

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

**Tuesday, July 12, 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://us06web.zoom.us/webinar/register/WN\\_2JpfbJf0SXaWjqclpPccXw](https://us06web.zoom.us/webinar/register/WN_2JpfbJf0SXaWjqclpPccXw)

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. Seating is limited.

View the livestream on

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

**2. AGENDA APPROVAL**

Recommendation

That the agenda for this July 12, 2022 Committee of the Whole meeting be approved.

### 3. MINUTES

#### 3.1. Minutes of the Committee of the Whole Meeting held May 10, 2022 4

Recommendation

That the minutes of the Committee of the Whole meeting held May 10, 2022 be approved.

### 4. REPORTS

#### 4.1. Grants-in-Aid Policy Refinement Discussion 8

Recommendation

That the Committee determine whether it wishes to recommend that Council refine the Grants-in-Aid Policy based on information provided in the staff report dated July 12, 2022, with changes as specified by the Committee.

#### 4.2. Review of Cemetery Fees 21

Recommendation

That the Committee recommend that Council direct staff to amend “Town of Ladysmith Fees and Charges Bylaw 2008, No. 1644”, Schedule 3 – Cemetery Fees, as presented in the July 12, 2022 staff report.

#### 4.3. 2020-2023 Strategic Priorities Update 25

Recommendation

That the Committee receive the 2020-2023 Strategic Priorities Update dated July 12, 2022.

### 5. COUNCIL SUBMISSIONS

#### 5.1. Daytime Parking for Recreational Vehicles

Councillor Paterson has requested that the Committee discuss temporary daytime parking for RVs on the Town's Buller Street property.

#### 5.2. Black Nugget Museum

Councillor Paterson has requested that the Committee discuss the former museum.

**5.3. Affordable Housing Fund**

Councillor Stevens has requested that the Committee discuss contributions to the Affordable Housing Fund.

**6. NEW BUSINESS**

**7. ADJOURNMENT**



**COMMITTEE OF THE WHOLE MEETING  
MINUTES**

**Tuesday, May 10, 2022**

**6:30 P.M.**

**City Hall Council Chambers  
410 Esplanade**

**Council Members Present:**

Councillor Tricia McKay, Chair

Councillor Amanda Jacobson

Councillor Rob Johnson (via telephone)

Councillor Duck Paterson

Councillor Marsh Stevens (via telephone)

Councillor Jeff Virtanen

**Council Members Absent:**

Mayor Stone

**Staff Present:**

Allison McCarrick

Erin Anderson

Chris Barfoot

Ryan Bouma

Jake Belobaba

Donna Smith

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**1. ACKNOWLEDGEMENT AND CALL TO ORDER**

Councillor McKay, Chair, called this Committee of the Whole meeting to order at 6:31 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 2022-019**

That the agenda for this May 10, 2022 Committee of the Whole meeting be approved.

*Motion Carried*

### **3. MINUTES**

#### **3.1 Minutes of the Committee of the Whole Meeting held March 8, 2022**

##### **CW 2022-020**

That the minutes of the Committee of the Whole meeting held March 8, 2022 be approved.

*Motion Carried*

### **4. REPORTS**

#### **4.1 Building Inspector's Report for January to April 2022**

##### **CW 2022-021**

That the Committee receive the Building Inspector's Report for the months January to April 2022.

*Motion Carried*

#### **4.2 Ladysmith Fire/Rescue Reports for January to April 2022**

##### **CW 2022-022**

That the Committee receive the Ladysmith Fire/Rescue Reports for the months January to April 2022.

*Motion Carried*

#### **4.3 Coastal Animal Control Services Reports for January to March 2022**

##### **CW 2022-023**

That the Committee receive the Coastal Animal Control Services Reports for the months January to March 2022.

*Motion Carried*

#### **4.4 RCMP Reports for October 2021 to March 2022**

##### **CW 2022-024**

That the Committee receive the RCMP Reports for the months October 2021 to March 2022.

*Motion Carried*

**4.5 2022 Q1 (January to March) Financial Update**

**CW 2022-025**

That the Committee receive the staff report dated May 10, 2022, regarding the 2022 Q1 Financial Update.

*Motion Carried*

**4.6 Grants-in-Aid Policy and Process**

**CW 2022-026**

That the Committee direct staff to prepare a report on Grants-in-Aid Policy, including research from similar municipalities, for consideration at a future Committee of the Whole Meeting.

*Motion Carried*

**5. COUNCIL SUBMISSIONS**

**5.1 Drought Resistant Plants in Planter Boxes on 1st Avenue**

**CW 2022-027**

That the Committee direct staff to prepare a report for consideration at a future Committee of the Whole meeting that outlines the options and budget to replace flowers in planter boxes on 1st Avenue for the 2023 planting season with drought resistant plants and/or vegetables.

*Motion Carried*

**5.2 Adding a Crosswalk on Malone Road Behind the Track at Ladysmith Secondary School**

**CW 2022-028**

That the Committee of the Whole recommend that Council authorize staff to install a crosswalk on Malone Road at a safe location, as identified by staff.

*Motion Carried*

**5.3 Recreational Vehicles as Temporary Housing**

The Committee discussed recreational vehicles as temporary housing.

**7. ADJOURNMENT**

**CW 2022-029**

That this meeting of the Committee of the Whole adjourn at 8:01 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  
**Reviewed By:** Allison McCarrick, CAO  
**Meeting Date:** July 12, 2022  
**File No:** 1850-01  
**Re:** **Grants-in-Aid Policy Refinement Discussion**

**RECOMMENDATION:**

That the Committee determine whether it wishes to recommend that Council refine the Grants-in-Aid Policy based on information provided in the staff report dated July 12, 2022, with changes as specified by the Committee.

**EXECUTIVE SUMMARY:**

The Committee requested a discussion regarding the Grants-in-Aid (GIA) Policy and process. Staff have included previous staff reports on this topic as well as some evaluation criteria from other municipalities to assist in the discussion.

**PREVIOUS COUNCIL DIRECTION:**

CW 2022-026	2022-05-10	That the Committee direct staff to prepare a report on Grants-in-Aid Policy, including research from similar municipalities, for consideration at a future COW Meeting.
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**INTRODUCTION/BACKGROUND:**

The previous staff report presented at the May 10, 2022 Committee of the Whole meeting is included in Attachment A.

Since the last meeting, staff have reviewed GIA policies from select municipalities. The comparison list can be found in Attachment B. Some of the notable items in the policies include:

- Working with the regional district to allocate the funds.
- Requiring funding requests to align with adopted municipal plans.
- Requiring the constitution/bylaws and board members’ places of residence.
- Categorizing the funding and separating annual operating commitments versus one-time funding.
- Establishing a select committee to determine GIA disbursement, including members of the public, staff and RCMP.
- Restricting the funding to not include prizes or awards.
- Waiving of rental fees will not be considered for events that are established for fundraising.





**ALTERNATIVES:**

The alternatives to the policy will be directed by the Committee.

**FINANCIAL IMPLICATIONS:**

The GIA program is funded through taxation.

**LEGAL IMPLICATIONS:**

N/A

**CITIZEN/PUBLIC RELATIONS IMPLICATIONS:**

Many organizations rely on a GIA to fund their operations. Any changes to the policy will be communicated to the existing GIA recipients with an effective date to be determined.

**INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS:**

N/A

**ALIGNMENT WITH SUSTAINABILITY VISIONING REPORT:**

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

**ALIGNMENT WITH STRATEGIC PRIORITIES:**

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

***I approve the report and recommendations.***

**Allison McCarrick, Chief Administrative Officer**

**ATTACHMENTS:**

- A. May 10, 2022 Staff Report
- B. Summary of information from other municipal grants-in-aid policies

**STAFF REPORT TO COMMITTEE OF THE WHOLE**

**Report Prepared By:** Erin Anderson, Director of Financial Services  
**Reviewed By:** Allison McCarrick, CAO  
**Meeting Date:** May 10, 2022  
**File No:**  
**Re:** Grants-in-Aid Policy and Process

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**RECOMMENDATION:**

That the Committee determine refinements to the Grants-in-Aid Policy.

**EXECUTIVE SUMMARY:**

The Committee requested a discussion regarding the Grants-in-Aid (GIA) Policy and process at the last Committee of the Whole meeting. Staff have included previous GIA staff reports as well as some criteria from other municipalities to assist in the discussion.

**PREVIOUS COUNCIL DIRECTION:**

CW 2022-012	03-08-2022	That the Committee add to the next Committee of the Whole agenda a discussion regarding refinement of the Grants-in-Aid Policy and process.
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**INTRODUCTION/BACKGROUND:**

The 2022 GIAs were deliberated at the March 8, 2022 Committee of the Whole meeting. During that discussion, the Committee requested a refinement to the GIA policy and process.

The current GIA policy (Attachment A) was last updated in 2019. The revisions approved December 31<sup>st</sup> as the application deadline and limited organizations to only one application per year. Prior to that, the Municipal Service Committee in 2016 discussed adding additional criteria to the GIA policy (Attachment B).

Staff reviewed other municipality’s GIA policies. Some of the notable differences are:

- Separate GIA between Tourism, Arts & Culture, Sport Groups, Economic Development;
- Set upper limits on amounts requested (i.e. maximum of \$7,500 per organization);
- Specify that GIA is not intended to provide on-going support;
- Limit applicants to either a service agreement, permissive tax exemption or a GIA; and
- Restrict GIA to only within the Town’s boundary.

**ALTERNATIVES:**

## APPENDIX A - Previous Staff Reports & Policy

Alternatives are as directed by the Committee. Staff will determine the impact and report back to a future Committee meeting.

### **FINANCIAL IMPLICATIONS:**

GIA's are funded through taxation. The GIA budget has varied over the years.

Historically:

Year	GIA Budget	GIA provided
2013	79,100	71,750
2014	79,500	74,156
2015	79,000	76,250
2016	81,900	81,848
2017	57,600*	53,676
2018	58,752	57,967
2019	59,930	57,175
2020	49,129^	41,450
2021	62,550	56,700
2022	63,670	Subject to budget approval

\*Provided Ladysmith Historical Society and Ladysmith Resources Association servicing agreements

^Covid impacts; budget funds transferred to Downtown patio tables

### **LEGAL IMPLICATIONS:**

N/A

### **CITIZEN/PUBLIC RELATIONS IMPLICATIONS:**

Many organizations rely on GIA for funding their operations. Any changes to the policy will be communicated to existing GIA recipients for future year applications.

### **INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS:**

N/A

### **ALIGNMENT WITH SUSTAINABILITY VISIONING REPORT:**

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

### **ALIGNMENT WITH STRATEGIC PRIORITIES:**

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

*I approve the report and recommendation.*

Allison McCarrick, Chief Administrative Officer

**ATTACHMENTS:**

- A. Current Grant-in-Aid Policy 05-1850-A
- B. Previous Staff Report (2016)

Previously Presented



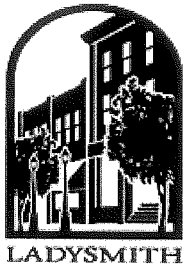
<b>TOPIC: Grants-in-Aid</b>		
<b>APPROVED BY:</b>	<b>Council</b>	<b>DATE: May 6, 2019</b>
<b>RESOLUTION #: CS 2019-170</b>		
<i>Previous Version: 2013-266, 2016-371</i>		
<b>Purpose:</b> To establish a policy for Council of the Town of Ladysmith that is designed to assist organizations with projects or special activities, or to allow them to take advantage of development opportunities and events.		
<b>Policy:</b> 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: <ol style="list-style-type: none"><li>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.</li><li>2. Preference will be given to organizations that are locally based and whose efforts are community based in nature.</li><li>3. The Council of the Town of Ladysmith will not grant monies for a 'for profit' organization.</li></ol>		
<b>Procedure:</b> <ol style="list-style-type: none"><li>1. An organization applying for a grant in aid must provide the following information in order to have its application considered by Council:<ul style="list-style-type: none"><li>• Name of the organization</li><li>• Name of the individual making the application</li><li>• Description of the project or event for which funding is requested</li><li>• Indicate whether or not the project or event or service is already provided in the community</li><li>• Identify the beneficiaries of the project or event or service</li><li>• Indicate the total cost of the project or event or service</li><li>• Indicate other sources of funding for the project or event or service</li><li>• Indicate whether the application to other local governments has been made</li><li>• Indicate the volunteer labor and in-kind donations to be contributed towards the project or event or service by the members of the organization</li><li>• Specify the amount of financial assistance required; and</li><li>• Provide the organization's current annual budget and previous year's financial statements as presented at the last Annual General Meeting.</li></ul></li></ol>		

APPENDIX A - Previous Staff Reports & Policy

<b>TOPIC: Grants-in-Aid</b>		
<b>APPROVED BY:</b>	<b>Council</b>	<b>DATE: May 6, 2019</b>
<b>RESOLUTION #: CS 2019-170</b>		
<i>Previous Version: 2013-266, 2016-371</i>		
<ol style="list-style-type: none"><li>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.</li><li>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 application should they still be requesting financial assistance for the subsequent year.</li><li>4. Organizations submitting an application for a Grant in Aid must complete the prescribed application.</li><li>5. Council will consider only one (1) application per Organization per year.</li><li>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.</li><li>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.</li></ol>		
<b>Conditions of Funding:</b>		
<ol style="list-style-type: none"><li>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.</li><li>2. Funds must be used for the purpose for which they were requested.</li><li>3. In the event that the project is not completed, the Town of Ladysmith reserves the right to request the return of the grant.</li><li>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.</li></ol>		
Applications may be mailed to the following address:		
<b>Town of Ladysmith PO Box 220 Ladysmith, BC V9G 1A2</b>		
Or dropped off at City Hall:		
<b>410 Esplanade Ladysmith, BC</b>		

Town of Ladysmith

**STAFF REPORT**



To: Ruth Malli, City Manager  
From: Erin Anderson, Director of Financial Services  
Date: March 15, 2016  
File No: 1850-01

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RE: Grants in Aid Policy

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**RECOMMENDATION(S):**

That the Committee request staff to amend the Grants in Aid Policy to include the options outlined below and present an amended Policy for Council's consideration.

**PURPOSE:**

To seek the Committee's direction on Grants in Aid allocation.

**INTRODUCTION/BACKGROUND:**

The 2016 Grants-in-Aid deliberations led to an overall increase to the Financial Plan. Coordination between the Financial Plan and the Grants in Aid must be established to ensure that proper funding is allocated in the Financial Plan.

Council adopted a Grants-in-Aid policy in 2013. In 2016, parts of that policy were waived in order to ensure the applying agencies received funding. Staff are requesting direction on a number of items to include in a revised Grants-in-Aid Policy.

**#1 - Requirement to report how the current year funds were spent**

Current Policy:

*If a report is not received by the Town on or before December 1<sup>st</sup>, the organization shall be notified that they may be ineligible for further grant funding for a 3 year period from the year the grant was received.*

Rationale:

This requirement is to ensure the funds were spent in accordance with the request that was made to Council earlier in the year. In 2015, nearly half of the agencies failed to submit their one page report by the December 1<sup>st</sup> deadline, although every agency in 2014 met the deadline. This requirement is consistent with other municipalities and is strictly enforced.

Options:

- A. Remove the reporting requirement.
- B. Permit a grace period of 1 week.
- C. Change the reporting date to the end of the year.
- D. Starting for 2016, permit one late application per agency in a 5 year period.
- E. Direct staff to contact each agency to request the information on how that agency benefited from the funding. With approximately 26 agencies, this would require additional staff time.

## APPENDIX A - Previous Staff Reports & Policy

### #2 – No funding for operations

Current Policy:

*The primary purpose of a grant in aid is to provide financial assistance to an organization for a specific project or event that benefits the residents of the Town of Ladysmith.*

Rationale:

Organizations that rely on Grants-in-Aid funding from the Town are not financially sustainable.

Options:

- A. Status Quo of funding core operational expenses.
- B. For 2016, implement a consecutive 3-year maximum term for any agency to receive a grant, every 5 years. For example, an agency could receive a grant in 2016, 2017, and 2018. The next opportunity for grant funding would be 2021. This would be for the entire agency or society so special projects within that 5 year window would also be ineligible.

### #3 – Allocate a set percentage of taxes for Grant in Aid

Current Policy:

*Nothing stated*

Rationale:

In 2016, much of the 2016-2020 Financial Plan work was completed before the Grants-in-Aid deliberations. The final GIA amount exceeded the budgeted amount by \$2,400.

Options:

- A. Status quo of increasing the budget based on increasing demand for Grants-in-Aid.
- B. The current Grant-in-Aid budget, at \$114,400 is 1.8% of the prior year municipal taxation budget. Similar to the Capital Reserve Funding of 5% of prior year capital projects, Council could allocate a set percentage of 1.8% of prior year municipal taxes towards Grants-in-Aid.

### #4 – Timing of the Grants-in-Aid deliberations and Reporting

Current Policy:

*All Grant in Aid applications must be submitted, in writing, to the Finance Department by February 28<sup>th</sup> in order to be considered by the Council of the Town of Ladysmith for funding in the current year.*

*Applications for funding will be considered at an open Council meeting during the budget process.*

Rationale:

A deadline to submit an application is necessary to ensure the applications can be collected, analyzed and reviewed by Council. If a maximum Grant-in-Aid (GIA) budget is not established, the deadline to review the application must be during the budget process.



## APPENDIX A - Previous Staff Reports & Policy

### Options:

- A. Confirm the last day in February as the deadline to receive applications with no grace period.
- B. Establish a maximum GIA budget, remove the application deadline and permit applications to be received throughout the fiscal year on a first come, first served basis.
- C. Confirm a maximum GIA budget and establish a Grants-in-Aid Committee made up of Council members and Community Representatives.

### #5 – Remove the requirement of audited financial statements/engagement review

#### Current Policy:

*Audited Financial Statements or Engagement Review to be submitted with application.*

#### Rationale:

To ensure that the financial records submitted are accurate and reviewed by an external party.

#### Options:

- A. Remove the requirement.
- B. Require the Societies to submit their Annual General Meeting (AGM) minutes and agenda as it should include financial information.
- C. Insist on audits or engagement reviews.

### #6 – Other benefits received from the Town

#### Current Policy:

*None in GIA Policy.*

#### Rationale:

There are other benefits that some agencies receive, such as reduced Permissive Tax Exemptions, reduced rent, reduce utilities etc. Grants-in-Aid funding comes directly from property taxation. Organizations that receive a Permissive Tax Exemption do not contribute towards property taxation. Essentially, the remaining tax payers pay for the tax exemption as well as the grant in aid.

#### Options:

- A. Status Quo, allowing organizations that receive a Permissive Tax Exemption to also receive Grants in Aid funding.
- B. Limit the receiving organization to either a Permissive Tax Exemption or a Grant-in-Aid.

### SCOPE OF WORK:

Depending on the Committee's direction, a revised policy will be created and presented to Council for approval for the 2017 Grants- in-Aid deliberations.

### ALTERNATIVES:

Alternatives are listed above.

## APPENDIX A - Previous Staff Reports & Policy

### FINANCIAL IMPLICATIONS:

Grants-in-Aid made up 1.8% of the municipal taxation for 2016. Any increase to the Grants-in-Aid budget is directly linked to an increase in taxation.

### LEGAL IMPLICATIONS:

n/a

### CITIZEN/PUBLIC RELATIONS IMPLICATIONS:

Many of the agencies rely heavily on the funding from the Town of Ladysmith to operate. Any changes to the policy will be communicated to the receiving agencies as early as possible to minimize any disruptions to service.

### INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS:

n/a

### RESOURCE IMPLICATIONS:

The Financial Services Department coordinates the Grants-in-Aid program.

### ALIGNMENT WITH SUSTAINABILITY VISIONING REPORT:

n/a

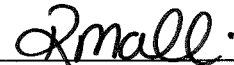
### ALIGNMENT WITH STRATEGIC PRIORITIES:

This aligns with Supportive Corporate Governance.

### SUMMARY:

Council requested changes to the current Grants-in-Aid policy. This report provides rationale to the policy statements and suggests alternatives for Council's consideration.

I concur with the recommendation.



Ruth Malli, City Manager

### ATTACHMENT:

Current Grants-in-Aid Policy

## Attachment B

	Preference to Local	time limit	disclose applications to other funding agencies	report back on funds spent	financial report	Allow Double-dipping with other municipal benefits	Application deadline	Cap on funding	Cap on years	Board & Members	Other
<b>Castlegar</b>	Yes	complete within 12 months	Yes	Yes	current budget/financials	n/a	by the quarter	n/a	n/a	n/a	
<b>Creston</b>	Yes	n/a	Yes	Yes	current budget/financials	must disclose	n/a	n/a	must disclose	n/a	
<b>Duncan</b>	Yes	No	No	Yes	current budget/financials	n/a	15-Sep	n/a	n/a	no paid board members	
<b>Lake Country</b>	restricted to municipality	short term. Operating grants are for 4 year term	Yes	Yes	current budget/financials	must disclose	31-Oct	broken down to +/- \$1,000; Operating grants; rental fee waivers	Operating - 4 year but can renew	>60% members reside in municipality	
<b>Nelson</b>	Partners with Regional District & Treaty group										
<b>Osoyoos</b>	Yes	Plan for financial self-sufficiency	Yes	Yes	current budget/financials	generally no	last Friday in February	n/a	depends on category	requires copies constitution/bylaws	Categories - Special Project/ One time applications -Annual Community Development -Line Budgeted -Rental -Insurance -Sports
<b>Parkville</b>	Yes	n/a	Yes	no	current budget/financials	n/a	Mar 1 & Sep 1	Must demonstrate municipality is not the sole financing source	n/a	membership content	
<b>Peachland</b>	based in Community	1-year	Must apply to Regional fund first	Yes	current budget/financials	n/a	15-Nov	\$1,000	Yes	n/a	

## Attachment B

	Preference to Local	time limit	disclose applications to other funding agencies	report back on funds spent	financial report	Allow Double-dipping with other municipal benefits	Application deadline	Cap on funding	Cap on years	Board & Members	Other
<b>Powell River</b>	Local needs only	n/a	n/a	Yes	current budget/financials	n/a	31-Mar	n/a	n/a	n/a	Describe Economic Benefit to Community
<b>Sechelt</b>	Yes	n/a	disclose partnerships and collaborations	Yes	current budget/financials	n/a	n/a	n/a	allows "standing Grant"	n/a	- Arts, Culture & Recreation - Social & Environmental - Community Development
<b>Sidney</b>	n/a	n/a	no	no	current budget/financials	n/a	31-Jan	n/a	n/a	disclose # of members living in municipality	
<b>Summerland</b>	n/a	Plan for financial self-sufficiency	Yes	n/a	current budget/financials	disclose	Last day in October	Must demonstrate municipality is not the sole financing source	disclose	Copy of Society Act/ Registration & list of current directors/officers	disclose the education, environment, health, youth/seniors/ special needs, cultural/heritage, recreational, economic /tourism benefit
<b>Trail</b>	Yes	n/a	must disclose	n/a	current budget/financials	disclose	01-Sep	Over \$500 must demonstrate extenuating circumstances	n/a	n/a	evaluate based one economic wellbeing and spinoffs community creation through arts, sports & culture -health wellness and social benefits

**STAFF REPORT TO COMMITTEE OF THE WHOLE**

**Report Prepared By:** Erin Anderson, Director of Financial Services  
**Reviewed By:** Allison McCarrick, CAO  
**Meeting Date:** July 12, 2022  
**File No:**  
**Re:** **Review of Cemetery Fees**

**RECOMMENDATION:**

That the Committee recommend that Council direct staff to amend “Town of Ladysmith Fees and Charges Bylaw 2008, No. 1644”, Schedule 3 – Cemetery Fees, as presented in the July 12, 2022 staff report.

**EXECUTIVE SUMMARY:**

At the previous Committee of the Whole meeting, staff noted that the revenue received for plots and interments are not covering the costs of the operations of the cemetery. This report discusses the proposed increases to the Cemetery Fees.

**PREVIOUS COUNCIL DIRECTION**

CS 2009- 2009- 325	2009- 06-01	It was moved, seconded and carried that the cemetery services fees be amended as outlined in the staff report dated May 14, 2009 by the Director of Public Works, and that staff be directed to include the revised cemetery service fees in the Town of Ladysmith Fees and Charges Bylaw.
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**INTRODUCTION/BACKGROUND:**

The Committee may recall that the expenses to operate the Town’s cemetery exceed the amount of funds charged for the services. Staff have reviewed the fees, which were last updated more than 10 years ago and suggest some increases to the fees contained in Schedule 3.

Unlike some of the neighbouring municipalities, there are still plots available in the Town’s cemetery. Once all the plots have been purchased, there will be no more funds received to offset the maintenance of the cemetery. The Province requires a Care Fund to be established to hold a minimum of 25% of the selling price<sup>1</sup> of the lot in a separate fund of which only the interest earned can be used to offset the maintenance cost. The Town’s Care Fund balance is \$172,000 and earns less than \$2,000 annually which does not cover the \$15,000 maintenance cost at the cemetery. Property taxation makes up the remaining funds.

<sup>1</sup> *Cremation, Interment and Funeral Service Act*. Cremation, Interment and Funeral Services Regulation s.20(2)



To reduce the amount of funds necessary from property taxation, staff are recommending increasing the Plot amounts as:

	Right of Interment			Care Fund		
	Previously	Proposed	Chg	Previously	Proposed	Chg
Adult (over 12 yr.) Full Ground Burial Lot - Resident or former resident	560	900	340	190	225	35
Adult (over 12 yr.) Full Ground Burial Lot - Non resident	900	1,400	500	300	350	50
Child (12 & under) Full Ground Burial Lot - Resident or former resident	280	450	170	95	130	35
Cremation Ground Lot - Resident or former resident	260	400	140	90	100	10
Cremation Ground Lot - Non resident	375	600	225	125	150	25

The Town does not have a dedicated cemetery caretaker. Instead, many areas within Public Works perform the necessary work at the cemetery, from the administration staff managing the bookings and records, engineering staff marking the plots, to the crew operating the equipment to the Parks Department maintaining the grounds. Public Works estimates that the direct cost to perform the preparation and placement (opening and closing of the plot), including the required plot liner is:

- Full burial: \$2,763
- Single cremation burial: \$437
- Double cremation burial: \$453

To reduce the amount of the funds from taxation, staff are recommending the preparation and placement cost increase as:

	Previously			Proposed			Difference
	Prep & Place	Liner	Total Cost	Prep & Place	Liner	Total Cost	
Full Burial > 12yrs	700	300	1000	1,000	500	1,500	500
Full Burial < 12yrs	350	300	650	500	500	1000	350
Cremation (single)	350	50	400	400	60	460	60
Cremation (double)	375	75	450	425	75	500	50

Staff also perform the installation of the memorial markers. Due to the size and weight of a marker, the cost to lift and transport the granite/bronze/concrete markers requires extra staff and equipment. The current costs are estimated at:

- Single or Double Marker installation: \$245
- Removal and Reinstallation: \$527

Staff recommend an increase to the initial installation of a single or double marker. Since a removal and reinstallation is essentially twice the work of an installation, staff recommend a \$300 increase to this price.

	Memorial Installation			Care Fund		
	Was	New	Chg	Was	New	Chg
Single Marker up to 60cm x 30cm	150	250	100	10	65	55
Double Marker up to 75cm x 45cm	230	350	120	10	90	80
Removal & Reinstallation	150	450	300	10	125	115

Increases are also proposed to the other Cemetery Services.

In summary, for a resident/former resident of Ladysmith, the cost of a full service is:

	Burial (single)			Cremation (single)		
	Was	Proposed	<i>Actual cost</i>	Was	Proposed	<i>Actual cost</i>
Plot	750	900		350	400	
Preparation & Placement	1,000	1,500	2,763	400	475	437
Single Marker	160	250	245	160	250	245
Total	1,910	2,650		910	1,125	
Amount allocated to Operations	1,710	2,360		810	960	
Amount to Care Fund	200	290		100	165	

**ALTERNATIVES:**

Council can choose to:

1. Not accept the proposed price increases and continue with the current amounts, though there will be an increased reliance on taxation to subsidize the cemetery operations.
2. Direct staff to phase the proposed amounts in over the next 4 years with a 25% increase each year, effective January 1 for the next few years.

**FINANCIAL IMPLICATIONS:**

Many of the suggested amendments to the fees will reduce the reliance on property taxation.

**LEGAL IMPLICATIONS:**

All fee amounts must be justified based on cost. Staff have established the proposed fees based on historical costs.

**CITIZEN/PUBLIC RELATIONS IMPLICATIONS:**

These fees are for specific services performed by the Town. Notification of the increases to the cemetery fees will involve informing the local funeral homes.

**INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS:**

If approved, Finance will work with each of the areas to ensure the point of sale rates are updated.

**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**



**INFORMATION REPORT TO COMMITTEE OF THE WHOLE**

**Report Prepared By:** Management  
**Meeting Date:** July 12, 2022  
**File No:** 0640-20  
**Re:** **2020-2023 Strategic Priorities Update**

**RECOMMENDATION:**

That the Committee receive the 2020-2023 Strategic Priorities Update dated July 12, 2022.

**EXECUTIVE SUMMARY:**

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

**PREVIOUS COUNCIL DIRECTION:**

08/03/2022	That the Committee receive for information the 2020-2023 Strategic Priorities Update dated March 8, 2022
09/11/2021	That the Committee receive for information the 2020-2023 Strategic Priorities Update dated November 9, 2021
11/05/2021	That the Committee receive for information the strategic priorities update entitled “2020-2023 Strategic Plan” dated May 11, 2021.
01/12/2021	That the Committee receive for information the strategic priorities update entitled “2020-2023 Strategic Plan” dated January 12, 2021.
14/07/2020	That the Committee receive for information the strategic priorities update entitled “2020-2023 Strategic Plan” dated July 14, 2020.
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 – July 12, 2022



**Infrastructure**

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

**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

**In Progress**

- Grant application submitted for funding to conduct a stormwater master plan review
- Grant application submitted for 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

**Ongoing**

- Replacing aging watermains - four watermain projects included Parkhill, French, Kitchener, and Methuen; contractor has completed the work on Kitchener, Parkhill Terrace and French Street; Methuen Street replacement has started and has been successful to date

**Upcoming**

- Stocking Lake main monitoring system (Oct-Dec)
- Chicken ladder flood hardening (Oct-Dec)
- Flow instrumentation Banon Creek & Holland Dam (phase 1)
- Holland Dam Inspection Report

**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
- Storm main (French to Kitchener)

**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
- ✓ New siding, roof and gutters at museum building
- ✓ Upgrades at Brown Drive Park

- ✓ Fencing & gate replacement at cemetery
- ✓ High Street Lions ball park grass infield & irrigation addition
- ✓ Replaced vehicles: single axle dump / plow truck, command vehicle 1
- ✓ Replaced Roof Spirogestor pump facility
- ✓ Upgrades and new playground installed at Root Street Park
- ✓ Resurfaced Transfer Beach spray park (grant)
- ✓ Renovated Transfer Beach washrooms (grant)
- ✓ Renovated Transfer Beach shelters (grant)

#### In Progress

- Marina retaining wall project – design from the civil, geotechnical, and electrical engineers has been completed; a tender and cost estimate package was prepared by Herold Engineering; given the construction market rising costs, availability, and nature of this project it was decided that most of the project would be completed using Town forces; an electrical contractor will be sub-contracted to the Town to provide that expertise; work is scheduled to begin this fall and will involve several construction periods of 2-3 weeks at a time extending into the winter
- Phase 1 Forrest Field project - design work based on existing topography is being finalized; updated costing is underway by consultants, which will determine if prices have escalated for this phase of the plan; plan includes the 4<sup>th</sup> Avenue parking lot improvements, completion of the accessible walkway, artificial turf practice pitch and outdoor fitness equipment; staff are working closely with the Lot 108 Stakeholder group on the projects, specifically the accessible walkway, fitness equipment and practice pitch
- Purchase aerial device (ladder fire truck)

#### Upcoming

- Pave food track pad and walkway at Transfer Beach (grant)
- Colonia / Delcourt sidewalks and traffic calming (grant) – design and tending of this project has been completed; the Town received one bid of approximately \$1.25 million; some scope creep and cost increases were anticipated to push the final costs over budget, but the bid was far higher than cost estimates; the tender has been cancelled and a grant extension was applied for and granted
- Replace fitness cardio equipment
- Replace flag poles

#### Action

**Improve overall service delivery through greater integration of departments.**

#### Completed

- ✓ Website improvements

#### In Progress

- Council Chambers move to Seniors Centre – The final pieces of AV equipment have been delivered; installation of the AV system is scheduled for July 6-11, 2022; system testing and user training, including test runs for meeting setup and take down, will take place in weeks to follow
- Implement geographical information system (GIS) Stage 2 – The Town's GIS consultant was not able to continue offering services once their scope of work had been completed; CVRD is not able to extend their GIS expertise to Ladysmith at this time; however the Town, CVRD, RDN, and other local municipalities are

obtaining updated aerial photography which will be added to the GIS system ; Staff are hopeful that the CVRD will be able to take on additional work and that a new hire in the engineering department will come with GIS qualifications

#### 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

#### In Progress

- Community to Community Meeting (grant)
- Collaborated with Boys & Girls Club & received funding to expand existing child care centre; project underway

#### Ongoing

- Ongoing collaboration & reconciliation initiatives with Stz'uminus
- Continue to work with School District 68 on joint use of sites
- Upcoming school district long-range facility plan discussions
- Working with CVRD in a single regional emergency management program

#### Action

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

#### Completed

- ✓ Housing Needs Assessment
- ✓ Child care space review
- ✓ Poverty reduction strategy
- ✓ Established a Poverty Reduction Task Group
- ✓ Renovation bylaw

#### In Progress

- Grant funding received (in principle) for a bike lane study for Dogwood Drive
- Holland Creek (all developers): PLA issued for:
  - Stage 5 June 27<sup>th</sup> (See June 21<sup>st</sup> Council report for more info)
  - Stage 7: Application for subdivision expected by end of summer
  - Stage 6/7 Heart Creek tributary crossing: construction expected to occur throughout July-August
  - Stage 8 rezoning application received to transfer density from western portion of the property to center portion; waiting for additional information from the applicant; expected to proceed to Council fall/winter 2022
- Holland Heights rezoning; neighbourhood Information meeting held June 23<sup>rd</sup>; awaiting report from applicant; public hearing tentatively scheduled for August 2<sup>nd</sup> Pursuant to Development Procedures Bylaw (hearing must occur 30 days after neighbourhood information meeting and developer must provide a report)

- “Lot A” adjacent to Holland Creek no applications received and none expected at this time

**Ongoing**

- Staff working with applicants on multiple mixed housing projects
- Churchill property to be listed for sale

**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
- ✓ Design for roundabout (Ludlow Road & Rocky Creek Road) –

**In Progress**

- OCP review

**Ongoing**

- 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
- 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 conducting 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**

**In Progress**

- Waterfront Stage 1 remediation

**Continue remediation of contaminated areas within Ladysmith Harbour.****Upcoming**

- Waterfront Stage 2 remediation (note this is for uplands only) - Testing still underway; remediation expected Fall 2022; application for Certificate of Compliance expected end of 2022 and Provincial approval expected in Q1 or Q2 of 2023; timeline subject to change based on results of testing
- 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**

- Arts and Heritage Hub – Consultants have been focusing their efforts on the design work including consultation with the Stz’uminus Elders and costing for the Artist Studio and immediate surrounding area to support the Stage 2 ICET grant application; design is nearing completion with the overall site plan being further developed; next steps include sharing design with Stz’uminus Elders and later, stakeholder group (Jul)
- Grant Application submitted for grant funding for the Machine Shop

**Upcoming**

- 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

**Upcoming**

- 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****Completed**

- ✓ Installed concrete patio tables, lighting and umbrellas along 1<sup>st</sup> Avenue

**Implement and support projects to maintain a vibrant downtown.****In Progress**

- Ludlow round-about – the developer has submitted a building permit application; inquiries from contractors pricing the project have been received; issuing the building permit and proceeding to construction is dependent upon the pending rezoning
- Application submitted for grant funding to refresh Town assets in downtown core
- Islander rezoning application received in May; expected to be scheduled for Council (Sep-Nov)
- Dollar Store survey from applicant (for land transfer) expected soon and will proceed to Council for final consideration (Aug)
- Dalbys awaiting Provincial approval from contaminated sites branch
- Electrical Charging and Bollards – These two projects require boulevard space along 1<sup>st</sup> Avenue; staff have retained RB Engineering to complete an overview of the electrical power availability along 1<sup>st</sup> Avenue and how to achieve the most effective car charging station(s); staff will determine locations of bollards once a charging site is identified; information and recommendations will be presented at a future Council meeting

**Upcoming**

- Replace interlocking brick pavers
- Enhance artifact and heritage building signage
- Install welcome sign

**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