrest Field accessible pathway
- ✓ Museum siding, roof and gutters replacement
- ✓ Upgrades at the spray park, Root Street Park, Brown Drive Park
- ✓ Fencing & gate replacement at cemetery
- ✓ High Street Lions ball park grass infield & irrigation addition
- ✓ Replacing vehicles: single axle dump / plow truck, command vehicle 1

**Ongoing**

- Marina retaining wall project
- Bollard installation

**Upcoming**

- Sidewalk installation, 4<sup>th</sup> Avenue, Brown Drive (grant)
- 

**Action**

Improve overall service delivery through greater integration of departments.

**Completed**

- ✓ Website improvements

**Ongoing**

- Implement geographical information system (GIS) Stage 2

**Upcoming**

- GIS Stage 3 implementation
- 

**Community**

*We will employ strategies and actions which maintain a diverse, vibrant and affordable community, ensuring we do not pass undue burden onto future generations.*

---

**Action**

Strengthen communication and meaningful collaboration with key partners, including but not limited to Stz'uminus First Nation, School District 68, other levels of government and community service groups.

**Completed**

- ✓ Downtown washrooms

**Ongoing**

- Ongoing collaboration & reconciliation initiatives with Stz'uminus
  - Collaborated with Boys & Girls Club & received funding to expand existing child care centre; project underway
  - Continue to work with SD68 on joint use of sites
  - Working with CVRD in a single regional emergency management program
  - Upcoming school district long-range facility plan discussions
  - School site acquisition discussion
- 

**Action**

Develop comprehensive affordability strategies that reflect the needs within our community.

**Completed**

- ✓ Housing Needs Assessment
- ✓ Child care space review
- ✓ Poverty reduction strategy
- ✓ Renoviction Bylaw

**Ongoing**

- received funding to expand existing child care centre; project underway
- Staff working with applicants on multiple mixed housing projects
- Development at Churchill property

**Action**

Support the Town vision by ensuring that appropriate short and long-term community plans are in place.

**Completed**

- ✓ Published a planning application guide as identified in the 2018 Development Application Review

**Ongoing**

- Nearing completion of OCP review
- Public Arts Task Group continue to implement Public Art Policy & Strategy
- Developing a youth communication plan
- Developing a senior’s strategy

**Upcoming**

- Preparing to complete an accessibility audit of facilities
  - Update the Lot 108 site plan; funding request pending
  - Preparing to complete an engineering & construction standards review
- 

**Action**

Demonstrate Council’s leadership and continued excellence in governance.

**Completed**

- ✓ Implemented a Council Self-Assessment Policy
- ✓ Implemented a Council Code of Conduct Policy

**Ongoing**

- Continue to enhance Council’s performance by conduction bi-annual evaluations
- 

**Waterfront**

*We will implement our Waterfront Area Plan together with Stz’uminus First Nation, creating opportunities for economic prosperity, environmental restoration and cultural celebration.*

---

**Action**

Prioritize realization of upland waterfront opportunities.

**In Progress**

- Waterfront Area Business Plan

**Upcoming**

- Legal survey of development parcels
- Amend zoning bylaw as appropriate
- Waterfront land use approvals
- Geotechnical study for road alignment
- Relocate storm drainage

**Action**

Continue remediation of contaminated areas within Ladysmith Harbour.

**In Progress**

- Waterfront Stage 1 remediation

**Upcoming**

- Waterfront Stage 2 remediation
  - Advocate for remediation funding from higher level governments
- 

**Action**

Develop a thriving Arts and Heritage Hub.

**Completed**

- ✓ Received grant funding for project
- ✓ Engaged consultant & steering committee

**In Progress**

- AHH phase 1

**Upcoming**

- Application for further grant funding
  - Loci shop roof repair
  - Car shop repair
- 

**Action**

Create cultural and recreational amenities to attract and engage residents and visitors.

**Completed**

- ✓ Rotary boat ramp replacement
- ✓ Accessible pathway at amphitheater

**In Progress**

- Received funding for Transfer Beach washroom and shelter upgrades, adding pathways, food truck pad, and canoe shelter; project to be completed by June 2022

**Upcoming**

- Electric vehicle charging station
  - Kay Grouhel recognition at Transfer Beach
- 

**Economy**

*We will promote an environment that facilitates business development and job creation.*

---

**Action**

Pursue opportunities leading to economic development and job creation.

**Completed**

- ✓ Implemented policies for the retail sale of cannabis
- ✓ Film Policy, application, and permit update

**In Progress**

- Implement the Ladysmith Economic Development Strategy in conjunction with partners & regional government
  - Trail kiosk, maps & markers
-

**Action**

Implement and support projects to maintain a vibrant downtown.

**Completed**

- ✓ Installed concrete patio tables, lighting and umbrellas along 1<sup>st</sup> Avenue
- ✓ Applied for grant funding to support downtown revitalization

**In Progress**

- Grant funding application for downtown “refresh” – pending

**Upcoming**

- Replace interlocking brick pavers
  - Enhance artifact and heritage building signage
  - Install welcome sign
  - Refresh town assets in downtown core
- 

**Action**

Seek collaborative partnerships to enhance tourism attraction.

**In Progress**

- Working with Ladysmith Chamber of Commerce to promote Ladysmith
- Working with Cowichan Tourism to promote Ladysmith

**Upcoming**

- Develop and implement a trails strategy to enhance and promote Ladysmith’s trails
-