

Municipality of North Cowichan

Committee of the Whole

AGENDA

Tuesday, January 11, 2022, 6:00 p.m.

Electronically

Pages

1. CALL TO ORDER

This meeting will be conducted by video conference using the Cisco Webex platform. This meeting, though electronic, is open to the public and will be streamed live and archived for viewing on demand at www.northcowichan.ca.

Anyone wishing to participate in the meeting, during the 'Public Input' and 'Question Period' portions of the agenda, may do so electronically by joining the meeting using:

- a computer, smartphone, or tablet. Please visit northcowichan.ca/virtualmeeting for instructions on how you can connect to this meeting.
- a telephone, dial 1.844.426.4405, enter the meeting ID 2456 136 6176, and then press # to join the meeting.

2. APPROVAL OF AGENDA

Purpose: To consider any items of business not included in the Agenda, that are of an urgent nature, must be introduced and approved at the time the agenda is adopted. Matters must be taken up in the order that they are listed unless changed at this time.

Recommendation:

That the agenda be adopted as circulated [or as amended].

3. ADOPTION OF MINUTES

Purpose: To consider if there were any errors or omissions prior to adopting the minutes.

3.1. Minutes from the December 7, 2021 regular meeting and December 14, 2021 special meeting

5 - 13

Recommendation:

THAT the minutes of the regular meeting held December 7, 2021 and the special meeting held December 14, 2021 be adopted, as circulated.

4. PUBLIC INPUT

Public Input is an opportunity for the public to provide feedback on matters included on the agenda. The maximum number of speakers to be heard during the public input period is limited to five, with a maximum of three minutes allotted to each speaker. To be added to the speakers list, please: click on the 'raise your hand' button, if participating by computer, smartphone, or tablet, or dial *3 on your phone.

5. BUSINESS

5.1. 2022 Grants in Aid

14 - 162

Purpose: To review the 2022 grant-in-aid applications and make recommendations to Council regarding which grants should be approved and the amount to be approved.

Recommendation:

THAT the Committee of the Whole recommend that Council approve grant in aid amounts for 2022 as follows:

- a. BC Forest Discovery Centre – BC Forest Museum \$25,000
- b. Chemainus and District Chamber of Commerce \$27,500
- c. Duncan Cowichan Chamber of Commerce \$34,000
- d. Cowichan Neighbourhood House Association \$30,000
- e. Chemainus BC BIA – Flower Baskets \$ *[insert amount here]*
- f. Chemainus Theatre Festival Society \$20,000
- g. Chemainus Cemetery (St Michael's and All Angels Church) \$983 to offset water and garbage fees
- h. Chemainus BC BIA – First Nations Signage \$*[insert amount here]*
- i. Chemainus BC BIA – Beautification: Repurpose fall baskets \$*[insert amount here]*
- j. Chemainus BC BIA – Flags/Banners \$*[insert amount here]*
- k. Chemainus Communities in Bloom \$*[insert amount here]*
- l. Crofton in Bloom \$*[insert amount here]*
- m. Clements Centre Society \$*[insert amount here]*
- n. Cowichan Brain Injury Society \$*[insert amount here]*
- o. Cowichan – Bring Back Bluebirds \$*[insert amount here]*
- p. WildsafeBC \$*[insert amount here]*
- q. Chemainus Rotary Club \$*[insert amount here]*
- r. Chemainus Valley Historical Society \$*[insert amount here]*
- s. Cowichan Historical Society \$*[insert amount here]*
- t. Cowichan Music Festival \$*[insert amount here]*
- u. Maple Bay Community Association – Canada Day \$*[insert amount here]*
- v. Somenos Community Association \$*[insert amount here]*
- w. Vimy Community Club \$*[insert amount here]*
- x. Westholme School Society \$*[insert amount here]*
- y. Cowichan Rugby Club \$*[insert amount here]*

5.2. 2022-2026 Utility Rate Review

163 - 194

Purpose: To review proposed utility expenditure plans and rates for 2022-2026. A staff presentation will be provided at the meeting.

Recommendation:

THAT the Committee of the Whole direct staff to prepare the Financial Plan Bylaw and a Fees and Charges Bylaw amendment to:

- a. Increase Chemainus water metered minimum and parcel tax by 5% per year for five years;
- b. Increase Crofton water metered minimum and parcel tax by 5% per year for five years;
- c. Increase South End water metered minimum and parcel tax by 3% per year for five years;
- d. Increase metered water rates (for amounts over the minimum) for all water utilities by 3% per year for five years;
- e. Increase Chemainus sewer parcel tax and user fees by 2% per year for four years beginning in 2023;
- f. Increase Crofton sewer parcel tax and user fees by 3% per year for five years;
- g. Increase South End sewer parcel tax and user fees by 3% per year for five years; and,
- h. Increase Maple Bay sewer treatment plant user fee by 3% per year for five years.

5.3. New Versus Replacement 2022 Capital Projects

195 - 196

Purpose: To differentiate between new capital works and improvements or the replacement of existing capital works proposed for 2022.

5.4. Council Compensation Review

197 - 330

Purpose: To select the desired method for commencing the review of Council's compensation.

Recommendation:

THAT the Committee of the Whole

1. Recommend that Council defer their August 15, 2018 decision for the next review of Council's remuneration be conducted in April 2022, to 2025;
2. Direct that the Council compensation review include:
 - a. a comparator group based upon similar sized populations and operating budgets;
 - b. a minimum of 10 municipalities, including North Cowichan, be used for the comparator group;
 - c. the compensation for the offices of Mayor and Councillor, including additional compensation paid, such as amount paid when a Councillor is Acting Mayor, but excluding benefits;
 - d. the preferred mechanism for making periodic adjustments to compensation; and
 - e. a comparison of the percentage factor of Councillor to Mayor compensation be undertaken;
3. Direct staff to issue a request for quotation for a compensation consultant to complete an independent review of Council's compensation in 2025 in conjunction with the exempt staff review (if applicable).

6. NEW BUSINESS

6.1. AVICC Call for resolutions and nominations (January 28, 2022 deadline)

331 - 338

Purpose: To discuss whether Council wishes to submit to the Association of Vancouver Island and Coastal Communities (AVICC) for the 2022 AGM & Convention:

1. a resolution for consideration at the convention; and
2. a nomination for a position (President, First VP, Second VP, Director at Large, or Electoral Area Representative) to the Executive Committee.

7. QUESTION PERIOD

Question Period is an opportunity for the public to ask brief questions regarding the business discussed during the meeting. To be added to the speakers list, please:

- click on the 'raise your hand' button, if participating by computer, smartphone, or tablet, or
- dial *3 on your phone

8. ADJOURNMENT

Municipality of North Cowichan Committee of the Whole MINUTES

**December 7, 2021, 6:00 p.m.
Electronically**

Members Present	Councillor Rosalie Sawrie, Chair Mayor Al Siebring Councillor Rob Douglas Councillor Christopher Justice Councillor Tek Manhas Councillor Kate Marsh Councillor Debra Toporowski
Staff Present	Ted Swabey, Chief Administrative Officer (CAO) Barb Floden, Manager, Communications and Public Engagement Clay Reitsma, Director, Engineering Dave Preikshot, Senior Environmental Specialist David Conway, Director, Engineering Projects Don Stewart, Director, Parks and Recreation George Farkas, General Manager Jason Birch, Chief Information Officer Marla Laycock, Acting Director, Human Resources and Corporate Planning Michelle Martineau, Corporate Officer Rob Conway, Director, Planning and Building Sarah Grieves, Engineering Technologist Shaun Chadburn, Environmental Programs Coordinator Shawn Cator, Director, Operations Talitha Soldera, Director, Financial Services Tricia Mayea, Deputy Corporate Officer

1. CALL TO ORDER

There being a quorum present, the Chair called the meeting to order at 6:01 p.m.

2. APPROVAL OF AGENDA

IT WAS MOVED AND SECONDED:

That the agenda be adopted as circulated.

CARRIED

3. ADOPTION OF MINUTES

3.1 Minutes from the November 9, 2021 regular meeting and the November 23, 2021 and November 30, 2021 special meetings for adoption

The November 30, 2021 minutes were amended as follows:

- Update the wording for Item 4.1.4 (1)b to say: 'Incentivize or prioritize new growth to areas close to existing core development'

- Update the wording for Item 4.1.4 (2)f to say: 'Incentivize or prioritize new growth to areas close to existing core development'
- Update the wording for Item 4.1.5 (10) to say: 'Staff report on sale of groundwater'

The November 9, 2021 minutes were amended to remove the motion to extend to meeting from Item 6.3.

IT WAS MOVED AND SECONDED:

THAT the minutes of the regular meeting held November 9, 2021 and the special meeting held November 30, 2021 be adopted as amended, and the minutes of the special meeting held November 23, 2021 be adopted as circulated.

CARRIED

4. PUBLIC INPUT

Council received no public input.

5. BUSINESS

Due to technical difficulties, Council by unanimous consent, recessed the meeting at 6:18 p.m. and reconvened at 6:24 p.m.

5.1 Climate Action and Energy Plan Update Draft Report

Jeremy Murphy from Sustainability Solutions Group (SSG) presented the final draft of the 2021 Climate Action and Energy Plan (CAEP) and along with David Conway, Director Engineering Projects, and Dave Preikshot, Senior Environmental Specialist, answered questions from Council.

IT WAS MOVED AND SECONDED:

THAT the Committee of the Whole direct staff to amend the Climate Action and Energy Plan as per the 'suggestions, concerns and additional actions for Council's consideration' as listed in the minutes from the Environmental Advisory Committee's November 30, 2021 meeting.

(Opposed: Manhas, Siebring)

CARRIED

IT WAS MOVED AND SECONDED:

THAT staff work with Sustainability Solutions Group to incorporate the following language into the Climate Action and Energy Plan:

- "The Municipality will play an important role in implementing the goals of the CAEP Update, however, we cannot stress strongly enough that its ultimate success will depend on actions from senior levels of government. If recent history has taught us anything, there is a real risk that our federal and provincial leaders could backtrack on their climate change commitments and fall well short of greenhouse gas reduction targets. If decision-makers in Ottawa and Victoria do not follow through on their environmental promises, then North Cowichan will be unable to meet its target of reducing emissions by 80% by 2050."
- "Our analysis of the cumulative emissions differences between the growth scenarios assumes that senior levels of government will follow through on their commitments to require 100% of light-duty vehicle sales to be electric by 2035. However, as previously noted, federal and provincial leaders have not always delivered on their

climate change promises. There is a risk that the commitment of 100% electric vehicles sales could be delayed. If that were to occur — or if for some other unanticipated reason, we are unable to achieve these uptake targets — the cumulative emissions differences between the growth scenarios would become dramatically larger, as more residents would continue to rely on gas and diesel vehicles for transportation.”

(Opposed: Marsh)
CARRIED

IT WAS MOVED AND SECONDED:

THAT the draft Climate Action and Energy Plan be amended by replacing the ‘Mayor’s Message’ on page 1 with ‘Environmental Advisory Committee Chair’s Message’ CARRIED

Council by unanimous consent, recessed the meeting at 8:20 p.m. and reconvened at 8:30 p.m.

5.2 Review of Solar Energy Implications in the Municipality of North Cowichan

IT WAS MOVED AND SECONDED:

THAT the meeting be extended to 11:00 p.m. CARRIED

IT WAS MOVED AND SECONDED:

THAT the Committee of the Whole direct staff continue to monitor the solar photovoltaic market for improvements and report back to the Committee of the Whole when such energy production is financially and technologically feasible. CARRIED

5.3 Review of 2022 General Local Election Procedures and Related Bylaws

IT WAS MOVED AND SECONDED:

THAT the Committee of the Whole recommends that Council appoint the following election officials for the purpose of conducting the 2022 General Local Election:

- (1) The Corporate Officer, Michelle Martineau, as the Chief Election Officer;
- (2) The Deputy Corporate Officer, Tricia Mayea, as the Deputy Chief Election Officer.

(Opposed: Justice, Marsh)
CARRIED

IT WAS MOVED AND SECONDED:

THAT the Committee of the Whole directs that staff issue a request for quotation for a compensation consultant to complete an independent review of Council’s compensation prior to the 2022 general local election.

(Opposed: Douglas, Toporowski, Justice, Siebring, Manhas, Sawrie)
DEFEATED

Council by unanimous consent, determined that the discussion regarding the review of Council’s compensation be revisited at the next meeting.

IT WAS MOVED AND SECONDED:

THAT the Committee of the Whole directs staff to prepare an amendment to Elections Bylaw No. 3544 to:

- (1) change the requirement for the Provincial list of voters to become the register of resident electors from 87 days before general voting day to 52 days;
- (2) remove section 2 and use the Provincial list of voters for bi-elections;
- (3) establish procedures for advance voting opportunities, including what steps the presiding election official must follow at the close of each advance voting opportunity and remove Subsection 3(2) from the bylaw;
- (4) include additional voting opportunities in advance of the general voting day; and
- (5) update section 5 to modernize the language and include procedures for storing ballots during any period when the voting machine is not functioning. CARRIED

IT WAS MOVED AND SECONDED:

THAT the Committee of the Whole directs staff to amend Election Bylaw No. 3544 to authorize special voting opportunities for electors, who for medical reasons are unable to leave their residence to vote, establish procedures for special voting opportunities, and authorize the CEO to establish the date, time and place of where the special voting opportunities are to be conducted. (Opposed: Manhas)
CARRIED

IT WAS MOVED AND SECONDED:

THAT the Committee of the Whole directs staff to amend Election Bylaw No. 3544 to include provisions for mail ballots. (Opposed: Siebring, Manhas)
CARRIED

IT WAS MOVED AND SECONDED:

THAT the Committee of the Whole directs staff to amend Election Bylaw No. 3544 to:

- (1) include recount procedures; and
- (2) include procedures for after the close of voting on general voting day. CARRIED

IT WAS MOVED AND SECONDED:

THAT the Committee of the Whole directs staff to prepare an amendment to Sign Bylaw No. 3479 to remove the security deposit requirement under section 8. CARRIED

IT WAS MOVED AND SECONDED:

THAT the Committee of the Whole directs staff to initiate discussions with the Cowichan Valley Regional District and School District 79 about entering into a joint agreement for sharing the costs associated with the 2022 General Local Election. CARRIED

6. NEW BUSINESS

None.

7. QUESTION PERIOD

Council received no questions from the public regarding agenda items.

8. CLOSED SESSION

IT WAS MOVED AND SECONDED:

That Council close the meeting at 10:14 p.m. to the public on the basis of the following section(s) of the *Community Charter*:

- 90(1)(e) *the acquisition, disposition or expropriation of land or improvements, if the council considers that disclosure could reasonably be expected to harm the interests of the municipality.*
- 90(1)(k) *negotiations and related discussions respecting the proposed provision of a municipal service that are at their preliminary stages and that, in the view of the council, could reasonably be expected to harm the interests of the municipality if they were held in public.*
- 90(2)(b) *the consideration of information received and held in confidence relating to negotiations between the municipality and a provincial government or the federal government or both, or between a provincial government or the federal government or both and a third party.*
- 90(2)(d) *which is a matter that, under another enactment, that being section 16(1)(a)(iii) of the Freedom of Information and Protection of Privacy Act regarding related to intergovernmental relations or negotiations with an aboriginal government, is such that the public must be excluded from the meeting.*

CARRIED

8.1 Closed minutes from the November 9, 2021 meeting for adoption

8.2 Closed under section 90(1)(e) Land Acquisition

8.3 Closed under Section 90(1)(k) Negotiations, 90(2)(b) information held in confidence relating to negotiations between First Nations, and 90(2)(d) under another enactment [16(1)(a)(iii) FIPPA intergovernmental relations with aboriginal government

8.4 Closed under Section 90(2)(b) Information held in confidence relating to negotiations between the provincial government

9. ADJOURNMENT

The meeting adjourned at 10:35 p.m.

Certified by Corporate Officer

Signed by Mayor

Municipality of North Cowichan Committee of the Whole MINUTES

**December 14, 2021, 4:00 p.m.
Electronically**

Members Present	Mayor Al Siebring Councillor Rob Douglas Councillor Christopher Justice Councillor Tek Manhas Councillor Kate Marsh (arrived at 4:05 p.m.) Councillor Rosalie Sawrie Councillor Debra Toporowski
Staff Present	Ted Swabey, Chief Administrative Officer (CAO) Barb Floden, Manager, Communications and Public Engagement Clay Reitsma, Director, Engineering David Conway, Director, Engineering Projects Dave Preikshot, Senior Environmental Specialist Don Stewart, Director, Parks and Recreation George Farkas, General Manager Jason Birch, Chief Information Officer Marla Laycock, Acting Director, Human Resources and Corporate Planning Martin Drakeley, Manager, Fire and Bylaw Services Michelle Martineau, Corporate Officer Rob Conway, Director, Planning and Building Shawn Cator, Director, Operations Talitha Soldera, Director, Financial Services Tricia Mayea, Deputy Corporate Officer

1. CALL TO ORDER

There being a quorum present, the Chair called the meeting to order at 4:02 p.m.

2. APPROVAL OF AGENDA

IT WAS MOVED AND SECONDED:

That the agenda be adopted as circulated.

CARRIED

3. PUBLIC INPUT

Council received no public input.

4. BUSINESS

4.1 2022 Capital Expenditure Plan

The Director, Financial Services, Talitha Soldera, presented the 2022 Capital Expenditure Plan (the "Plan") and responded to questions of Council. The Plan included the funding options for the supplemental project requests that were previously presented as part of

departmental business plans at the November 23, 2021 and November 30, 2021 special Committee of the Whole meetings.

IT WAS MOVED AND SECONDED:

THAT the Committee of the Whole direct staff to remove the following projects from the 2022 Capital Budget and that they be added for consideration in the 2023 Capital Budget:

- (1) Sherman Road Dog Park
- (2) Mount Richards Trail Sanctioning and Wayfinding
- (3) Mount Prevost Parking Lot

CARRIED

IT WAS MOVED AND SECONDED:

THAT the Committee of the Whole direct staff to include the following supplemental items, to be funded through Gas Tax, in the 2022 Capital Expenditure Plan:

- (1) Replacement of the Chemainus Salt Shed;
- (2) Works Yard salt management containment area;
- (3) South End Fire Hall roof replacement; and
- (4) Accessibility improvements to the Chemainus Community Policing office located in the Chamber of Commerce Building.

CARRIED

Council, by unanimous consent, recessed the meeting at 6:01 p.m. and reconvened at 6:18 p.m.

4.2 2022-2026 Operating Budget

The Director, Financial Services, Talitha Soldera, presented the 2022-2026 Operating Budget (the "Budget") and responded to questions of Council. The Budget included the supplemental requests (ongoing and one-time operational items and new position requests), that were previously presented as part of departmental business plans at the November 23, 2021 and November 30, 2021 special Committee of the Whole meetings.

IT WAS MOVED AND SECONDED:

THAT the Committee of the Whole direct staff to include the position of a Senior Engineering, Utilities in the 2022-2026 Financial Plan Bylaw.

CARRIED

IT WAS MOVED AND SECONDED:

THAT the Committee of the Whole direct staff to include the position of a Legislative Coordinator in the 2022-2026 Financial Plan Bylaw. (Opposed: Douglas, Justice, Marsh)

CARRIED

IT WAS MOVED AND SECONDED:

THAT the main motion: *"THAT the Committee of the Whole direct staff to provide a more detailed description and justification on the Climate Change Specialist position for consideration at a subsequent budget meeting in the new year"* be tabled.

CARRIED

IT WAS MOVED AND SECONDED:

THAT the meeting be extended to 10:00 p.m.

CARRIED

The Chair, through unanimous consent, lifted the main motion from the table to continue the debate on the matter.

IT WAS MOVED AND SECONDED:

THAT the Committee of the Whole direct staff to provide a more detailed description and justification on the Climate Change Specialist position for consideration at a subsequent budget meeting in the new year (2022).

CARRIED

IT WAS MOVED AND SECONDED:

THAT the Committee of the Whole direct staff to include the following ongoing supplemental items in the 2022-2026 Financial Plan Bylaw:

- (1) Security Increase \$30,000;
- (2) Online Backup Enhancements \$25,000;
- (3) Evergreen Replacement \$35,000;
- (4) Storm Video \$25,000;
- (5) Solar Crosswalk Maintenance \$10,000;
- (6) Traffic Calming \$20,000;
- (7) Pest Control \$12,000; and
- (8) Roof Maintenance \$15,000.

CARRIED

IT WAS MOVED AND SECONDED:

THAT the Committee of the Whole direct staff to allocate the costs to fund the following one-time supplemental items, in the 2022-2026 Financial Plan Bylaw, from:

- (1) Appropriated surplus, because of COVID-19, for 2022:
 - (a) Biodiversity Protection Policy \$50,000;
 - (b) Cemetery Services Plan \$75,000;
 - (c) Mt. Prevost Road Maintenance \$20,000;
 - (d) Sports Wall of Fame \$35,000; and
 - (e) Exempt Compensation Review \$15,000.

- (2) Gas Tax:

- (a) Integrating Natural Assets into the Asset Management Plan \$100,000.

CARRIED

IT WAS MOVED AND SECONDED:

THAT the Committee of the Whole direct staff reduce the 2022 contribution to the following reserve funds in the 2022-2026 Financial Plan Bylaw:

- (1) Agriculture Reserve \$30,000; and
- (2) Insurance/Legal Reserve \$50,000.

(Opposed: Marsh)

CARRIED

IT WAS MOVED AND SECONDED:

THAT the Committee of the Whole direct staff to make the following changes in the 2022-2026 Financial Plan Bylaw to:

- (1) Phase in the RCMP base salary increase over three years, using surplus collected for RCMP purposes to offset costs;
- (2) Budget for 90% of total RCMP contract costs in 2022; and
- (3) Reduce the following:
 - (a) Staff travel related to training by \$50,000 for 2022; and
 - (b) Council travel/training by \$23,445 for 2022.

CARRIED

5. NEW BUSINESS

None.

6. QUESTION PERIOD

Council received no questions from the public regarding agenda items.

7. ADJOURNMENT

The meeting adjourned at 7:58 p.m.

Certified by Corporate Officer

Signed by Mayor

Report

Date January 11, 2022
Subject 2022 Grants in Aid

File:

PURPOSE

To review the 2022 grant-in-aid applications and make recommendations to Council regarding which grants should be approved and the amount to be approved.

BACKGROUND

Council's Grant-in-Aid Policy (Attachment 1) invites applications from non-profit organizations for tourism, economic development, social/environmental services, sports groups and arts and culture. Grants can be used for capital, operating or one-off special event purposes.

The policy specifies that the Committee of the Whole will meet to review the grant applications in October of each year prior to the adoption of the annual budget; however, applications are due by October 15, and the October Committee of the Whole meeting has been before this date for the last few years. Because of this timing difference, the Committee of the Whole has been reviewing applications early in the New Year but before the adoption of the financial plan bylaw.

DISCUSSION

The preliminary 2022 budget includes \$232,980 for grants in aid. Eligible requests for funding for 2022 total \$257,983. Should the Committee recommend fully funding all grant applications, a \$25,003 or 0.08% increase to taxation would be required.

Annual Grant Contributions - \$160,500 requested

There are six annual funding contributions provided through the annual grants-in-aid category. The Committee of the Whole typically approves these with no requirement for the organization to submit an annual application unless additional funding is requested.

The Chemainus Business Improvement Area (BIA) has requested an increase for 2022 for flower baskets. The flower baskets are costing more than the annual grant amount, and an increase of \$5,000 - \$6,000 has been requested.

Grant in Lieu of Taxes and Charges - \$983 requested

Each year the Municipality covers the garbage and water charges for St. Michael's and All Angels Church Cemetery. The amount has been increased this year to reflect what has actually been paid during the last few years.

Economic Development/Tourism - \$35,300 requested

In addition to the regular flower basket contribution, three other requests have been submitted by the Chemainus BIA:

- 1) First Nations Signage – a request for \$5,800 to erect permanent signs on the existing signage. Street signs are typically under the purview of the Municipal Operations Department, and it is important that street signs throughout the Municipality meet certain standards and criteria. In 2020 the Chemainus Valley Cultural Arts Society, who has a First Nations language expert within their First Nations Committee, kicked off this process working with the Municipality on some temporary signage. Should the Committee of the Whole wish to support this initiative it is recommended that staff be directed to explore options in conjunction with the Chemainus BIA and the Chemainus Valley Cultural Arts Society and bring a report back to Council during the year.
- 2) Beautification: Repurpose Fall Baskets – the BIA is asking for \$3,500 to replace plantings in the hanging baskets and add ribbons so that the baskets may stay in place throughout the winter.
- 3) Flags/Banners – a request for \$4,500 to replace a number of flags/banners, including replacing some banner holders and installing new ones where applicable. Should the Committee wish to support this initiative, it is recommended that the Chemainus BIA be directed to consult with Municipal staff before erecting signs in any new locations.

In addition to these requests from the Chemainus BIA, two other requests have been received:

- 4) Chemainus Communities in Bloom has requested a \$1,150 increase over the amount provided in 2021 (total request of \$13,500) to support their beautification efforts.
- 5) Crofton Communities in Bloom has submitted a request for \$8,000, the same as in the previous two years.

Social/Environmental Services - \$19,000 requested

Four requests have been received in this category:

- 1) Clements Centre Society is requesting \$5,000, a \$2,000 increase over the amount granted in 2021, for renovations to the Kin Hut for adult daytime programming.
- 2) Cowichan Brain Injury Society is a new applicant requesting \$10,000 for their Outreach and Injury Prevention Project.
- 3) Cowichan Bring Back the Bluebirds with the BC Conservation Foundation is requesting \$2,000 to support volunteers and cover costs associated with caring for Western Bluebirds.
- 4) WildsafeBC with the BC Conservation Foundation is requesting \$2,000 to support the work of the WildsafeBC Coordinator.

Arts and Culture - \$19,200 requested

Five applications have been received for funding:

- 1) Chemainus Rotary Club has requested the annual \$500 for the Summerfest Event.
- 2) Chemainus Valley Historical Society has requested the annual operating grant of \$7,500.

- 3) Cowichan Historical Society has requested a \$6,000 increase over the amount provided in 2021 for a total request of \$10,000 to support the operation of the museum and archives.
- 4) Cowichan Music Festival has requested a \$200-\$250 Scholarship award for the Most Outstanding Senior in Piano Classes. Council approved \$200 in 2021, but the event did not proceed, so the funds were not provided.
- 5) Maple Bay Community Association has requested a \$1,000 contribution (the same as in previous years) toward Canada Day celebrations. The event did not proceed in 2021, and the funds were returned to the Municipality.

Municipally Owned Community Halls - \$15,000 requested

The three Community Halls (Somenos, Vimy and Westholme School) have each submitted requests for the same amount of funding that has been provided for the last several years.

Sport Groups - \$8,000 requested

The Cowichan Rugby Club has requested a \$3,000 increase for 2022 for a total of \$8,000 to cover their water bill as well as fertilizer and maintenance of the fields. While the final meter reading for the year has not been completed at the time of writing this report, water charges for this property for 2021 are estimated to be \$7,000.

OPTIONS

1. **(Recommended Option)** THAT the Committee of the Whole recommend that Council approve grant in aid amounts for 2022 as follows:
 - a. BC Forest Discovery Centre – BC Forest Museum \$25,000
 - b. Chemainus and District Chamber of Commerce \$27,500
 - c. Duncan Cowichan Chamber of Commerce \$34,000
 - d. Cowichan Neighbourhood House Association \$30,000
 - e. Chemainus BC BIA – Flower Baskets \$ *[insert amount here]*
 - f. Chemainus Theatre Festival Society \$20,000
 - g. Chemainus Cemetery (St Michael's and All Angels Church) \$983 to offset water and garbage fees
 - h. Chemainus BC BIA – First Nations Signage \$*[insert amount here]*
 - i. Chemainus BC BIA – Beautification: Repurpose fall baskets \$*[insert amount here]*
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- t. Cowichan Music Festival *[\$insert amount here]*
- u. Maple Bay Community Association – Canada Day *[\$insert amount here]*
- v. Somenos Community Association *[\$insert amount here]*
- w. Vimy Community Club *[\$insert amount here]*
- x. Westholme School Society *[\$insert amount here]*
- y. Cowichan Rugby Club *[\$insert amount here]*

IMPLICATIONS

The 2022 preliminary budget includes \$232,980 for grants-in-aid. Requests for funding exceed this amount by \$25,003 for a total of \$257,983 requested. Should Council wish to fully fund all requests, a taxation increase of 0.08% would be required.

RECOMMENDATION

That the Committee of the Whole recommend that Council approve grant-in-aid amounts for 2022 as follows:

- a. BC Forest Discovery Centre – BC Forest Museum \$25,000
- b. Chemainus and District Chamber of Commerce \$27,500
- c. Duncan Cowichan Chamber of Commerce \$34,000
- d. Cowichan Neighbourhood House Association \$30,000
- e. Chemainus BC BIA – Flower Baskets \$___ *[insert amount here]*
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- i. Chemainus BC BIA – Beautification: Repurpose fall baskets \$___ *[insert amount here]*
- j. Chemainus BC BIA – Flags/Banners \$___ *[insert amount here]*
- k. Chemainus Communities in Bloom \$___ *[insert amount here]*
- l. Crofton in Bloom \$___ *[insert amount here]*
- m. Clements Centre Society \$___ *[insert amount here]*
- n. Cowichan Brain Injury Society \$___ *[insert amount here]*
- o. Cowichan – Bring Back Bluebirds \$___ *[insert amount here]*
- p. WildsafeBC \$___ *[insert amount here]*
- q. Chemainus Rotary Club \$___ *[insert amount here]*
- r. Chemainus Valley Historical Society \$___ *[insert amount here]*
- s. Cowichan Historical Society \$___ *[insert amount here]*
- t. Cowichan Music Festival \$___ *[insert amount here]*
- u. Maple Bay Community Association – Canada Day \$___ *[insert amount here]*
- v. Somenos Community Association \$___ *[insert amount here]*
- w. Vimy Community Club \$___ *[insert amount here]*
- x. Westholme School Society \$___ *[insert amount here]*
- y. Cowichan Rugby Club \$___ *[insert amount here]*

Report prepared by:



Talitha Soldera, CPA, CGA
Director, Financial Services

Report reviewed by:



George Farkas
General Manager

Approved to be forwarded to Council:



Ted Swabey
Chief Administrative Officer

Attachments:

- (1) Grant-in-Aid Policy
- (2) 2022 Grant Application Summary
- (3) Grant Applications

COUNCIL POLICY: GRANT-IN-AID

Council Approval Date: September 5, 2005

Department: Finance

Amended: September 21, 2016

1. PURPOSE

Whereas s. 263(1)(c) of the Local Government Act allows local governments to provide assistance for the purpose of benefitting the community, the Municipality of North Cowichan will maintain an annual program to award community grant funding to eligible non-profit societies operating within the Municipality.

Following policy established by the Municipal Council, the Committee of the Whole will consider grant requests under the categories of tourism, economic development, social services, sports groups, and arts and culture, and will make funding recommendations to Council.

2. GRANT CATEGORIES

Grants-in-Aid are categorized as follows:

- a. Tourism
- b. Economic Development
- c. Social/Environmental Services [2016-09-21]
- d. Sports Groups (including associated travel for events)
- e. Arts and Culture [2015-09-02]

Grants can be used for capital, operating or one-off special event purposes.

3. ELIGIBILITY CRITERIA

Applicants must meet the following mandatory eligibility criteria:

- a. are located in the Municipality of North Cowichan, or alternatively, provide a service which primarily benefits the residents of the Municipality of North Cowichan; [2016-09-21]
- b. can demonstrate sound financial and administrative management;
- c. can demonstrate a financial need;
- d. are in compliance with all relevant Municipality of North Cowichan bylaws; and
- e. are registered as a society under the *BC Society Act*, or as an association under the *Cooperative Association Act*.

Only applicants that meet the mandatory eligibility criteria listed above will be advanced to the evaluation stage.

In some instances, assistance in cost-sharing capital improvements to facilities that are not located in North Cowichan may be considered provided that these organizations primarily serve North Cowichan residents.

Assistance towards travel expenses for youth teams may be considered if they are representing

North Cowichan at either a provincial and/or national championship level. Youths participating in individual sports at a provincial and/or national championship level may also be eligible. Grant requests from organizations that are, in the opinion of the Committee of the Whole, providing a regional service will be referred to the Cowichan Valley Regional District (CVRD).

4. APPLICATION PROCESS

Grants-in-Aid must be applied for each year. Completed applications must be received by October 15 of each year, or the next business day if this falls on a weekend.

The following information must be provided in order for an organization to have its application considered:

- a. completed grant application, including:
 - i. the name and address of the organization;
 - ii. the name of the primary contact person;
 - iii. the amount of financial assistance being requested;
- b. a clear description of the project or event for which funding is requested;
- c. all requested supporting documentation, including:
 - i. financial statements;
 - ii. project budget (if applicable);
- d. disclosure of all sources of assistance previously received from the Municipality such as, but not limited to, cash grants, assistance in-kind, building or rental accommodation or permissive tax exemption; and
- e. a description of how the previous year's grant money was spent (if a grant was received).

5. EVALUATION CRITERIA

Applicants who have met the mandatory eligibility criteria, will be evaluated under the following three categories:

- a. Program/Project Quality & Merit
- b. Organizational Effectiveness & Capacity
- c. Community Engagement & Impact

The detailed criteria and scoring weights in each category are outlined in *Appendix A*.

6. BUDGET

The Municipality's grant budget will be set in accordance with the establishment of the Financial Plan. The Committee of the Whole will meet in October of each year to discuss each grant application and will subsequently make recommendations to Council regarding which grants should be approved and the amount to be approved, prior to adoption of the annual budget. Grants-in-Aid are always subject to funding availability. All applicants will be notified of the meeting at which their applications will be considered and of the disposition of their requests.

7. LATE APPLICATIONS

Council may allocate Grant-in-Aid funding in the budget for extraordinary requests received during the calendar year (e.g. one-time grant applications).

8. PAYMENT

No Grants-in-Aid will be disbursed until after adoption of the Financial Plan (after May 15 yearly). All approvals will be considered on a year-to-year basis and continuing support should not be anticipated.

Council reserves the right to place conditions on the awarding of any grant including the provision that it may not disburse the grant funds until appropriate evidence (e.g. submission of receipts) is received that the funds have been expended for the intended purpose.

Representatives of organizations may also be requested to attend a Council meeting to provide a narrative summary of how the funds were expended.

APPENDIX A

ELIGIBILITY CRITERIA	Y / N	Applicant meets mandatory eligibility criteria
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EVALUATION CRITERIA	SCORE	
PROGRAM/PROJECT QUALITY & MERIT (30 points - maximum of 5 points each)		evidence of financial need, and need for the activity, project or proposal
		alignment with municipal objectives
		complements or extends municipal services
		addresses barriers to services for people with disabilities
		amount of funding requested related to number of residents served
		clear articulation of the degree to which the activity, project, or proposal supports the mandate and objective of the organization
ORGANIZATIONAL EFFECTIVENESS & CAPACITY (30 points - maximum of 5 points each)		clear mandate and competent administration
		financial stability and accountability as demonstrated by prior financial performance
		realistic, balanced budgets and timelines
		diversified sources of revenue
		demonstrated track record of community service
		ongoing organizational capacity and proven ability to carry out the proposal
COMMUNITY ENGAGEMENT & IMPACT (40 points - maximum of 8 points each)		level of public access and participation within the municipality
		number of volunteers
		growing interest and attendance
		level of engagement and cooperation with other community groups
		demonstrated support from the community as evidenced by collaborations, partnerships and in-kind support
		TOTAL (maximum 100 points)

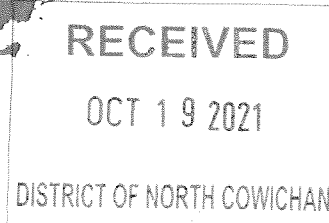
District of North Cowichan
Grants In Aid Request List
2022

ATTACHMENT #2

	2019 Approved	2020 Approved	2021 Approved	2022 Request	2022 Increase	2022 New	2022 Recomm.
Annual Grants In Aid							
B.C. Forest Discovery Centre - BC Forest Museum	25,000	25,000	25,000	25,000	0		
Chemainus & District Chamber of Commerce	25,000	27,500	27,500	27,500	0		
Duncan Cowichan Chamber of Commerce	30,000	34,000	34,000	34,000	0		
Cowichan Neighbourhood House Association	29,800	30,000	30,000	30,000	0		
Chemainus BC B.I.A. - Flower Baskets	15,000	19,000	19,000	24,000	5,000		
Chemainus Theatre Festival Society	20,000	20,000	20,000	20,000	0		
	144,800	155,500	155,500	160,500	5,000		0
Grant In Lieu of Taxes and Charges							
St Michael and All Angels Church Cemetery (garbage)	250	250	250	333	83		
St. Michael's Cemetery (water)	650	650	650	650	0		
Economic Development /Tourism							
Chemainus BC B.I.A. - First Nations Signage				5,800		5,800	
Chemainus BC B.I.A. - Beautification: Repurpose fall baskets				3,500		3,500	
Chemainus BC B.I.A. - Flags/Banners				4,500		4,500	
Chem. Communities in Bloom	8,000	8,000	12,350	13,500	1,150		
Crofton in Bloom		8,000	8,000	8,000	0		
Social/Environmental Services:							
Clement Centre Society	5,000	3,000	3,000	5,000	2,000		
Cowichan Brain Injury Society				10,000		10,000	
Cowichan - Bring Back Bluebirds (BCCF)	2,000	4,500	0	2,000	2,000		
WildsafeBC (BCCF)	3,000	3,000	3,000	2,000	-1,000		
Arts and Culture							
Chemainus Rotary Club (Summerfest Parade and	500	500	500	500			
Chemainus Valley Historical Society	7,500	7,500	7,500	7,500			
Cowichan Historical Society	2,000	4,000	4,000	10,000	6,000		
Cowichan Music Festival	250	200	200	200			
Maple Bay Community Assoc. - Canada Day	1,000	1,000	1,000	1,000			
Municipally Owned Community Halls:							
Somenos Community Association	7,000	7,000	7,000	7,000			
Vimy Community Club (Hall)	3,000	3,000	3,000	3,000			
Westholme School Society	5,000	5,000	5,000	5,000			
Sports Groups:							
Cowichan Rugby Club	2,000	2,000	5,000	8,000	3,000		
	71,600	77,400	69,750	97,483	13,233	23,800	0
Total Grants in Aid	216,400	232,900	225,250	257,983	18,233	23,800	0
In Preliminary Budget							232,980



Postal Box #83, Chemainus
Vancouver Island, BC | V9R 1K0
Office Phone: 250-800-1164



October 15, 2021

Municipality of North Cowichan
7030 Trans-Canada Highway, Box 278
Duncan, BC, V9L 3X4

Dear Council, Mayor, and Department of Finance,

Thank you for your dedication to the improvement of Chemainus, helping to make it appealing to residents, visitors, and tourists alike. This commitment helps to drive the town forward in so many ways and benefits our business community greatly. The road project was a huge success and a wonderful addition to the town. Thank you for asking us to provide the flags/banners on the streetlight poles along the road and roundabout. They were something we were happy to fund as it is a great beautification and branding initiative for the town of Chemainus.

As the Chemainus Business Improvement Association (CBIA), we like to think we play a small part in your vision by aiding in the beautification efforts, specifically within on one project in particular – the Summer Hanging Basket Program. Highly regarded by residents, business owners and tourists, the town is transformed by these vibrant baskets in the summer, boosting resident pride and continuing to aid in the allure for tourists. With this said, we are challenged to execute this program effectively within the constraints of the budget as provided by the Municipality of North Cowichan (MNC). Each year we find we are diverting more money away from vital outreach efforts to complete this program due to the rising costs of annual inflation. These budget shortfalls directly impact businesses as vital funding is offset to compensate for the basket financial shortfalls.

BACKGROUND:

The basket program was originally considered in September of 2016 for the MNC 2017 fiscal budget. Before this time, it had been an annual grant which we had applied for. It became officially adopted for 2017 and funded for \$15,000. The allotted dollar amount was unable to cover the basket costs. We were then granted a further increase to \$19,00 for the 2018 fiscal budget. Since then, we have been in a continuing deficit. In 2020, we faced a budget shortfall of approximately \$2,277. Please note, this is considerably less than it would have been due to COVID. We were able to remove a small number of baskets without penalty as the baskets' intended business location was either not going to be open at all that summer or not open regularly enough to care for the baskets properly. For 2021, having almost completed the program with basket removal slated for November 1st, we can confirm a close estimated budget shortfall of \$4,309 which was as estimated upon ordering. We chose to absorb the cost this year, but at expense to other programs.

CHALLENGES:

When looking into 2022, it is anticipated that these costs will continue to increase further – not only due to inflation but limited product availability and staff shortages are causing a large chasm between our budget and the anticipated costs facing us with a hard cost deficit anywhere between a \$5,000 - \$6,000. As you can see, this is just not something we can take away from our other programs.

We ask that you re-examine the costs to reflect the economic climate that we are in. The increases we are seeing are no longer small increments and are becoming a great concern to our Board and our members. We simply are unable to remove funds from other tourism and resident promotion programs to maintain the deficit we will be facing for the baskets in the summer of 2022.

Aside from inflation, in order to be as cost conscious as possible, the number of plant material in each basket has been decreasing annually, meaning less basket growth and not as pretty or as abundant as they should be. The flower varieties we are using should be replaced to coincide with the higher climate temperature changes we have been facing of the last number of years with a more effective drought resistant plant, however this is also more expensive. Because we cannot take on these additional costs for plant material variations, we currently expect some plant death/loss during hotter periods forcing us to remove the baskets. We simply have not been able to provide the optimal plants in variety and quantity as budget does not allow. As of this year, we have identified the need to fertilize the baskets at least two more times during the summer which equates to a great cost increase for the summer of 2022. We truly need to re-examine the funds put into this program to make it as optimal as possible. These funds are essential to beautification and in the generation of traffic for the area.

CONSIDERATIONS:

As you are aware, we produce a large amount of work in a year and we are very conscious of every penny spent. We forego office space and all of the hard costs associated to ensure we are as lean as possible and making each dollar work for our small business group. We are, however, unable to take

October 15, 2021

on further deficits for this program as it greatly impacts our ability to participate in local, regional and provincial initiatives that are much needed for these local small businesses, especially in light of the COVID challenges that have befallen them.

Please consider the following when reviewing our request:

- We have not seen an increase to keep pace with inflation since 2018, which even then was not enough to cover the entire program.
- Before his retirement, Ernie Mansuetti was tasked by the Council to conduct an assessment and provide a report on the number of baskets and locations. The report indicated that the location and quantity are appropriate. Numbers and locations have not changed since this review.
- Over the years, we have conducted many studies which we continue to assess against annually (less formally however). We consistently maintain a much lower cost per basket ratio when compared to other communities on and off the island, including when they are being handled in mass by townships or Municipalities.
- As an association with one employee, large quantities of time are spent planning, executing and coordinating maintenance through the spring and summer months. This is time spent away from other vital programs.
- Each year we conduct an exhaustive RFP process, during which time we review the needs for the next year and what we can change to maintain the budget. We also take measures to review all bids for competitiveness, accuracy, and experience. We award on these criteria.
- For reference the 2021 cost are as follows (may have incremental final cost adjustments as the program will run for another two weeks):
 - o Total basket hard cost: \$18,458 (210 baskets total)
 - o Maintenance cost: \$4,851
 - o This equates to \$87.89 per basket hard costs/plant material, with an additional \$23.10 for maintenance.

If an increase in budget is not possible for your 2022 fiscal budget, we ask that the following instead be considered:

- A. We continue to operate the program with a significant increase to cover the basket costs noting annual inflation will be accounted for moving forward, this saves the MNC time and money by the CBIA managing the entirety of this program.
- B. The CBIA continues to allocate time to plan, source/purchase, and allot the baskets in the program under the existing funding, with the caveat that all maintenance be performed by the Municipality of North Cowichan. Post installation the CBIA is to not be involved in the program annually.
- C. Consider is the integration of the Chemainus Summer Hanging Basket Program directly under the purview of the Municipality of North Cowichan who will solely manage and maintain these baskets from here out.

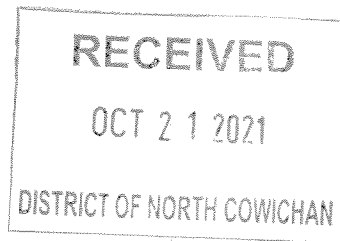
We need assistance to find a solution as we are currently looking at a drastic cut to the number and quality of baskets for the 2022 program, if no solution can be sought in order to match the grant provided. We do not want this to happen and we know our business owners do not want this either. The Board and our members have asked that we come to you for support to find an effective solution together so that we may continue to deliver a program that we can all be proud of.

We sincerely appreciate your consideration, and should you have any questions or wish for us to address Council with a formal presentation identifying comparative costs between townships, please let us know and we would be happy to do so at your request.

Sincerely,



Krystal Adams – Executive Director for the Chemainus BIA
p. 250-216-4239 | e. krystal@chemainusbia.com | w. chemainusbia.com



GRANT APPLICATION

(PLEASE PRINT)

Name of Organization	Chemainus Cemetery
Address of Organization	9485 Chemainus Road, Chemainus
Full Mailing Address	PO Box 463, Chemainus, BC, V0R 1K0
Telephone Number & Email	250-246-4470, admin@chemainusanglican.ca
Contact Person/Title	Sally Pilyk, Administrator

Primary purpose of organization: Community Cemetery

Category under which greatest portion of services fall:

☒ Social Service ☐ Sports ☐ Cultural ☐ Economic Development ☐ Other _____

Services available to all members of community: ☒ Yes ☐ No

If no, please list criteria for receiving your service: _____

Total Number of people that used your service last year: 16

Approximate number of your clients that reside in North Cowichan: 100%

(Please note that North Cowichan includes the communities of Chemainus, Crofton, Maple Bay, and the Duncan area north of the Cowichan River, and outside the one square mile Duncan core.)

Amount of grant requested: water & garbage tax

Describe how the grant will be used: (e.g. special projects, operations, maintenance, etc.)

In order to be considered for a Municipal grant, please ensure that you enclose the following:

1. the most recent financial statement, and
2. the proposed operating budget. *as previous years + cell statement*

Other Information:

Have you received a previous grant from the Municipality? ☒ Yes ☐ No

Have you applied to another local government for funding? ☐ Yes ☒ No

If yes, please list: _____

Applicant's signature *Sally Pilyk* **Date** Oct 16, 2021

In order to be eligible for consideration for a 2022 grant-in-aid, this application and all requested supporting materials must be received no later than October 15, 2021.

Print Form

Note: Personal information is collected by the Municipality of North Cowichan under the authority of section 26(c) of the Freedom of Information and Protection of Privacy Act for the purpose of processing and administering grant-in-aid applications. Should you have any questions about the collection of this personal information, please contact the Information Management Officer, (250) 746-3100; 7030 Trans-Canada Highway, Duncan, BC V9L 6A1.

ST. MICHAEL AND ALL ANGELS CHURCH CEMETERY, CHEMAINUS, BC

Statement of Income and Expenses Ending December 31, 2020

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
<u>GENERAL FUND:</u>				
<u>Bank Balance Forwarded:</u>	<u>2,579.45</u>	<u>4,443.27</u>	<u>867.29</u>	
<u>Income:</u>				
Bank Interest	-	-	-	
GIC Interest	-	-	-	
Donations	-	1,072.50	900.00	
Sale of Plots	6,075.00	6,225.00	7,495.00	
Transfer from Perpetual Care Fund	-	-	-	
Other	44.25	822.50	6,127.31	
Dioc. C.T. (Reserve) withdrawn	<u>2,700.00</u>	-	-	
<u>Total Income</u>	<u>8,819.25</u>	<u>8,681.00</u>	<u>14,552.31</u>	
<u>Expenditures:</u>				
Bank Charges	170.00	163.75	191.25	
Supplies/Improvements	35.60	-	23.90	
Maintenance	987.50	1,354.72	525.00	
Office Supplies	322.20	310.61	351.01	
Taxes	-	-	-	
Administration	3,600.00	3,600.00	3,600.00	
Perpetual Care Fund maintenance	1,507.50	2,195.20	4,621.00	
Perpetual Care Fund to Dioc. C. Trust	-	-	-	1,875.00
Reserve Fund to Dioc. Consolidated Trust	-	-	-	
Donations/Gifts/Volunteer Lunches	288.38	179.20	152.45	
Graves re-purchased	-	3,070.00	500.00	
Other expenses	<u>44.25</u>	<u>822.50</u>	-	
<u>Total Expenditures</u>	<u>6,955.43</u>	<u>12,256.98</u>	<u>9,964.61</u>	
<u>Bank Ending Balance</u>	<u>4,443.27</u>	<u>867.29</u>	<u>5,454.99</u>	
<u>INVESTMENT ASSETS</u>				
<u>Reserve Fund</u> Diocesan Consolidated Trust				
Opening book value	4,545.36	297.35	320.43	
Interest Re-invested	101.99	23.08	27.00	
Deposits	-	-	-	
Withdrawals	-2,700.00	-	-	
Transfer to Perpetual Care	-1,650.00	-	-	
Unrealized gain/loss	<u>+377.12</u>	<u>+ 453.75</u>	<u>+479.00</u>	
<u>Total Reserve Funds: Market Value</u>	<u>674.47</u>	<u>774.18</u>	<u>826.00</u>	
<u>Perpetual Care Fund</u> Diocesan Consolidated Trust				
Opening book value	44,178.66	47,329.20	48,951.86	
Interest Re-invested	1,500.54	1,622.66	1,885.00	
Deposits	1,650.00	-	-	
Unrealized gain/loss	<u>+102.78</u>	<u>+5,493.18</u>	<u>+7,273.00</u>	
<u>Total Perpetual Care Fund: Market Value</u>	<u>47,431.99</u>	<u>54,445.04</u>	<u>58,110.00</u>	
<u>TOTAL INVESTMENT ASSETS:</u>	<u>48,106.46</u>	<u>55,219.22</u>	<u>58,936.00</u>	
<u>TOTAL CEMETERY FUNDS</u>	<u>52,549.73</u>	<u>56,086.51</u>	<u>64,390.99</u>	

GRANT APPLICATION

(PLEASE PRINT)

Name of Organization	Chemainus Business Improvement Association
Address of Organization	PO Box 83
Full Mailing Address	PO Box 83, Chemainus, BC V0R1K0
Telephone Number & Email	250-216-4239 & info@chemainusbia.com
Contact Person/Title	Krystal Adams - Executive Director

Primary purpose of organization: Beautification and Marketing

Category under which greatest portion of services fall:

☐ Social Service ☐ Sports ☐ Cultural ☐ Economic Development ☒ Other Tourism

Services available to all members of community: ☒ Yes ☐ No

If no, please list criteria for receiving your service: _____

Total Number of people that used your service last year: 3,000 - 9,000 residents and visitors

Approximate number of your clients that reside in North Cowichan: 3,000 residents + Many visitors

(Please note that North Cowichan includes the communities of Chemainus, Crofton, Maple Bay, and the Duncan area north of the Cowichan River, and outside the one square mile Duncan core.)

Amount of grant requested: \$5,800

Describe how the grant will be used: *(e.g. special projects, operations, maintenance, etc.)*

Chemainus First Nations Roadway signage. We would like to erect permanent signs on the existing signage in the official First Nations language. Many other BIA's do the initial work and head up this project to have it completed and are allowed to attach it to Municipal Signage for upkeep and maintenance.

In order to be considered for a Municipal grant, please ensure that you enclose the following:

1. the most recent financial statement, and
2. the proposed operating budget.

Other Information:

Have you received a previous grant from the Municipality? ☒ Yes ☐ No

Have you applied to another local government for funding? ☐ Yes ☒ No

If yes, please list: _____

Applicant's signature Krystal Adams

Date October 15, 2021

In order to be eligible for consideration for a 2022 grant-in-aid, this application and all requested supporting materials must be received no later than October 15, 2021.

Print Form

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GRANT APPLICATION

(PLEASE PRINT)

Name of Organization	Chemainus Business Improvement Association
Address of Organization	PO Box 83
Full Mailing Address	PO Box 83, Chemainus, BC V0R1K0
Telephone Number & Email	250-216-4239 & info@chemainusbia.com
Contact Person/Title	Krystal Adams - Executive Director

Primary purpose of organization: Beautification and Marketing

Category under which greatest portion of services fall:

☐ Social Service ☐ Sports ☐ Cultural ☐ Economic Development ☒ Other Tourism

Services available to all members of community: ☒ Yes ☐ No

If no, please list criteria for receiving your service: _____

Total Number of people that used your service last year: 3,000 - 9,000 residents and visitors

Approximate number of your clients that reside in North Cowichan: 3,000 residents + Many visitors

(Please note that North Cowichan includes the communities of Chemainus, Crofton, Maple Bay, and the Duncan area north of the Cowichan River, and outside the one square mile Duncan core.)

Amount of grant requested: \$3,500

Describe how the grant will be used: *(e.g. special projects, operations, maintenance, etc.)*

We would like to use the existing summer baskets which are hung until November 1st, and renew them with winter cuttings, bulbs, and ribbons to enhance the decoration of the town. We would also like to tie the ribbons into First Nations to enhance the look and feel. These will be used from November until January and located where baskets were taken from.

In order to be considered for a Municipal grant, please ensure that you enclose the following:

1. the most recent financial statement, and
2. the proposed operating budget.

Other Information:

Have you received a previous grant from the Municipality? ☒ Yes ☐ No

Have you applied to another local government for funding? ☐ Yes ☒ No

If yes, please list: _____

Applicant's signature K. Adams

Date October 15, 2021

In order to be eligible for consideration for a 2022 grant-in-aid, this application and all requested supporting materials must be received no later than October 15, 2021.

Print Form

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GRANT APPLICATION

(PLEASE PRINT)

Name of Organization	Chemainus Business Improvement Association
Address of Organization	PO Box 83
Full Mailing Address	PO Box 83, Chemainus, BC V0R1K0
Telephone Number & Email	250-216-4239 & info@chemainusbia.com
Contact Person/Title	Krystal Adams - Executive Director

Primary purpose of organization: Beautification and Marketing

Category under which greatest portion of services fall:

☐ Social Service ☐ Sports ☐ Cultural ☐ Economic Development ☒ Other Tourism

Services available to all members of community: ☒ Yes ☐ No

If no, please list criteria for receiving your service: _____

Total Number of people that used your service last year: 3,000 - 9,000 residents and visitors

Approximate number of your clients that reside in North Cowichan: 3,000 residents + Many visitors

(Please note that North Cowichan includes the communities of Chemainus, Crofton, Maple Bay, and the Duncan area north of the Cowichan River, and outside the one square mile Duncan core.)

Amount of grant requested: \$4,500

Describe how the grant will be used: *(e.g. special projects, operations, maintenance, etc.)*

We would like to replace and place a number of community flags/banners through the town, we would like the art to reflect the seasons/town and to be able to make these last longer, while also replacing the banner holders/install new ones where applicable. We would also like to at times be able to engage artists or First Nations artists for the art on these banners when possible. These will be throughout the town and will be a wonderful help in adding to the richness of the town. This project will only be taken if we are able to receive funding for it. This will be visible to the residents, tourists, and travelers.

In order to be considered for a Municipal grant, please ensure that you enclose the following:

1. the most recent financial statement, and
2. the proposed operating budget.

Other Information:

Have you received a previous grant from the Municipality? ☒ Yes ☐ No

Have you applied to another local government for funding? ☐ Yes ☒ No

If yes, please list: K. Adams

Applicant's signature _____

Date October 15, 2021

In order to be eligible for consideration for a 2022 grant-in-aid, this application and all requested supporting materials must be received no later than October 15, 2021.

Print Form

GRANT APPLICATION

(PLEASE PRINT)

Name of Organization	Chemainus Communities in Bloom
Address of Organization	10143 Island View Close, Chemainus, BC V0R 1K2
Full Mailing Address	same as above
Telephone Number & Email	[REDACTED] FIPPA s. 22(1)
Contact Person/Title	Laura Dussault, Co-chair

Primary purpose of organization: enhance beauty and community spirit of Chemainus

Category under which greatest portion of services fall:

☐ Social Service ☐ Sports ☒ Cultural ☐ Economic Development ☐ Other _____

Services available to all members of community: ☒ Yes ☐ No

If no, please list criteria for receiving your service: _____

Total Number of people that used your service last year: all local residents and tourists

Approximate number of your clients that reside in North Cowichan: available to all residents

(Please note that North Cowichan includes the communities of Chemainus, Crofton, Maple Bay, and the Duncan area north of the Cowichan River, and outside the one square mile Duncan core.)

Amount of grant requested: \$13,500

Describe how the grant will be used: (e.g. special projects, operations, maintenance, etc.)

- planting, maintenance and revitalization of all planted areas and adopt-a-beds
- new planting projects

In order to be considered for a Municipal grant, please ensure that you enclose the following:

1. the most recent financial statement, and
2. the proposed operating budget.

Other Information:

Have you received a previous grant from the Municipality? ☒ Yes ☐ No

Have you applied to another local government for funding? ☐ Yes ☒ No

If yes, please list: _____

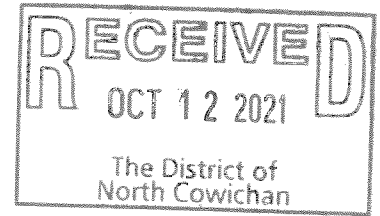
Applicant's signature Laura Dussault **Date** October 1, 2021

In order to be eligible for consideration for a 2022 grant-in-aid, this application and all requested supporting materials must be received no later than October 15, 2021.

Print Form

Note: Personal information is collected by the Municipality of North Cowichan under the authority of section 26(c) of the Freedom of Information and Protection of Privacy Act for the purpose of processing and administering grant-in-aid applications. Should you have any questions about the collection of this personal information, please contact the Information Management Officer, (250) 746-3100; 7030 Trans-Canada Highway, Duncan, BC V9L 6A1.

CHEMAINUS COMMUNITIES IN BLOOM
10143 Island View Close,
Chemainus, BC, V0R 1K2



October 3, 2021

Mayor and Council
Municipality of North Cowichan
PO Box 278
North Cowichan, BC
V9L 3X4

Dear Mayor Siebring and Council,

Chemainus Communities in Bloom 2022 Grant-in-Aid Application

During the past year, our group has worked many volunteer hours to enhance the beauty and community spirit of Chemainus, while adapting to and following all ongoing Provincial Health Office orders. Extra effort was put forth to keep plants alive and healthy during such a dry, hot summer and in times of additional water restrictions for some planted areas.

Please find below a brief description of our activities in 2021 and our plans in support of the 2022 Grant-in-Aid Application.

2021 Projects

- Replaced overgrown shrubs in Henry Road centre and overgrown grasses in Best Western and Rotary verges
- Removed and replaced overgrown or damaged heathers in Henry Road verges
- Added and enhanced soil in Henry Road planted areas, as well as several adopt-a-beds
- Removed overgrown shrubs and perennials in berm along Gerry Smith Park, applied mulch and purchased replacement plants
- Planted additional shrubs and perennials in Rotary Sign and Waterwheel Park North adopt-a-beds
- Amended mulch in Croft Street beds
- Purchased additional safety equipment (vests, cones and sign)

Maintenance

- Maintained all planted areas in Henry Road roundabout and verges, as well as adopt-a-beds throughout town, including beds at Waterwheel Park, along Willow Street and Croft Street. This work involved planning, planting of annuals and bulbs, weeding, fertilizing, plant replacement, renewal of bark mulch and pruning.
- Planted daffodils at Oak Street roundabout
- Purchased and provided maintenance for hanging baskets in Waterwheel Park, the Marina and Kin Park
- Continually monitored irrigation in all areas to preserve plants
- Hand watered Best Western verges, during Stage 3 restrictions

Volunteers

- Our group of 30 volunteers works year-round with planning, maintenance and projects. This year, we recorded an estimated 1300 volunteer hours.
- Members work as a team, planting and maintaining the community areas. Individual members also plant and maintain the adopt-a-beds.
- We continued to be mindful of our safety and improved our practices by: having a designated safety coordinator, increasing the number of signs and cones used during

work parties, and changing weeding sessions to an evening timeslot, when traffic is less busy.

Promotion

- Maintained monthly column in Chemainus Valley Courier newspaper, and administration of Facebook page
- Decorated Henry Road centre for Christmas
- Distributed Flower of the Year seeds and bookmarks throughout local businesses for public to enjoy
- Maintained a booth in Chemainus Wednesday market on 2 occasions during summer, to promote our group and recruit new members

Liaison

- Continued an excellent working relationship with Parks and Trails Department of Municipality
- Met and liaised with Municipality's new maintenance contractor, Nazim Gardens
- Continued liaison with Chemainus Business Improvement Association to order hanging baskets
- Attended local community communication meeting, hosted by BIA
- Received donated material from community businesses, such as Sandpiper Gardens and Glass (Flower of the Year seeds) and Paulcan and Jemico Enterprises (mulch)
- Liaised with Best Western Condo Association to coordinate annuals

Proposed Project for 2022

- Continue with the revitalization of Henry Road roundabout area, starting with one of the verges, which includes the removal of hedging, planting of drought tolerant species, and application of soil, landscape cloth, and mulch

Attached is our budget proposal for 2022, which includes the regular maintenance of existing areas and the Henry Road revitalization. In order to continue our efforts and carry out this work, we are requesting a grant of **\$13 500**.

We look forward to another successful year of making improvements in Chemainus, and working in partnership with the Municipality. Should you have any questions, please do not hesitate to contact Laura Dussault, co-chair (250-324-4952) or Diane Raphael, co-chair (250-246-5437).

Sincerely,



Laura Dussault



Diane Raphael

Attachments: Grant Application form, Financial Statement Sept. 2021, Operating Budget 2022, Photos of achievements, Waiver and Release of Claims and Indemnity

IslandSavings

A DIVISION OF FIRST WEST CREDIT UNION

Regional Office | 300-499 Canada Avenue | Duncan BC V9L 1T7

Your September 2021 Statement

Your Account Number

██████████ FIPPA s. 21

Your Branch

Chemainus, 1-888-597-1083

Chemainus Communities In Bloom

██████████ FIPPA s 22(1)

Statement Summary

	CAD
Chequing, LOC	14,249.82

Organization Value chem 2128262

Chemainus Communities In Bloom

Date	Description	Withdrawals	Deposits	Balance
31Aug21	Opening Balance			14,410.15
23Sep21	Cheque #152	109.93		14,300.22
24Sep21	Cheque #153	50.40		14,249.82
Total withdrawals and deposits		160.33		

Contact Information

24-hour online banking: www.islandsavings.ca

Lost/stolen MemberCard@: 1-866-955-8111

End of statement

REFER, RELAX, REPEAT FOR \$100

Get \$100 for every successful referral, up to \$500 a year.*

Refer today. **REFERRAL PERKS***

*Some terms and conditions apply. See refer.islandsavings.ca for details.



islandsavings.ca

Bank. Borrow. Insure. Invest.

Page 1 of 1

Keeping it Simple®

CHEMAINUS COMMUNITIES IN BLOOM

FINANCIAL STATEMENT SEPTEMBER 28, 2021

[illegible]

Chemainus Communities In Bloom

Budget Proposal for 2022

Projected expenditures for 2022 -

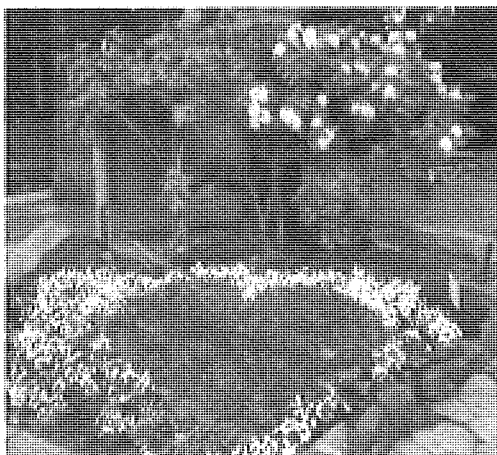
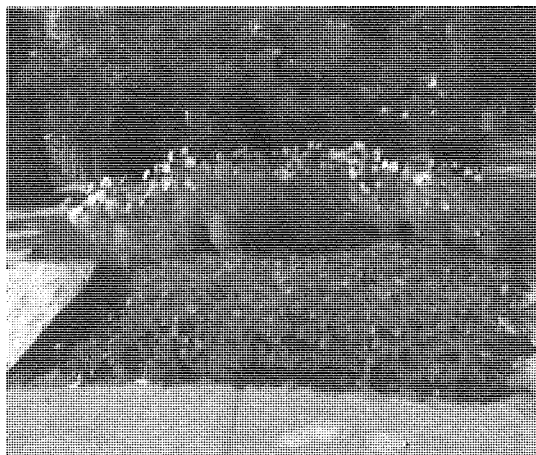
Plantings	\$7,000
Irrigation	\$ 100
Baskets	\$2,500
Soil & maintenance	\$1,000
Promotion & advertising	\$ 400
Total	\$11,000

Proposed new projects 2022 -

\$ 2,500

- Soil
- Plantings
- Edging
- Landscape Cloth
- Mulch

Amount of Grant Requested	Total	\$13,500
----------------------------------	--------------	-----------------



Please read the following carefully. This waiver form covers the year in which your 'Grant-In-Aid' request is approved for by Council.

Note: Volunteers signed up with your organization/society must not perform any activities and/or work on District of North Cowichan owned lands in which 'Grant-In-Aid' has been approved for unless this form is completed and submitted as part of that year's 'Grant-In-Aid' submission.

WAIVER AND RELEASE OF CLAIMS & INDEMNITY AGREEMENT

In accepting the (Year): 2022 Grant-In-Aid, to assist with the cost of volunteers performing work in areas on North Cowichan owned lands, (Society Name): Chemainus Communities in Bloom agrees **TO FULLY INDEMNIFY, HOLD HARMLESS AND DEFEND** the Corporation of the District of North Cowichan and its directors, councillors, officers and employees (collectively the "District") from and against all claims, demands, actions, suits, liabilities, assessments, damages, penalties, losses, judgment, costs and expenses which may arise as against the District as a result of the (Society Name): Chemainus Communities in Bloom volunteers' and/or workers' participation in activities and/or work, on North Cowichan owned lands.

Has read and fully understands that it is solely responsible for ensuring that it has obtained all lawfully required liability insurance and waivers for its volunteers and workers.

DATED at Chemainus, British Columbia this 1st day of October, 2021

Chemainus Communities in Bloom by its authorized signatory(ies):

Print Society's Registered Name

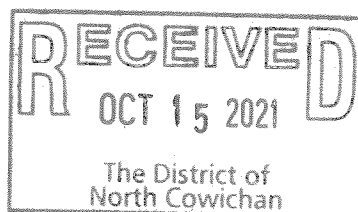
Laura Dussault
Signature Laura Dussault, Co-chair

Diane Raphael
Diane Raphael, Co-chair

Print Name and Position

Irene Dutton
Irene Dutton, Secretary

Donna Ferguson
Donna Ferguson, Treasurer



GRANT APPLICATION

(PLEASE PRINT)

Name of Organization	Crofton in Bloom
Address of Organization	P.O. Box 8, 1507 Joan Avenue
Full Mailing Address	Crofton, BC V0R 1R0
Telephone Number & Email	250-714-3450 croftoninbloom@yahoo.com
Contact Person/Title	Jane Grueber (chair)

Primary purpose of organization: To enhance our beautiful seaside community through people plants & pride.

Category under which greatest portion of services fall:

☐ Social Service ☐ Sports ☒ Cultural ☐ Economic Development ☐ Other _____

Services available to all members of community: ☐ Yes ☐ No

If no, please list criteria for receiving your service: Residents, businesses & tourists

Total Number of people that used your service last year: _____

Approximate number of your clients that reside in North Cowichan: _____

(Please note that North Cowichan includes the communities of Chemainus, Crofton, Maple Bay, and the Duncan area north of the Cowichan River, and outside the one square mile Duncan core.)

Amount of grant requested: 8,000.00

Describe how the grant will be used: (e.g. special projects, operations, maintenance, etc.)

We will continue to work with the Municipality to beautify Crofton by planting and maintaining municipal garden beds, weed-maintain walkway and other high visibility areas, collaborate with Crofton Elementary Students to plant, maintain garden beds

In order to be considered for a Municipal grant, please ensure that you enclose the following:

1. the most recent financial statement, and
2. the proposed operating budget.

Other Information:

Have you received a previous grant from the Municipality? ☒ Yes ☐ No

Have you applied to another local government for funding? ☐ Yes ☒ No

If yes, please list: _____

Applicant's signature _____

Date Sept 23, 2021

In order to be eligible for consideration for a 2021 grant-in-aid, this application and all requested supporting materials must be received no later than October 15, 2020.

Print Form

Crofton in Bloom

P.O. Box 8, 1507 Joan Ave Crofton, BC V0R 1R0

Crofton in Bloom 2022 Grant-in-Aid Application

Dear Mayor Siebring and Council,

Introduction

Crofton in Bloom is a volunteer, non-profit, community group focused on creating and maintaining a tidy, economically vibrant, visually interesting, and pollinator-friendly town. We do this by planting in the municipal garden beds, this year we added over 2500 flowers around Crofton, and helping to maintain public spaces by doing garbage pick-up and invasive species removal. Tourists and locals alike have noticed the beautiful gardens created by volunteers and with the help of the Municipality of North Cowichan. This year we have expanded our community impact, welcomed new and returning volunteers, partnered with Crofton Elementary school teachers and students, completed many projects in the community, and have projects in the works for 2022 and beyond.

Activities

With the help of the Municipality Grant-in-Aid received June 2021, the Municipality of North Cowichan Parks & Recreation Department, and the ongoing support of Croftonites we worked on the following projects in 2021:

- Community and Student volunteers planted, weeded, and cleaned 24 municipal garden beds
- Purchased soil and topped up the municipal garden beds around the Joan Avenue Greenspace
- Purchased and planted 2500 flowering plants in the municipal garden beds around Crofton
- Liaised with Parks & Recreation staff including Keona Wiley & Bob Green to upgrade and improve irrigation to the municipal garden beds
- Saved and divided 80 Chrysanthemums purchased last year which will be replanted in the museum gardens for fall colour
- Cleaned up and maintained the walkway between Brook Street and Pauline Street by cutting back the Himalayan Blackberry canes and weeds
- Provided on-going garbage clean up while working on garden beds
- Ordered over 856 bulbs which will be planted by student volunteers in the Municipal Garden beds for Spring 2022
- Revitalized an overgrown municipal garden bed to create an Edible/Ornamental garden for community harvest. This garden bed features a mix of bedding flowers and edible plants including herbs, tomatoes, corn and alpine strawberries, with an eye to increasing local food security
- Partnered with grade 5 & 6 students from Crofton Elementary School for the 2020/21 school year to provide regular weeding and planting at the Crofton Museum and in the garden beds along Joan Avenue greenspace.
- We have continued our partnership into the 2021/22 school year and have expanded to welcome a second class of grade 5/6's.
- Crofton Elementary students grew zinnias from seeds they helped save and sunflowers with seeds purchased in Spring 2021. Working with the children helps them learn more about gardening and skills such as seed saving, planting, harvesting, plant identification, and garden maintenance while giving them a sense of pride in their community.

Promotion

Crofton in Bloom promotes itself through our social media presence and by engaging with Croftonites while out in the community working on our many projects. People happily give their

time and input and are excited to see what we are doing next. We work to raise Crofton's profile while growing our own and community in a positive way.

Volunteers

Croftonites are enthusiastic about seeing Crofton bloom. We have had over **50 new and returning volunteers** give their time and provide over **800 volunteer hours** in planning, planting, projects, and maintenance in 2021. Through social media outreach we were able to recruit volunteers and plan socially distant planting and maintenance schedules that kept everyone's health and safety in mind.

Liaison

We work in collaboration with the Parks and Recreation Department of North Cowichan, with whom we have a respectful and excellent working relationship. We also work in communication and collaboration with other community groups in Crofton, including the Crofton Seniors Centre, the Crofton Historic Society, the Crofton Community Centre Society, the Crofton Fire Hall, and the Crofton Elementary Community School and local businesses.

Proposed Projects for 2022

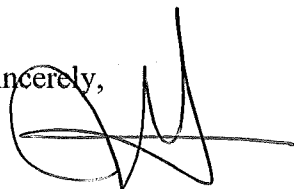
In 2022, Crofton in Bloom will continue to focus on what we have been doing as well as expanding:

- With the help and permission of the Municipality's Parks and Recreation department, we will have the irrigation upgraded and expanded in the Welcome to Crofton sign garden bed. We will purchase soil and mulch and expand the garden bed by 3 feet around to create a bigger garden bed for a mix of colourful flowers, vegetables and herbs, and evergreen shrubbery to provide year round interest and a community harvest for all to enjoy
- Work with the Municipality and their contractors to maintain the municipal garden beds
- Purchase plants, bulbs, soil, mulch, and fertilizer for the Municipal Garden Beds. Planting in the Spring and Fall and providing on-going weed control and garbage pick up
- Invasive Species removal and weeding at both community playgrounds, the skate park, and the public walkway between Brook Street and Pauline Street
- Expand the Edible/Ornamental Garden beds around Crofton to increase local food security and educate the public about gardening practices
- Continue working with Crofton Elementary students to grow and plant flowers and food for municipal garden beds, helping them take pride in their community and learn important life skills

Attached is our proposed **Operating Budget for 2022**. In order to carry out our 2022 plans and continue our efforts in the community we are requesting a grant of **\$8000**.

We look forward to continuing to grow Crofton in Bloom while working with the Municipality to help North Cowichan reach its community planning goals. Please do not hesitate to contact me should you have any questions. Jane Grueber, Chair, 250-714-3450 or janegrueber@gmail.com.

Sincerely,



Jane Grueber
Crofton in Bloom Chair

Attachments: Grant Application Form, Operating Budget 2022, Financial Statement September 2021, Highlights of 2021 Achievements & Activities

Crofton in Bloom

Financial Statement September 2021

Revenue – September 2021

Balance Forward	\$9389.25
General Revenue	\$0.00
Grant-in-Aid	\$0.00
Interest Credit	\$0.00
Total	\$9389.25

Expenses – September 2021

Bulbs	\$574.56
Plants	\$0.00
Soil/Mulch/Fertilizer	\$0.00
Promotions/Advertising	\$0.00
Fundraiser Costs/Refunds	\$0.00
Insurance	\$0.00
Administration	\$1.50
Total	\$576.06


Balance as of September 30th, 2021 **\$8813.19**

Annual Total Revenue 2021 - Not including balance carried forward from 2020 of \$5641.91


Total Revenue from Fundraisers	\$0.00
Total Revenue from Interest	\$0.00
Total Revenue from Grants	\$8000.00
Total Revenue	\$8000.00

Annual Total Expenses 2021

Bulbs	\$574.56
Plants	\$2830.65
Soil/Mulch/Fertilizer	\$644.51
Promotions/Advertising	\$0.00
Fundraiser Costs/Refunds	\$0.00
Insurance	\$770.00
Administration	\$9.00
Total Expenses	\$4828.72



Jane Grueber
Crofton in Bloom Chair



Mary Patient
Secretary/Treasurer

Crofton in Bloom
Proposed Operating Budget for 2022

Item	Cost
Bulbs	\$1600.00
Plants.....	\$3500.00
Soil/Mulch/Fertilizer.....	\$1050.00
Trees/shrubs	\$500.00
Community Projects	\$300.00
Annual Community Group Liability Insurance (estimate).....	\$950.00
Administrative Costs	\$100.00
Total	\$8000.00

Highlight of Crofton in Bloom's 2021 Activities and Achievements

March 2021

- Croftonites voted on and Crofton in Bloom ordered annual bedding plants

April 2021

- Weeded the 24 municipal garden beds in preparation for planting
- Worked with the Crofton Elementary students to weed and prepare the museum garden beds for planting

May 2021

- 8 yards of garden soil bought and spread with the help of volunteers around the Joan Avenue Greenspace
- Through social media we had 14 family groups volunteer to plant annual bedding plants in the municipal garden beds
- The municipal garden beds weeded
- Distributed over 2500 plants to volunteers who planted them in the garden beds with their families and bubbles, creating a COVID-safe and socially distant volunteer opportunity for the community

June 2021

- Held General Meeting to discuss plans, projects and priorities for Fall 2021 and Spring 2022
- Shell Gas Station planters cleaned up, weeded, and watered by volunteers
- PPWC planter: cleaned up, weeded, soil added, and planted with plants donated by volunteers
- Set up a well-received social media campaign so Croftonites could vote on bulbs for Spring 2022
- Bulbs chosen by community ordered and will be planted by community and school volunteers in October 2021 and March 2022 for spring colour
- Municipal Garden beds weeded and cared for by community and student volunteers

July 2021

- Museum Garden Beds weeded and 24 hydrangeas, propagated by a Crofton in Bloom volunteer from the hydrangea in the old museum gardens were planted
- Municipal Garden beds weeded and cared for by community volunteers

August 2021

- Crofton Museum grounds maintenance
- Lavender in Municipal Garden beds trimmed by volunteers
- Municipal Garden beds weeded and cared for by community volunteers

September 2021

- Public Walkway between Brook St. and Pauline St. cleared of blackberries and weeds
- Held General Meeting to discuss 2022 Grant-in-Aid application, proposed projects for 2022, and proposed operating budget.

- Sent out an email to all volunteers and interested community members with Crofton in Bloom's 2021 plans and proposed budget for approval ahead of the Grant-in-Aid application
- Municipal garden beds weeded and cared for by volunteers
- Started working with the Municipality of North Cowichan on a plan to expand the Welcome to Crofton sign gardens with plans for a more impactful garden and the possibility of growing pumpkins for Croftonites to enjoy

October 2021

- Teamed up two classes (30 students) from Crofton Elementary to dead head flowers, weed and plant Chrysanthemums around the Museum and along Joan Avenue Greenspace.
- Community Volunteers weeded and removed dead and invasive plants from the other Municipal Garden beds
- With the help of community volunteers and Crofton Elementary Students, Crofton in Bloom will plant over 856 bulbs for Spring 2021
- The top 3 annual bedding plants for 2021 as voted for by Croftonites were announced
- Laid cardboard and mulch down around the Welcome sign in preparation for the expanded garden work to start in Spring 2022

November 2021-February 2022

- While Crofton in Bloom slows down during the winter months volunteers will continue to look in on the gardens and address any problems
- We will continue to work with the students and volunteers readying the gardens for winter and through to getting them ready for spring
- We will continue to plan for the new season and the expansion to the Welcome Sign Garden

Photo Highlights:

Bulbs and plants for 2022: All plants are carefully chosen to be deer resistant and drought tolerant. Choices are sourced by working with an Island based wholesaler and Croftonites vote for their favourites for the new year.

Bulbs for Spring 2022

King Alfred Daffodils, Anemones, Alliums, Scilla



Spring/Summer 2022 Bedding plants

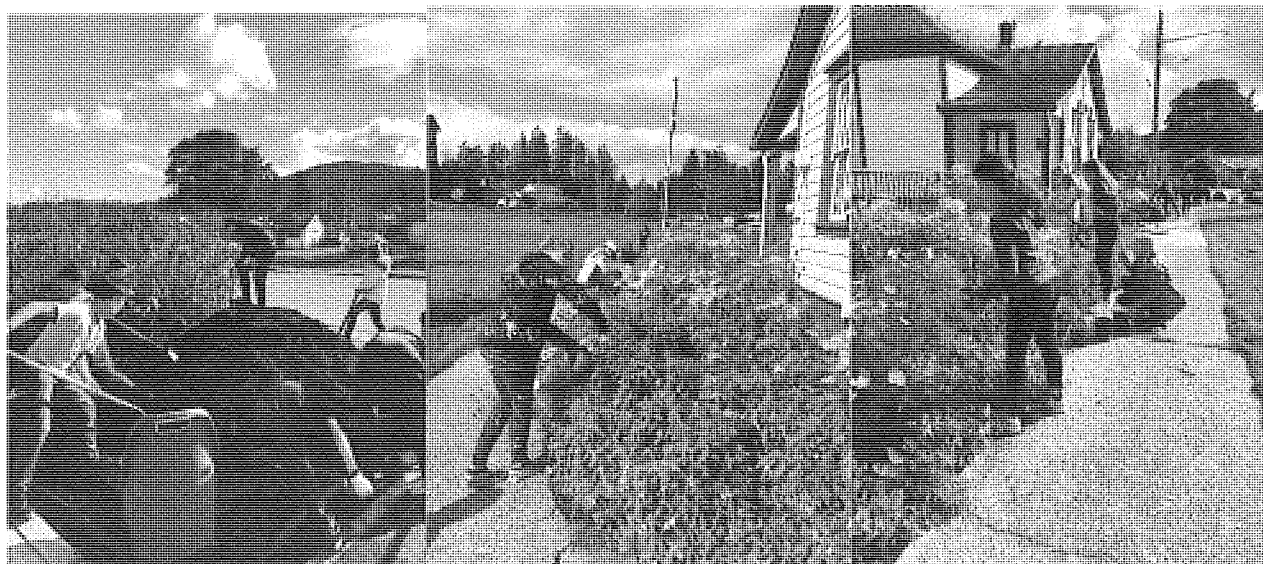
Giant Columbine, Echinacea/Cone Flower, Benary Giant Lime Zinnia

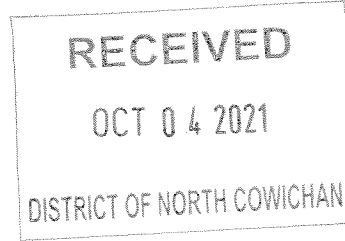


Fall 2020 Crofton Elementary Students (Grade 5 & 6) volunteering



Spring/Summer/Fall 2021 Highlights





GRANT APPLICATION

(PLEASE PRINT)

Name of Organization	Clements Centre for Families
Address of Organization	5856 Clements St.
Full Mailing Address	Duncan BC V9L 3W3
Telephone Number & Email	250-746-4135 dhinton@clementscentre.org
Contact Person/Title	Dianne Hinton CEO

Primary purpose of organization: Child Development, Early Intervention and Community Living

Category under which greatest portion of services fall:

☒ Social Service ☐ Sports ☐ Cultural ☐ Economic Development ☐ Other _____

Services available to all members of community: ☒ Yes ☐ No

If *no*, please list criteria for receiving your service: _____

Total Number of people that used your service last year: 800+

Approximate number of your clients that reside in North Cowichan: 40%

(Please note that North Cowichan includes the communities of Chemainus, Crofton, Maple Bay, and the Duncan area north of the Cowichan River, and outside the one square mile Duncan core.)

Amount of grant requested: \$5,000

Describe how the grant will be used: *(e.g. special projects, operations, maintenance, etc.)*

Clements Centre offers day program supports to adults with developmental disabilities to assist individuals in remaining active and thriving within community. In response to COVID and to ensure the health and safety of those adults and their families, we are working to maximize the use of all available space. Clements has a 'Kin Hut', constructed several years ago with financial and in-kind contributions of several community partners. With the support of the Municipality of North Cowichan's Grant-In-Aid program and local service club contributions, the Kin Hut would receive necessary renovations to ensure the highest health and safety standards, ensuring adults could utilize this space during day program hours. Renovations funded by this grant would include new flooring, a handwashing sink, windows, and a new cabinet.

In order to be considered for a Municipal grant, please ensure that you enclose the following:

1. the most recent financial statement, and
2. the proposed operating budget.

Other Information:

Have you received a previous grant from the Municipality? ☒ Yes ☐ No

Have you applied to another local government for funding? ☐ Yes ☒ No

If yes, please list: _____

Applicant's signature **Date** Oct 4, 2021

In order to be eligible for consideration for a 2022 grant-in-aid, this application and all requested supporting materials must be received no later than October 15, 2021.

Print Form

Note: Personal information is collected by the Municipality of North Cowichan under the authority of section 26(c) of the Freedom of Information and Protection of Privacy Act for the purpose of processing and administering grant-in-aid applications. Should you have any questions about the collection of this personal information, please contact the Information Management Officer, (250) 746-3100; 7030 Trans-Canada Highway, Duncan, BC V9L 6A1.

Kin Hut Renovation

Flooring	\$5,000
Sink	\$100
Cabinet	\$500
Windows	\$1,000
	\$6,600

Labour in Kind
*thanks to the Duncan Kinsmen

Krista Atchison

From: Skye Olender
Sent: Monday, October 4, 2021 9:48 AM
To: Krista Atchison
Subject: FW: Grant in Aid
Attachments: Clements Centre Society - Final Financials.pdf; Grant-in-Aid Policy.pdf; Kin Hut Renovation Budget.xlsx

From: Dianne Hinton <DHinton@clementscentre.org>
Sent: Monday, October 4, 2021 9:07 AM
To: Financial Services <financialservices@northcowichan.ca>
Subject: Grant in Aid

Good morning,

Thank you for the opportunity to apply for a grant in aid.

Clements Centre Society provides child development and community living services for families in the Municipality of North Cowichan.

COVID has had a significant impact on our services and we are looking to maximize all available space in order to provide physically distanced services. The local Kinsmen have agreed to support our efforts to renovate our existing 'Kin Hut' to allow for service provision from this space.

I believe all required documents are attached. I am happy to provide any additional information as required.

Thank you,

Dianne Hinton

CEO Clements Centre Society
dhinton@clementscentre.org
250-746-4135 ext 222



clements centre
for FAMILIES

Donate today, double your gift!
The Kick-Start the Bus Campaign is here.
[Click Here to Donate](#) and Double your Impact!

CLEMENTS CENTRE SOCIETY

FINANCIAL STATEMENTS

MARCH 31, 2021

(Audited)

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

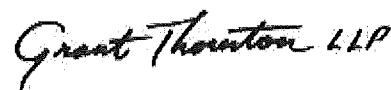
As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Society's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Society's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Society to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Other Regulatory Matter

As required by the Society Act, we report that, in our opinion, the accounting principles in the Canadian accounting standards for not-for-profit organizations have been applied on a consistent basis.

The logo for Grant Thornton LLP, featuring the company name in a stylized, cursive script font.

Duncan, BC, Canada
September 21, 2021

Chartered Professional Accountants

CLEMENTS CENTRE SOCIETY

STATEMENT OF CHANGES IN FUND BALANCES

FOR THE YEAR ENDED MARCH 31, 2021

(Audited)

			<u>2021</u>	<u>2020</u>
	Operating Fund	Capital Asset Fund	Total	Total
FUND BALANCES, beginning of year	\$ 750,805	\$ 3,515,666	\$ 4,266,471	\$ 3,534,638
EXCESS OF REVENUE OVER EXPENSES	607,493	(202,723)	404,770	731,833
INTERFUND TRANSFERS				
Repayment of long term debt & capital lease	(3,626)	3,626	-	-
Repayment of demand loan	(94,951)	94,951	-	-
Transfers	36,540	(36,540)	-	-
Capital assets purchased	<u>(764,819)</u>	<u>764,819</u>	<u>-</u>	<u>-</u>
FUND BALANCES, end of year	<u>\$ 531,442</u>	<u>\$ 4,139,799</u>	<u>\$ 4,671,241</u>	<u>\$ 4,266,471</u>

CLEMENTS CENTRE SOCIETY

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED MARCH 31, 2021

(Audited)

	<u>2021</u>	<u>2020</u>
OPERATING ACTIVITIES		
Cash received from:		
Provincial government for operations	\$ 9,892,194	\$ 9,446,632
Services, contracts and product sales	114,554	126,054
Bingo	36,620	34,660
United Way	18,176	3,644
Donations	91,430	129,692
Interest	30,888	25,541
Miscellaneous, rentals and memberships	99,013	311,538
Cash paid for:		
Salaries and benefits	(6,535,445)	(6,145,508)
Programs	(2,149,626)	(2,278,683)
Occupancy	(324,910)	(332,544)
Transportation and office	(207,029)	(231,979)
Interest	<u>(45,143)</u>	<u>(64,544)</u>
NET CASH GENERATED THROUGH OPERATING ACTIVITIES	<u>1,020,722</u>	<u>1,024,503</u>
FINANCING AND INVESTING ACTIVITIES		
Proceeds from capital lease	-	20,985
Proceeds from the sale of capital assets	-	380,694
Purchase of capital assets	(764,819)	(246,668)
Repayment of demand loan	(94,951)	(392,786)
Repayment of capital lease	(3,626)	(10,430)
Repayment of long term debt	<u>-</u>	<u>(19,102)</u>
NET CASH USED BY FINANCING AND INVESTING ACTIVITIES	<u>(863,396)</u>	<u>(267,307)</u>
INCREASE IN CASH AND CASH EQUIVALENTS	157,326	757,196
CASH AND CASH EQUIVALENTS, beginning of year	<u>2,869,222</u>	<u>2,112,026</u>
CASH AND CASH EQUIVALENTS, end of year	<u>\$ 3,026,548</u>	<u>\$ 2,869,222</u>
REPRESENTED BY:		
Unrestricted cash	\$ 1,627,441	\$ 1,218,879
Internally & externally restricted cash	<u>1,399,107</u>	<u>1,650,343</u>
	<u>\$ 3,026,548</u>	<u>\$ 2,869,222</u>

CLEMENTS CENTRE SOCIETY

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2021

(Audited)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(d) CASH AND SHORT TERM INVESTMENTS

Cash and short term investments consist of cash on hand, balances and term deposits with banks. The term deposits bear interest at rates between 0.70% and 3.00% with maturity dates between December 2021 and December 2023.

(e) INVENTORY

Inventory is valued at the lower of cost and net realizable value. The determination of cost is on a first in first out basis.

(f) CAPITAL ASSETS AND AMORTIZATION

Capital assets are stated at cost or deemed cost less accumulated amortization. Expenditures for additions and expenditures which substantially increase the useful life of existing assets are capitalized.

Capital assets are amortized over their estimates useful lives on a declining balance or straight-line basis at the following rates:

Building - 5%
Furnishings and equipment - 20%
Computers - 3 years
Paving and fencing - 5%
Automotive - 30%

In the years of acquisition and disposition, one-half of the year's amortization is recorded.

(g) LEASES

Leases that substantially transfer all of the benefits of and risks of ownership of property to the Society are accounted for as capital leases. At the time a capital lease is entered into, an asset is recorded along with its related long-term obligations. Equipment recorded under capital lease is being amortized on the same basis as described in note (f) above. Rental payments under operating leases are expensed as incurred.

CLEMENTS CENTRE SOCIETY

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2021

(Audited)

3. CAPITAL ASSETS

	<u>Cost</u>	<u>Accumulated Amortization</u>	<u>2021</u>	<u>2020</u>
Land	\$ 723,373	\$ -	\$ 723,373	\$ 723,373
Buildings	3,521,235	1,714,022	1,807,213	1,882,576
Furnishings, equipment & computers	1,098,784	939,745	159,039	164,287
Paving and fencing	88,245	34,710	53,535	57,165
Automotive	581,565	390,289	191,276	133,578
Asset under construction	<u>583,973</u>	<u>-</u>	<u>583,973</u>	<u>-</u>
	<u>\$ 6,597,175</u>	<u>\$ 3,078,766</u>	<u>\$ 3,518,409</u>	<u>\$ 2,960,979</u>

4. BANK INDEBTEDNESS

The Society has an overdraft agreement to a maximum of \$75,000 which bears interest at the Bank's prime lending rate plus 0.75% per annum. As at March 31, 2021 the balance utilized was \$nil (2020 - \$nil)

5. DEMAND BANK LOAN

The Society has four demand loans with the Bank of Montreal. Demand loans bear interest at the bank's prime lending rate plus 1% per annum and are repayable in monthly blended payments that range from \$681 and \$3,014. The loans are due on demand and are secured by certain term deposits held at the bank by the Society and certain property with a net book value of \$954,163 (2020 - \$988,646).

6. DEFERRED CONTRIBUTIONS

Deferred contributions reported in the Operating Fund represent amounts received that are externally restricted for subsequent years. Changes in the deferred contributions balance are as follows:

	<u>2021</u>	<u>2020</u>
Balance, beginning of year	\$ 584,211	\$ 530,994
Amount recognized as revenue in the year	(206,509)	(538,914)
Amounts received for next years operations	<u>258,185</u>	<u>592,131</u>
Balance, end of year	<u>\$ 635,887</u>	<u>\$ 584,211</u>

CLEMENTS CENTRE SOCIETY

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2021

(Audited)

11. CAPITAL PROJECT

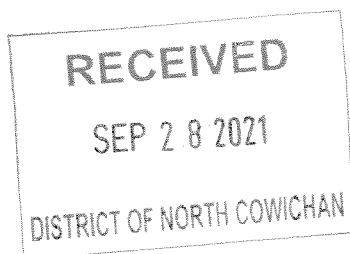
During the 2020 fiscal year, the Society began a capital project to build a new facility on the South End property, the estimated cost to complete the project is \$700,000. In order to fund this project, portions of the South End property were sold during the March 31, 2020 fiscal period and the Board internally restricted the proceeds from the sales to this capital project; additionally the Society obtained an externally restricted grant of \$250,000 (Note 10). As at March 31, 2021 the project is in the construction stages with expected completion in September 2021.

12. IMPACT OF COVID-19

The outbreak of a novel strain of coronavirus ("COVID-19") was declared a global pandemic by the World Health Organization in March 2020. COVID-19 has severely impacted economies around the globe. In many countries, including Canada, businesses were forced to cease or limit operations for long periods of time. Measures taken to contain the spread of the virus, including travel bans, quarantines, social distancing, and closures of non-essential services have triggered significant disruptions to businesses worldwide, resulting in an economic slowdown. Global stock markets have also experienced great volatility and a significant weakening. Governments and central banks have responded with monetary and fiscal interventions to stabilize economic conditions.

In response to the spread of COVID-19, the Society implemented safety measures to protect staff and clients, and to ensure compliance with regulatory requirements and provincial health guidelines and orders. The Society was able to take advantage of governmental and non-governmental assistance available and as a result, the Society's financial position has not been negatively impacted by the pandemic to date.

The duration and impact of the COVID-19 pandemic, as well as the effectiveness of government and central bank responses, remains unclear at this time. The Society could be negatively impacted by deteriorating economic conditions and by COVID-19 outbreaks, including infections of staff or clients. It is not possible to reliably predict these outcomes or their impact on the Society's financial position in future periods.



GRANT APPLICATION

(PLEASE PRINT)

Name of Organization	Cowichan Brain Injury Society (CBIS)
Address of Organization	6011 Cassino Rd., Duncan, B.C. V9L 4G5
Full Mailing Address	P.O. Box Station Main, Duncan, B.C. V9L 3X3
Telephone Number & Email	250-597-4662 chris@cowichanbraininjury.org
Contact Person/Title	Chris Rafuse - Executive Director

Primary purpose of organization: SEE ADDENDUM 'A'

Category under which greatest portion of services fall:

☒ Social Service ☐ Sports ☐ Cultural ☐ Economic Development ☐ Other

Services available to all members of community: ☒ Yes ☐ No

If no, please list criteria for receiving your service:

Total Number of people that used your service last year: 137

Approximate number of your clients that reside in North Cowichan: 75

(Please note that North Cowichan includes the communities of Chemainus, Crofton, Maple Bay, and the Duncan area north of the Cowichan River, and outside the one square mile Duncan core.)

Amount of grant requested: \$10,000.

Describe how the grant will be used: (e.g. special projects, operations, maintenance, etc.)

SEE ADDENDUM 'A'

In order to be considered for a Municipal grant, please ensure that you enclose the following:

1. the most recent financial statement, and
2. the proposed operating budget.

Other Information:

Have you received a previous grant from the Municipality? ☐ Yes ☒ No

Have you applied to another local government for funding? ☒ Yes ☐ No

If yes, please list: CITY OF DUNCAN

Applicant's signature Chris Rafuse Date Sep 27, 2021

In order to be eligible for consideration for a 2021 grant-in-aid, this application and all requested supporting materials must be received no later than October 15, 2020.

Print Form

Note: Personal information is collected by the Municipality of North Cowichan under the authority of section 26(c) of the Freedom of Information and Protection of Privacy Act for the purpose of processing and administering grant-in-aid applications. Should you have any questions about the collection of this personal information, please contact the Information Management Officer, (250) 746-3100; 7030 Trans-Canada Highway, Duncan, BC V9L 6A1.

Grant Application – Municipality of North Cowichan



CBIS

ADDENDUM A

Cowichan Brain Injury Society
Chris Rafuse - Executive Director
chris@cowichanbraininjury.org
250-597-4662
6011 Cassino Road, Duncan, B.C. V9L 4G5

Organization Established: March 17, 2019

PROGRAM/PROJECT QUALITY & MERIT

Project Name: Outreach and Injury Prevention Project

Social Service Category

Attached are:

- CBIS Certificate of Incorporation
- the Financial Statements to March 31, 2021. Due to COVID-19 CBIS' Annual General Meeting will be delayed until November 25, 2021.
- the Receipts / Disbursements from April 1, 2021 to August 31, 2021.
- the Budget for the Outreach and Injury Prevention Program.
- three letters of support
- Helping Hands Campaign Letter

Describe how the grant will be used: (eg special projects, operations, maintenance, etc.)

Cowichan Brain Injury Society (CBIS) is a service provider for Island Health's brain injury program in the Cowichan area consisting of 11 communities, including Saltspring Island. Total population is 53,533 based on Statistics Canada 2017. CBIS has grown from supporting 5 participants to over 150. CBIS promotes understanding and rehabilitation to 'ALL' affected with brain injury by providing education, support, and services during their lifespan. It started as education sessions two hours a week to now being five days a week providing case management, one to one programs and support, education, group programs, peer support, injury prevention, employment services, functional interventions, and social events. It is the only acquired brain injury (ABI) community-based program providing functional interventions (physical, mental/cognitive, emotional/affective, and social functioning). Programs use the systematic process of therapeutic recreation with leisure as the rehabilitation tool for interventions.

The Outreach and Injury Prevention Project will support and promote injury recovery and rehabilitation through programs and education to help survivors and caregivers of brain injury, including stroke, to live healthy, active, and productive lives to maximize their independence in

Grant Application – Municipality of North Cowichan

the community, at home, and at work.

A dedicated position will promote awareness by providing brain injury education, support, promote injury recovery and rehabilitation to ABI survivors, their families and community organizations. The position will increase accessibility outside of the Duncan area and community organizations will be offered workshops for education on ABI. Community engagement increases exposure to brain wellness programming, educational community sessions and events such as senior expos for fall prevention, as well as youth programs to increase bike, helmet, and sports safety.

The Outreach and Injury Prevention program is to connect with all residents and organizations in the 11 communities in the Cowichan area. CBIS will provide ABI education through information sessions, workshops, and community events like bike rodeos and helmet safety in an inclusive and supported environment.

ABI survivors will benefit from injury prevention to avoid another ABI. All other participants will receive education to prevent an injury as brain injury can happen to anyone within seconds and change their life forever. These education sessions will help survivors with basic coping strategies to promote brain injury recovery and brain health. It will facilitate rebuilding life after brain injury. It will be beneficial for all businesses in the Cowichan area to participate in the education sessions to support employees they have now or may have in the future to provide a supportive working environment where everyone is inclusive.

Addresses barriers to services:

There is no other community organization providing community cognitive rehabilitation. One of CBIS' programs, Let's Talk Aphasia, is to improve and restore communication to achieve the highest level of independent function for participation in daily living and community involvement. There is a one year wait list with outpatient rehab at Island Health in Victoria for speech language therapy and is almost non-existent for outpatient rehab in Nanaimo.

CBIS' service is only available in the Duncan area with residents who have transportation coming to the office of CBIS. Transportation is a barrier for most ABI participants. Most participants have lost their licence because of their ABI.

Financial Performance:

The Executive Director (ED) and Founder of CBIS takes no salary so a full time Case Manager and Education Facilitator plus a part-time program facilitator could be hired. The ED provided funding for start-up costs in 2019 and ongoing operating expenditures for the initial year and 2020-21 fiscal year for a maximum of three years (fiscal 2021-22) to the Society. The ED has an agreement in place with CBIS whereby no repayment is expected until a future date when CBIS has the financial resources from fundraising to do so.

Grant Application – Municipality of North Cowichan

Recognition to Municipality of North Cowichan:

CBIS will provide acknowledgement for sponsorship on CBIS website. North Cowichan's logo will be placed on all media advertising in newspaper ads, and in printed material such as workbooks for injury prevention. North Cowichan will be acknowledged on CBIS social media. North Cowichan will be acknowledged at the beginning and end of community education sessions. North Cowichan logo will be placed on power point presentations for injury prevention. Quarterly newsletters will have North Cowichan logo and acknowledgement for the support of CBIS outreach and injury prevention program. North Cowichan will be acknowledged in CBIS Annual General Report. North Cowichan's logo will be placed on CBIS' Transit Advertisement for one year with ICBC and Island Health.

Other organizations sponsoring or assisting in project:

ICBC has provided a grant for \$6,600. CBIS has applied for \$10,000 through Duncan Grant-In-Aid, and \$40,000 through Disability Alliance BC.

Chances Cowichan Casino started Aug 24/21 to donate their bottles for recycling every six weeks (\$233.20) and White Spot Restaurant are donating their bottles every other week for the Outreach and injury prevention program. CBIS has a three-month Helping Hands campaign for fundraising for all programs with injury prevention being one of them. See attached Helping Hands Campaign. The Eagles Ladies Auxiliary has donated \$1,000 for the injury prevention program.

Most of the funds will be used for wages to cover the cost of the facilitator for the program, a computer with software package, and travel expenses. Community rooms will be rented each month if free spaces are not available. PPE, risk mitigation measures, and sanitization products to ensure a safe environment for participants to attend the program and education sessions. Workbooks and/or handouts will be developed for the sessions. Various advertisement will be done in the different communities.

Other information:

The Island Health Brain Injury Program provides funding for CBIS to be a service provider in the Cowichan area for brain injury programs, services such as case management, education, peer support, caregiver support, and injury prevention. CBIS receives daily referrals coming from different departments within Island Health, general physicians, WorkSafeBC, ICBC, other agencies, and self-referrals.

This new position will start as casual and expand to a full-time position as funding is received through grants, donations, and fundraising directly targeted for outreach and injury prevention. In 2017, Statistics Canada reported over 3400 people in the Cowichan area as ABI survivors. Many ABI's and concussions occur without being counted. Every day there are 60 new cases of ABI in B.C.

Clements Centre, Literacy Now Cowichan, and Cowichan Independent Living have provided letters of support for this project. They all acknowledge CBIS is filling an essential gap in health

Grant Application – Municipality of North Cowichan

services for the Cowichan area by providing this essential support, therapy, community resource, and the path toward HOPE for those living with ABI. Clements Centre and Cowichan Independent Living has acknowledged they have worked with CBIS in the past. Clements Centre shared space for almost a year, and had the opportunity to witness first hand the work given to ABI survivors, their families and the community of Duncan and outlying areas when the participant had transportation to come to CBIS.

CBIS presently has 18 volunteers and in the past year there were 9,750 unpaid volunteer hours.



BRITISH
COLUMBIA

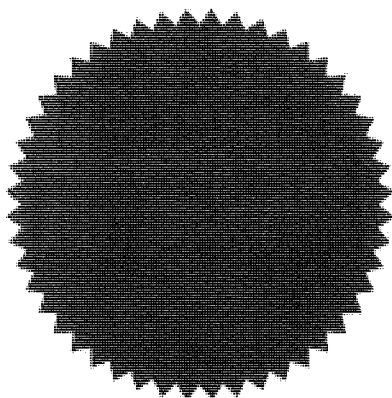
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Societies Act
CERTIFICATE OF INCORPORATION

COWICHAN BRAIN INJURY SOCIETY

I Hereby Certify that ~

COWICHAN BRAIN INJURY SOCIETY was incorporated under the *Societies Act* on March 17, 2019 at 08:46 PM Pacific Time.



*Issued under my hand at
Victoria, British Columbia*

A handwritten signature in black ink, appearing to read "Carol Prest".

CAROL PREST

REGISTRAR OF COMPANIES
PROVINCE OF BRITISH COLUMBIA
CANADA

COWICHAN BRAIN INJURY SOCIETY

FINANCIAL STATEMENTS

MARCH 31, 2021

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Statement of Financial Position	3
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Notes to the Financial Statements	5

Due to COVID-19 CBIS' Annual General Meeting will be delayed until November 25, 2021.

COWICHAN BRAIN INJURY SOCIETY
STATEMENT OF OPERATIONS
FOR THE YEAR ENDED MARCH 31, 2021
(unaudited)

2020

REVENUES

In-kind Contributions	\$ 220,800
Victoria Brain Injury Society (Start up fund from Island Health Brain for CBIS)	11,637
Donations	1,100
Island Health - Brain Injury Program	51,050
Program revenue	720
Memberships	781
Wage Subsidy	1,502
Residential Program and Rent	29,850
	<u>317,440</u>

EXPENDITURES

Advertising and promotion	420
Internet and telephone	3,537
Canada Pension and employment insurance	3,120
Memberships	150
Property repairs and relocation costs	1,554
Consulting website	1,908
Work Safe BC	467
Cleaning supplies	845
Office Supplies, Program Supplies and Office Expenses	32,918
Hydro	4,231
Cell	3,355
Wages	46,624
Miscellaneous	10
Covid supplies	720
Storage	784
Fire alarm and extinguisher	517
Dues, fees and licenses	150
Insurance	1,654
Program support	708
In-kind contribution - Executive Director	82,800
In-kind contribution - 3 Volunteers	138,000
Rent	50,400
	<u>374,872</u>

EXCESS OF EXPENSE OVER REVENUE FROM OPERATIONS

-57,432

COWICHAN BRAIN INJURY SOCIETY
STATEMENT OF FINANCIAL POSITION
AS AT MARCH 31, 2021
(unaudited)

	2020
ASSETS	
CURRENT	
Cash	\$ 21,512
Employee receivable	93
Rental deposit	2,600
	<u>\$24,205</u>
LIABILITIES	
CURRENT	
Accounts payable	2,535
Deferred revenue - Island Health Brain Injury Program	4,861
Long term - Note 5	57,432
	<u>\$64,828</u>
NET ASSETS	
General fund	<u>-57,432</u>
	<u>\$64,828</u>

**COWICHAN BRAIN INJURY SOCIETY
STATEMENT OF CHANGES IN NET ASSETS
FOR THE YEAR ENDED MARCH 31, 2021
(unaudited)**

	General Fund
BALANCE, BEGINNING OF YEAR	\$ 3,435
Excess of expenditure over revenue	-57,432
BALANCE, END OF YEAR	<u><u>\$22,803</u></u>

See accompanying notes

COWICHAN BRAIN INJURY SOCIETY
NOTES TO THE FINANCIAL STATEMENTS
AS AT MARCH 31, 2021
(unaudited)

1. NATURE OF OPERATIONS

Cowichan Brain Injury Society (the "Society") is registered under the British Columbia Societies Act. The Society operates a not-for-profit centre for individuals and their families suffering from brain injuries.

2. Cowichan Brain Injury Society is in the process of applying for Federal Charitable Designation with Canada Revenue Agency.

3. SIGNIFICANT ACCOUNTING POLICIES

These financial statements are prepared in accordance with generally accepted accounting standards for not-for-profit organizations. The significant accounting policies are detailed as follows:

(a) Revenue recognition

The Society follows the deferral method of accounting for contributions. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

The Society records revenue from advertising and memberships as services are performed.

(b) Contributed services

The Executive Director's salary is in-kind (\$82,800) and hours equivalent to three full time employees for \$331,200 at an hourly rate of \$20 per Volunteer Canada.

4. GRANTS

2020

Victoria Brain Injury Society (Island Health Brain Injury Program gave start-up fund for CBIS.

\$11,637.

5. The Executive Director and founder of Cowichan Brain Injury Society (CBIS) provided funding for start-up costs in 2019 and ongoing operating expenditures for the initial year and 2020-21 fiscal year for a maximum of three years (fiscal 2021-22) to the Society. The Executive Director has an agreement in place with CBIS whereby no repayment is expected until a future date when CBIS has the financial resources from fundraising to do so. This is shown as a loan for the 2020-21 fiscal. The Executive Director is provided in-kind so a full time Case Manager and Education Facilitator could be hired. A part-time Program Facilitator was hired for programs.

COWICHAN BRAIN INJURY SOCIETY
RECEIPTS / DISBURSEMENTS
APRIL 1 - AUGUST 31, 2021

BANK BALANCE

MARCH 31, 2021 **\$22,80**

RECEIPTS

Island Health - Brain Injury Program	\$ 24,306
Let's Connect	1,326
Stepping Stones	1,685
Residential Program (Kit for Life) and Rent	7,500
Wage Subsidy - Ethos	1,163
Memberships	190
Donations	170
Fundraising	3,454
Injury Prevention (Bottles from Cowichan Casino)	233
Grants - Literacy Now	150
Grants - Canada Summer Student	14,567
	<u>54,743</u>

DISBURSEMENTS

Advertising and promotion	12,139
Fees	257
Professional Development	4,948
Wages (includes MERCs)	50,679
Wages (In-kind contribution) Executive Director	34,500
In-kind contribution - 3 Volunteers	138,000
Website	224
Internet, cable, telephone and cells	3,264
Memberships	1,204
Cleaning and Covid supplies	1,749
Office Supplies, Program Supplies and Office Expenses	29,238
Hydro	886
Storage	784
Insurance	3,066
Rent	50,400
	<u>331,338</u>

BANK BALANCE

AUGUST 31, 2021 **\$20,585.23**

EXCESS OF EXPENDITURES OVER REVENUE FROM OPERATIONS **-276,595**

Note to Receipts and Disbursements: The Executive Director and Founder of Cowichan Brain Injury Society (CBIS) provided funding for start-up costs in 2019 and ongoing operating expenditures for the initial year and 2020-21 fiscal year for a maximum of three years (fiscal 2021-22) to the Society. The Executive Director has an agreement in place with CBIS whereby no repayment is expected until a future date when CBIS has the financial resources from fundraising to do so.

BUDGET FOR OUTREACH AND INJURY PREVENTION PROGRAM

The Outreach and Injury Prevention Program will start in Duncan and expand to other communities in Cowichan Brain Injury Society (CBIS) as funding is raised. Following is the budget for this position. Anyone between the age of 5 years old (target age for driving a bicycle and playing sports) to the age of 99 when falls are more frequent.

DESCRIPTION	PROJECTED AMOUNT
Full time position (includes MERCs at 15%) - \$30 per hour for 2000 hours	69,000
Supervisor (\$33 for one hour per week)	1,716
Community rooms (11 communities)	1,848
Administration costs	1,000
Cell Phone	1,192
Office Telephone	486
Office 363 Professional Software	200
Signage for car	100
Business cards	50
Name Tag	20
Brief Case	100
Day Timer	40
Office Expenses	2,000
Travel Expenses (includes ferry fare to Saltspring Island)	22,176
Advertising	6,000
TOTAL BUDGET	\$ 105,928



September 23, 2021

To whom it may concern,

RE: Outreach and Injury Prevention Project

Thank you for providing the Cowichan Brain Injury Society with an opportunity to apply for funding for their Outreach and Injury Prevention Project.

The Clements Centre's mission is to assist children and youth with developmental needs and adults with developmental disabilities to reach their full potential. We do this by providing a comprehensive range of services for individuals and the families who care for them.

Clements Centre has worked with the CBIS in past, even sharing space for a period of time. We had opportunity to witness the incredible work being done to support those with acquired brain injury. Chris is also passionate about offering information regarding prevention to all members of the community.

We appreciate your consideration and look forward to hearing a positive outcome.

Sincerely,

Dianne Hinton
CEO Clements Centre Society
dhinton@clementscentre.org



213B – 80 Station Street, Duncan. BC. V9L 1M4

September 26th, 2021

To Whom It May Concern,

RE: Cowichan Brain Injury Society (CBIS) Outreach and Injury Prevention Project

I am writing this letter as an acknowledgement of my organization's full support for the above-mentioned program. Literacy Now Cowichan is a service provider in the Cowichan Valley who has had the opportunity to lend support to the Outreach and Injury Prevention Project through the provision of in-kind services, as well as offering help in a volunteer advisory capacity.

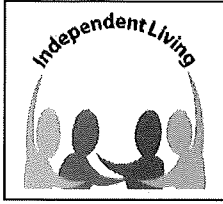
CBIS fills an essential gap in the health services of the Cowichan Valley, providing essential support, therapy, community resource, and a path toward hope for those in our community living with brain injury. Their ability to expand their services across the entire geography our region would be of immeasurable benefit to a currently under-served segment of our population. Both outreach to those living with brain injury, as well as programs to educate and prevent injury, would have long-reaching positive effects across a wide spectrum of the community. I sincerely hope that this program will be given the chance to flourish and grow, providing opportunities from which our entire community will benefit.

I would be happy to continue to support this program through provision of educational opportunities, advisory help, and collaboration of volunteer efforts when appropriate. This is a project richly deserving of support.

Sincerely,

A handwritten signature in cursive script that reads "Jessie Lewinski".

Executive Director, Literacy Now Cowichan Society



Cowichan Independent Living

531 Canada Avenue,, Duncan, BC V9L 1T8

Telephone: (250) 746-3930

Fax # 250-746-3662

Website: www.cvilrc.bc.ca

Email: cvilrc@cvilrc.bc.ca

Promoting a new perspective on disability

September 2021

To Whom It May Concern

Re: Cowichan Brain Injury Society Application

Cowichan Independent Living is a Disability Resource Centre in the Cowichan Valley.

We would like to submit a letter of support for Cowichan Brain Injury Society's application for a grant for their Outreach and Injury Prevention program. The project will be in 11 different communities in the Cowichan Valley, for anyone ages 5+. This program is very important in the possible prevention of brain injuries as well as supporting the survivors and all who surround them. The need is there to educate businesses and community organizations so we can all support and understand.

Having an Outreach and Injury Prevention Program will be an access to everyone they reach, which in the Cowichan Valley is only 50,000 people: promoting wearing helmets while doing sports, riding a bike or skating boarding, such a simple act in the prevention of brain injury; to supporting survivors to live healthy, active, and productive lives while increasing their independence in the community, home and work.

Cowichan Independent Living has been fortunate to work with Cowichan Brain Injury Society over the past few years and is very much in awe by all they have done and excited for them in their plans to achieve more. We will be here to help and support them however they need us.

Please consider them on their application.

Thank you.

Jean Scholefield, Executive Director



Cowichan Brain Injury Society (CBIS)

P.O. Box 294 (6011 Cassino Rd), Duncan, B.C. V9L 3X3

Telephone 250-597-4662 Fax 250-597-4772

Email: admin@cowichanbraininjury.org

September 21, 2021

ATTENTION: To Our Fellow Community-Minded Business

Greetings from the Cowichan Brain Injury Society (CBIS)! We are a not-for-profit organization serving the Cowichan area and would like to take this time to introduce ourselves to the community. CBIS is an Island Health service provider for acquired brain injury survivors, which includes stroke. We need helping hands to ensure no one with a brain injury in the Cowichan area, including their family, is left behind. Please help us with our Helping Hands Campaign.

There are many paths to recovery from brain injury and CBIS is here to help survivors find their way. We promote the understanding and rehabilitation to ALL affected with brain injury by providing education, support, and services during their lifespan. We are reaching out to every community minded business to build a relationship and together create the services and support for those who need us. Statistics Canada 2017 recorded over 3,400 people in the Cowichan area with a brain injury.

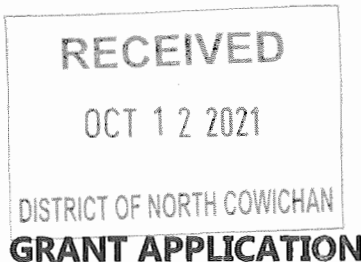
Our Helping Hands Campaign includes several ways to lend a Helping Hand:

- **BC Transit advertisement to place your logo on the bus along side ours.**
- **Adopt-a-Program such as *Let's Talk Aphasia***
- **Your logo in a banner ad in our 2022 calendar featuring 12 survivors.**
- **Get creative by hosting a fundraiser for CBIS. We can help.**
- **Give a gift card or donate a gift for our silent auctions, events, or fundraisers, while at the same time showcasing our community partnership.**
- **Take an annual membership (community - \$30, professional - \$50 or corporation - \$100).**
- **Be a Vendor for a Year. Have a Vendor Listing on our website for \$25/month.**
- **Give a monetary donation. Every dollar gives HOPE to a survivor and their family. Our fundraising policy is to only contact any business once in a 12-month period.**

Thank you for giving us a helping hand to give every brain injury survivor in the Cowichan area a chance to rebuild their lives and achieve their goals. We appreciate any kindness that you are able to show us. We gratefully acknowledge your help in supporting our society. We will call you next week to follow up. All Helping Hands will be acknowledged on our website (www.cowichanbraininjury.org) and in our 2022 Annual Report.

Sincerely,

Chris Rafuse, CTRS, BSc-TR, DRVS
Executive Director
Cowichan Brain Injury Society (CBIS)



(PLEASE PRINT)

Name of Organization	Cowichan Bring Back the Bluebirds Project- BCCF
Address of Organization	Head Office: #206-17564 56A Ave., Surrey, BC V3S 1G3
Full Mailing Address	#206-17564 56A Ave., Surrey, BC V3S 1G3
Telephone Number & Email	250-889-1892 email: [REDACTED] FIPPA 2. 22(1)
Contact Person/Title	Jacque Taylor, Bluebird Project Coordinator

Primary purpose of organization: Stewardship of Garry Oak habitat/return of Western Bluebirds

Category under which greatest portion of services fall:

☐ Social Service ☐ Sports ☐ Cultural ☐ Economic Development ☒ Other nature conservation

Services available to all members of community: ☒ Yes ☐ No

If no, please list criteria for receiving your service: _____

Total Number of people that used your service last year: 700 (outreach/landowner/volunteers)

Approximate number of your clients that reside in North Cowichan: 450 (outreach/landowners)

(Please note that North Cowichan includes the communities of Chemainus, Crofton, Maple Bay, and the Duncan area north of the Cowichan River, and outside the one square mile Duncan core.)

Amount of grant requested: \$2000

Describe how the grant will be used: (e.g. special projects, operations, maintenance, etc.)

These funds will be used for the support and coordination of over 70 North Cowichan volunteers as well as to cover costs associated with caring for Western Bluebirds brought to the Cowichan Valley

In order to be considered for a Municipal grant, please ensure that you enclose the following:

1. the most recent financial statement, and
2. the proposed operating budget.

Other Information:

Have you received a previous grant from the Municipality? ☒ Yes ☐ No

Have you applied to another local government for funding? ☐ Yes ☒ No

If yes, please list: _____

Applicant's signature Jay Fen

Date Aug 10, 2021

In order to be eligible for consideration for a 2021 grant-in-aid, this application and all requested supporting materials must be received no later than October 15, 2020.

Print Form

Note: Personal information is collected by the Municipality of North Cowichan under the authority of section 26(c) of the Freedom of Information and Protection of Privacy Act for the purpose of processing and administering grant-in-aid applications. Should you have any questions about the collection of this personal information, please contact the Information Management Officer, (250) 746-3100; 7030 Trans-Canada Highway, Duncan, BC V9L 6A1.

Grant Review Committee,
Municipality of North Cowichan,
7030 Trans-Canada Highway,
Duncan, BC V9L 3X4

Oct. 15, 2021

To the Municipality of North Cowichan Grant Review Committee:

Did you know that North Cowichan Municipality is the only place in Canada that has Western Bluebirds being brought back from local extinction?

Thank you so much for all the support that the Municipality has provided to the Bring Back the Bluebirds Project. Every cent is carefully used and the support of North Cowichan Municipality is critical to our success. We are honoured to have you as one of our partners.

USE OF 2020 GRANT IN AID

The \$4500 grant received in 2020 was most appreciated. A one-time increase in funding from \$2000 to \$4500 was approved to cover an unexpected shortfall from the loss of CVRD funding and was used to help fund project supplies such as materials for replacing/repairing nest boxes as well as towards costs involved in supporting the volunteers that make this project possible. At the time that this funding increase was approved, the council requested that alternative funding was found for 2021. We were able to secure other funding for 2021 and would now like to request \$2000 for 2022.

NORTH COWICHAN AID IN KIND

North Cowichan Municipality supports the Project in a variety of helpful ways. Ernie Mansueti, Don Stewart and staff are most helpful in allowing and placing for us Western Bluebird boxes on North Cowichan lands at Art Mann Park. They were also helpful in hosting the Bluebird blitz, an opportunity for birders to do an indepth look for Western Bluebirds. This event was hosted in Art Mann Park.

Change in Project Administration

The Cowichan Valley Naturalist Society has partnered with the BC Conservation Foundation (BCCF), which takes care of administrative tasks such as budget tracking, invoicing, and hiring. Genevieve Singleton continues to guide and support the project and Jacquie Taylor continues to be the project coordinator. BCCF has a great reputation for keeping BC conservation projects on track. This collaboration has strengthened our efforts to bring the Western Bluebird population back to our Cowichan Valley. BCCF's address is in Surrey, but all the practical work is still continuing in Cowichan.

PURPOSE OF THE PROJECT

The Bring Back the Bluebirds Project is an initiative to re-establish a healthy breeding population of Western Bluebirds (which have been locally-extinct since the mid-1990s) to their historic habitat in the Cowichan Valley. Less than five per cent of original Garry oak habitat is left in the world. We are fortunate to have a large proportion of this very rare habitat in the Valley, making it a perfect location to reintroduce these iconic birds.

We have established relationships with 70 landowners in North Cowichan, who have volunteered to host bluebird nest boxes on their property, providing the Western Bluebird population with the habitat it needs

to flourish. We have built a strong volunteer group of nest box monitors and have set up eighteen Bluebird Trails (groupings of bluebird nest boxes that are monitored). Over 1000 of volunteer hours were put in the year working on this project. Since the project's inception in 2012, the local bluebird population has grown from just one reintroduced breeding pair and their 9 chicks at the Cowichan Garry Oak Preserve in Maple Bay to a peak of over 65 chicks throughout the Quamichan and Somenos Lakes area in 2016. Since 2016 numbers have been declining and so we are initiating more translocations.

COMMUNITY OUTREACH

An important goal of this project is to foster stewardship of the Garry Oak ecosystem that the bluebirds rely on and that makes North Cowichan the incredible place it is. We accomplish this through our public outreach. This includes:

Public events such as hosting a table at the Cowichan Exhibition, providing presentations to various groups (school groups, nature walks, Duncan Meadow Golf course youth camp) and the Trail Monitor Training Workshop. The Beer and Burger fundraiser is a fun event we hold each year at the Cow Bay Pub (with the exception of pandemic years) and is a great opportunity to share our project with the public.

Online outreach including email updates, Facebook page (Bring Back the Bluebirds), website (cowichanbluebird.ca), and Instagram (Cowichan_valley_bluebirds).

Articles and media such as submissions in the Valley Voice newspaper, Bird Babble Podcast, CBC interviews, Nature Conservancy Canada magazine, Nature News, Cowichan Valley Naturalist Newsletter, Victoria Natural History Society newsletter and more.

Landowner stewardship support: North Cowichan landowners that participate as nest box hosts receive support from our staff and volunteers to help improve the quality of habitat on their property.

REQUEST:

Members of the North Cowichan community including project partners, volunteers, landowners, and interested public have shown that they care about investing their time and effort in to restoring biodiversity. With help from the North Cowichan Municipality, we can help support the community's goal of reestablishing this lost species. In 2022 we plan to do a series of translocations, moving birds, under international permits, from a healthy population at Joint Base Lewis-McChord Military installation, to further support this small population that needs reinforcement.

Your support is much needed. To this end we request a Grant in Aid of \$2000.

A copy of our most recent financial statement and proposed budget is included in this submission.

If you require any additional information to assist you in considering this request please don't hesitate to contact Jacquie Taylor, Project Coordinator at 250-889-1892.

Thank you for considering this project.

Sincerely,

Jacquie Taylor,

Project Coordinator for Cowichan Bring Back the Bluebirds

2022 Cowichan Bring Back the Bluebirds Project Budget

Expenditures	
Labour:	
Professional: Project biologist/conservation specialist; includes costs of translocations plus data analysis, report writing and advising	\$20,105.00
Professional: Project Coordinator	\$30,000.00
Field technician	\$20,000.00
Direct Costs:	
Coordinator and Tech staff mileage	\$1,000.00
Project supplies; includes mealworms	\$4,000.00
Volunteer support costs	\$1,000.00
Communications:	
Photo copying, layout and design of educational materials	\$1,000.00
Overhead:	
Administration; BCCF 13.5% administration fee	\$10,746.68
Office space and storage of supplies	\$2,500.00
Project total	\$90,351.68

The Bring Back the Bluebirds Project is a local conservation initiative that is being administered by the British Columbia Conservation Foundation (BCCF). The following Financial Statements are for BCCF as a whole.

**BRITISH COLUMBIA CONSERVATION
FOUNDATION**

Financial Statements

Year Ended March 31, 2020

(Unaudited)

INDEPENDENT PRACTITIONER'S REVIEW ENGAGEMENT REPORT

To the Members of British Columbia Conservation Foundation

We have reviewed the accompanying financial statements of British Columbia Conservation Foundation (the Foundation) that comprise the statement of financial position as at March 31, 2020, and the statements of revenues and expenditures, changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations (ASNPO), and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Practitioner's Responsibility

Our responsibility is to express a conclusion on the accompanying financial statements based on our review. We conducted our review in accordance with Canadian generally accepted standards for review engagements, which require us to comply with relevant ethical requirements.

A review of financial statements in accordance with Canadian generally accepted standards for review engagements is a limited assurance engagement. The practitioner performs procedures, primarily consisting of making inquiries of management and others within the entity, as appropriate, and applying analytical procedures, and evaluates the evidence obtained.

The procedures performed in a review are substantially less in extent than, and vary in nature from, those performed in an audit conducted in accordance with Canadian generally accepted auditing standards. Accordingly, we do not express an audit opinion on these financial statements.

(continues)

Independent Practitioner's Review Engagement Report to the Members of British Columbia Conservation Foundation *(continued)*

Conclusion

Based on our review, nothing has come to our attention that causes us to believe that the financial statements do not present fairly, in all material respects, the financial position of British Columbia Conservation Foundation as at March 31, 2020, and the results of its operations and its cash flows for the year then ended in accordance with ASNPO.

Emphasis of Matter

Without modifying our conclusion, we draw attention to Note 11 of the financial statements which describes that a recent health crisis may have an adverse impact on the Foundation's future operations.

Surrey, BC

DALE MATHESON CARR-HILTON LABONTE LLP
CHARTERED PROFESSIONAL ACCOUNTANTS

BRITISH COLUMBIA CONSERVATION FOUNDATION

Statement of Financial Position

March 31, 2020

(Unaudited)

	2020	2019
ASSETS		
CURRENT		
Cash and cash equivalents <i>(Note 4)</i>	\$ 580,442	\$ 465,598
Restricted cash and cash equivalents	769,539	813,980
Accounts receivable	1,787,189	1,479,683
Prepaid expenses	14,285	16,925
	<u>3,151,455</u>	<u>2,776,186</u>
PROPERTY AND EQUIPMENT <i>(Note 5)</i>	<u>368,122</u>	<u>386,446</u>
	<u>\$ 3,519,577</u>	<u>\$ 3,162,632</u>
LIABILITIES AND NET ASSETS		
CURRENT		
Accounts payable and accrued liabilities	\$ 870,946	\$ 539,505
Employee deductions payable	56,547	44,868
Deferred contributions <i>(Note 6)</i>	1,053,336	1,036,357
	<u>1,980,829</u>	<u>1,620,730</u>
NET ASSETS		
Unrestricted reserve	401,087	341,473
Internally restricted reserves <i>(Note 10)</i>	769,539	813,980
Investment in capital assets	368,122	386,449
	<u>1,538,748</u>	<u>1,541,902</u>
	<u>\$ 3,519,577</u>	<u>\$ 3,162,632</u>
LEASE COMMITMENTS <i>(Note 8)</i>		

See notes to financial statements

BRITISH COLUMBIA CONSERVATION FOUNDATION
Statement of Revenues and Expenditures
Year Ended March 31, 2020
(Unaudited)

	2020	2019
REVENUES		
Ministry of Environment Recoverable Programs	\$ 4,294,011	\$ 4,130,290
Grants/Donations	648,693	530,163
Habitat Conservation Trust Fund	263,348	272,065
Provincial Ministries	87,654	237,781
Living Rivers	236,996	211,498
Federal	180,344	205,523
Provincial Other	395,496	191,143
Other	164,563	137,245
Gaming	71,296	69,189
WildSafe BC	613,295	593,777
Recreational Fisheries Conservation Partnership	1,712,487	1,086,027
Miscellaneous projects	68,266	77,096
Municipalities	74,892	75,690
	<u>8,811,341</u>	<u>7,817,487</u>
EXPENDITURES		
Projects (Schedule 1)	7,689,011	6,827,949
Administration (Schedule 1)	913,283	924,834
Amortization	30,745	27,872
	<u>8,633,039</u>	<u>7,780,655</u>
EXCESS OF REVENUES OVER EXPENDITURES	<u>\$ 178,302</u>	<u>\$ 36,832</u>

See notes to financial statements

BRITISH COLUMBIA CONSERVATION FOUNDATION

Statement of Changes in Net Assets

Year ended March 31, 2020

(Unaudited)

	Unrestricted	INTERNALLY RESTRICTED RESERVES					Invested in Capital Assets	Total 2020	Total 2019
		Land Acquisition	Working Capital	John B Holdstock Scholarship Award	Contribution Reserve	Capital Acquisition			
BALANCE, BEGINNING OF YEAR	\$ 341,473	\$ 309,171	\$ 300,000	81,635	\$ 76,009	\$ 47,165	\$ 386,449	\$ 1,541,902	\$ 1,677,561
Excess of revenue over expenditures for the year	209,049	-	-	-	-	-	(30,747)	178,302	36,832
Appropriation to internally restricted reserves (Note 9)	(137,015)		-	-	137,015		-	-	-
Donations received from external donors (Note 9)	-	419	-	1,000	-	-	-	1,419	1,208
Contributions to various organizations (Note 9)	-	(150,000)	-	(2,000)	(32,334)		-	(184,334)	(174,766)
Interest earned on appropriated funds (Note 9)	-	-	-	1,459	-	-	-	1,459	1,067
Investment in capital assets	(12,420)	-	-	-	-	-	12,420	-	-
BALANCE, END OF YEAR	\$ 401,087	\$ 159,590	\$ 300,000	\$ 82,094	\$ 180,690	\$ 47,165	\$ 368,122	\$ 1,538,748	\$ 1,541,902

See notes to financial statements

5

BRITISH COLUMBIA CONSERVATION FOUNDATION

Statement of Cash Flows
Year Ended March 31, 2020
(Unaudited)

	2020	2019
OPERATING ACTIVITIES		
Excess of revenues over expenditures	\$ 178,302	\$ 36,832
Item not affecting cash:		
Amortization of property and equipment	<u>30,747</u>	<u>27,872</u>
	<u>209,049</u>	<u>64,704</u>
Changes in non-cash working capital:		
Accounts receivable	(307,506)	237,577
Accounts payable and accrued liabilities	331,437	(431,614)
Deferred contributions	16,979	164,823
Prepaid expenses	2,640	(3,624)
Employee deductions payable	<u>11,679</u>	<u>(13,741)</u>
	<u>55,229</u>	<u>(46,579)</u>
Cash flow from operating activities	<u>264,278</u>	<u>18,125</u>
INVESTING ACTIVITIES		
Purchase of property and equipment	(12,420)	(18,075)
Contributions by restricted funds	(182,874)	(173,699)
Donations from external donors	<u>1,419</u>	<u>1,208</u>
Cash flow used by investing activities	<u>(193,875)</u>	<u>(190,566)</u>
INCREASE (DECREASE) IN CASH FLOW	70,403	(172,441)
Cash - beginning of year	<u>1,279,578</u>	<u>1,452,019</u>
CASH - END OF YEAR	\$ 1,349,981	\$ 1,279,578
CASH CONSISTS OF:		
Cash and cash equivalents	\$ 580,442	\$ 465,598
Restricted cash and cash equivalents	<u>769,539</u>	<u>813,980</u>
	<u>\$ 1,349,981</u>	<u>\$ 1,279,578</u>

See notes to financial statements

BRITISH COLUMBIA CONSERVATION FOUNDATION

Notes to Financial Statements

Year Ended March 31, 2020

(Unaudited)

1. INCORPORATION, PURPOSE AND NATURE OF OPERATIONS

Incorporation

The British Columbia Conservation Foundation (the "Foundation") was incorporated May 6th, 1969 under the Society Act of British Columbia. The Foundation is a non-profit registered charity as defined in Section 149 of the Income Tax Act. The Foundation has filed for transition to the new Societies Act (British Columbia).

Purpose

The Foundation's purpose is to contribute significantly to the perpetuation and expansion of fish and wildlife habitats and forest resources by efficiently implementing conservation projects. The Foundation works with public agencies, private groups and corporations to enhance the fish, wildlife and forest resources.

Nature of operations

The Foundation's principal activities involve the management and administration on behalf of government and other funding organizations of a wide variety of projects intended to protect, preserve and improve the environment within the province of British Columbia.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of presentation

The financial statements were prepared in accordance with Canadian accounting standards for not-for-profit organizations (ASNPO).

Revenue recognition

The Foundation follows the deferral method of accounting for contracts from government and other funding organizations. Funds for projects and programs received in advance are deferred and recognized as revenue as the related expenses are incurred. Other contributions are recorded when receivable and collection is reasonably certain. Where contributions are received in excess of actual expenses incurred, these excess funds are repaid upon completion of the contract

Unrestricted contributions are recognized as revenue when received.

Reserves

The Foundation follows the restricted fund method of accounting for contributions received in respect of the Capital Asset Reserve, and five Internally Restricted Reserves.

The Unrestricted Reserve accounts for contributions received and expenses incurred to carry out the general objectives of the Foundation. The Capital Asset Reserve accounts for the Foundation's property and equipment, the amortization thereon, and any related liabilities. The Internally Restricted Reserves are maintained for various purposes (Note 9).

(continues)

BRITISH COLUMBIA CONSERVATION FOUNDATION

Notes to Financial Statements

Year Ended March 31, 2020

(Unaudited)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

Financial instruments policy

Financial instruments are recorded at fair value when acquired or issued. In subsequent periods, financial assets with actively traded markets are reported at fair value, with any unrealized gains and losses reported in income. All other financial instruments are reported at amortized cost, and tested for impairment at each reporting date. Transaction costs on the acquisition, sale, or issue of financial instruments are expensed when incurred.

Property and equipment

The Foundation capitalizes the costs of property and equipment purchased for its use. The Foundation also capitalizes the fair value of donated property where reasonably determinable; otherwise, donated property is recorded at nominal amounts. Such donations have been immaterial to date. Substantially all property and equipment of the Foundation have been purchased with the Foundation's general funds.

Amortization of property and equipment is provided on a straight-line basis over the assets' estimated useful lives, which range from three to seven years.

The Foundation also acquires property and equipment on behalf of funding organizations in connection with the management and administration of certain projects. All such costs are charged as direct project expenses as title to the assets remains with the project funding organization at all times. If, at the conclusion of a project or projects, the funding organization elects to donate the asset to the Foundation, it is recorded as a capital asset of the Foundation in accordance with the above-noted policy for donated property.

The carrying value of all categories of property and equipment is reviewed for impairment whenever events or circumstances indicate the recoverable value may be less than the carrying amount. Recoverable value is based on estimates of undiscounted future net cash flows expected to be recovered from specific assets or groups of assets through use or future disposition.

Impairment charges are recorded in the reporting period in which determination of impairment is made by management.

Contributed services

Directors and other volunteers contribute substantial amounts of time to assist the Foundation in the pursuit of its purpose. Due to the difficulty of determining their fair value, contributed services are not recognized in these financial statements.

(continues)

BRITISH COLUMBIA CONSERVATION FOUNDATION

Notes to Financial Statements

Year Ended March 31, 2020

(Unaudited)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

Measurement Uncertainty

The preparation of financial statements in conformity with Canadian Accounting Standards for Not-for-Profit Organizations requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenditures during the period. Such estimates are periodically reviewed and any adjustments necessary are reported in earnings in the period in which they become known. Actual results could differ from these estimates.

Comparative figures

Comparative figures are unaudited and are presented for comparative purposes only.

3. FINANCIAL INSTRUMENTS

The Foundation's financial instruments consist of cash, accounts receivable, investment, accounts payable, accrued liabilities and deferred contributions. Unless otherwise noted, it is management's opinion that the Foundation is not exposed to significant interest, currency, liquidity or credit risks arising from these financial instruments. The fair value of these financial instruments approximate their carrying values, unless otherwise noted.

Credit risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The foundation's main credit risks relate to its accounts receivables. The foundation provides credit to its clients in the normal course of its operations.

Liquidity risk

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. To manage liquidity risk, the foundation keeps sufficient cash resource readily available to meet its obligations. The foundation has investments in guaranteed investment certificates that are easily sold and converted to cash.

Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The foundation is exposed to interest rate risk on its fixed rate financial instruments. The fixed rate instruments subject the foundation to a fair value risk.

BRITISH COLUMBIA CONSERVATION FOUNDATION

Notes to Financial Statements

Year Ended March 31, 2020

(Unaudited)

4. CASH AND CASH EQUIVALENTS

Cash and cash equivalents consist of cash on hand, balances with banks and investments in guaranteed investment certificates less cheques issued and outstanding. Cash and cash equivalents included in the Statement of Cash Flows comprise the following Statement of Financial Position amounts:

	2020	2019
Cash on hand and balances with the bank	\$ 604,675	\$ 471,095
Cheques issued and outstanding	(526,826)	(281,822)
Guaranteed investment certificates	1,272,132	1,090,305
	<u>\$ 1,349,981</u>	<u>\$ 1,279,578</u>

5. PROPERTY AND EQUIPMENT

	Cost	Accumulated amortization	2020 Net book value	2019 Net book value
Land	\$ 140,220	\$ -	\$ 140,220	\$ 140,220
Buildings	260,664	64,554	196,110	209,143
Equipment	30,624	21,057	9,567	14,291
Equipment recoverable	6,059	6,059	-	-
Computer equipment	65,143	50,297	14,846	14,349
Furniture and fixtures	27,618	22,712	4,906	5,352
Leasehold improvements	4,329	1,856	2,473	3,091
	<u>\$ 534,657</u>	<u>\$ 166,535</u>	<u>\$ 368,122</u>	<u>\$ 386,446</u>

BRITISH COLUMBIA CONSERVATION FOUNDATION

Notes to Financial Statements

Year Ended March 31, 2020

(Unaudited)

6. DEFERRED CONTRIBUTIONS

	2020	2019
Columbia River Integrated Environmental Management Program	\$ 89,441	\$ 87,334
Gaming	24,654	66,548
Living Rivers	7,889	9,897
Ministry of Transportation	204,623	233,791
Various projects	613,036	566,594
WildSafeBC	113,692	72,193
	<u>\$ 1,053,335</u>	<u>\$ 1,036,357</u>

Deferred contributions represents the unspent portion of funding programs. The deferred amounts will be held by the Foundation for future initiatives and will be recognized in revenue in the year which the expenditures are incurred. Upon completion of individual programs the Foundation is required to prepare a report for the grantor showing how the funds were actually spent.

7. RELATED PARTY TRANSACTIONS

No remuneration was paid to the voting members of the Foundation's Board of Directors during the year ended March 31, 2020.

During the year, the Foundation remunerated one employee for the management of the Foundation in excess of \$75,000. The total amount paid to this employee for the year was \$77,042 (2019 - \$80,358).

During the year, the Foundation remunerated five (2019 - four) contractors for conservation and restoration projects in excess of \$75,000. The total paid to these contractors for the year was \$2,004,511 (2019 - \$1,610,193).

8. LEASE COMMITMENTS

The Foundation has entered into two operating leases for the head office and a regional office premises. The future minimum lease payments for future fiscal years are as follows:

2021	\$ 74,384
2022	39,897
2023	33,099
2024	33,511
2025	33,825
	<u>\$ 214,716</u>

BRITISH COLUMBIA CONSERVATION FOUNDATION

Notes to Financial Statements

Year Ended March 31, 2020

(Unaudited)

9. MAJOR CONTRIBUTORS

The foundation has generated approximately 48% (2019 - 52%) of its funding from one contributor, and 19% (2019 - 13%) of its funding from another contributor.

BRITISH COLUMBIA CONSERVATION FOUNDATION

Notes to Financial Statements

Year Ended March 31, 2020

(Unaudited)

10. INTERNALLY RESTRICTED RESERVES

From time to time the Directors of the Foundation appropriate funds from the Unrestricted Reserve to Internally Restricted Reserves as described below:

Land Acquisition Reserve

During 1997, the Directors of the Foundation established a Land Acquisition Reserve, with the purpose of purchasing land for conservation or to make contributions to other conservation organizations for the purchase of land. During the year, \$419 (2019 - \$208) of donations from external donors were received. At the July board of director's meeting the board approved the contributions to The Nature Trust of BC for \$50,000 and to Southern Interior Land Trust for \$100,000. At year end the balance of the Land Acquisition Reserve is \$159,590 (2019 - \$309,171).

Working Capital Deficiencies Reserve

The Foundation experiences working capital deficiencies from time to time due to certain project expenditures that are incurred before the related funding is received. In order to ensure that funds are available when these deficiencies occur, the Directors of the Foundation periodically make appropriations from the Unrestricted Reserve to the Working Capital Deficiencies Reserve. At year end the balance of the Working Capital Deficiencies Reserve is \$300,000 (2019 - \$300,000).

John B Holdstock Scholarship Reserve

On April 13th 2011 the Directors of the Foundation established the John B Scholarship Reserve, and approved \$20,000 to be allocated to the reserve. During the year \$1,000 (2019 - \$1,000) of donation revenues and \$1,459 (2019 - \$1,067) of interest earned were received in this reserve. During the year, the Directors approved scholarships in the amount of \$2,000 (2019 - \$2,000). At year end the balance of the John B Holdstock Scholarship Reserve is \$82,094 (2018 - \$81,635).

Contribution Reserve

On April 28, 2009, the Directors of the Foundation established an Internally Restricted Reserve called the Contribution Reserve by way of an appropriation from the Unrestricted Reserve. During the year, the Directors approved appropriation of funds of \$137,015 to the reserve and approved contributions as follows: to BCWF Wild Kidz Camp and Wildlife Collision Prevention Program in the amount of \$4,000 each; Pemberton Wildlife Association of \$6,580; Cougar Predation Summerland Sportmen Association of \$10,000; and Cowichan Estuary Restoring Riparian Habitat of \$7,754. During the 2019 year a committed contribution to Wildlife Management (UBC) was approved in the amount of \$37,500. At year end the balance of the Contribution Reserve is \$180,690 (2019 - \$76,009).

Capital Acquisition Reserve

On March 31, 2014, the Directors of the Foundation established the General Operations Reserve by way of an appropriation of \$500,000 from the Unrestricted Reserve with the purpose of acquiring office space. Subsequent to the office acquisition the remainder of the reserve is dedicated to future repairs and maintenance and upgrades of the acquired office space, including equipment and furniture. At year end the balance of the Capital Acquisition Reserve is \$47,165 (2019 - \$47,165).

BRITISH COLUMBIA CONSERVATION FOUNDATION

Notes to Financial Statements

Year Ended March 31, 2020

(Unaudited)

11. SUBSEQUENT EVENTS

The recent outbreak of the coronavirus, also known as "COVID-19", has spread across the globe and is impacting worldwide economic activity. Conditions surrounding the coronavirus continue to rapidly evolve and government authorities have implemented emergency measures to mitigate the spread of the virus. The outbreak and the related mitigation measures may have an adverse impact on global economic conditions as well as on the Foundation's activities. The extent to which the coronavirus may impact the Foundation's activities will depend on future developments, such as the ultimate geographic spread of the disease, the duration of the outbreak, travel restrictions, operational disruptions, and the effectiveness of actions taken in Canada and other countries to contain and treat the disease. These events are highly uncertain and as such, the Foundation cannot determine their financial impact at this time.

BRITISH COLUMBIA CONSERVATION FOUNDATION

Project and Administration Expenses

(Schedule 1)

Year Ended March 31, 2020

(Unaudited)

	2020 <i>(Unaudited)</i>	2019 <i>(Audited)</i>
PROJECTS		
Wages and benefits	\$ 3,081,533	\$ 2,724,489
Subcontractors	3,558,240	3,117,488
Equipment materials, supplies, and communications	552,283	450,943
Travel and accommodation	400,260	449,700
Goods and services tax	48,081	43,592
Miscellaneous	13,847	16,268
Training and safety	34,767	25,469
	<u>7,689,011</u>	<u>6,827,949</u>
ADMINISTRATION		
Wages and benefits	671,902	671,411
Office and rent	90,536	95,598
Training	21,228	22,815
Computer maintenance and support	64,637	50,731
Sundry, insurance	14,037	15,890
Communications	20,021	20,445
Advertising and promotion	5,602	6,969
Directors Expense	4,440	6,730
Professional fees	7,000	17,301
Travel and accommodation	9,740	12,284
Interest and bank charges	4,140	4,660
	<u>\$ 913,283</u>	<u>\$ 924,834</u>

See notes to financial statements

The British Columbia Conservation Foundation

Draft Financial Statements
March 31, 2021

Prepared by Deborah Gibson

BRITISH COLUMBIA CONSERVATION FOUNDATION

Project and Administration Expenses

(Schedule 1)

Year Ended March 31, 2020

(Unaudited)

	2020 <i>(Unaudited)</i>	2019 <i>(Audited)</i>
PROJECTS		
Wages and benefits	\$ 3,081,533	\$ 2,724,489
Subcontractors	3,558,240	3,117,488
Equipment materials, supplies, and communications	552,283	450,943
Travel and accommodation	400,260	449,700
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Interest and bank charges	4,140	4,660
	<u>\$ 913,283</u>	<u>\$ 924,834</u>

See notes to financial statements

THE BRITISH COLUMBIA CONSERVATION FOUNDATION

Balance Sheet

For The Year Ending March 31, 2021

Unaudited

Assets

Current Assets:

Cash and Short Term Investments	444,441
Accounts Receivable	
Trade	2,254,039
GST	72,983
Other	-
Allowance for Doubtful Accounts	-
Prepaid Expenses	26,147
Total Current Assets	<u>2,797,621</u>

Property, Plant and Equipment:

Computers, netted	12,987
Equipment, netted	6,884
Furniture and Fixtures, netted	3,397
Equipment Recoverable, netted	58,635
Leasehold Improvements, netted	1,853
Building	183,077
Land	140,220
Total Property, Plant and Equipment	<u>393,284</u>

Total Assets

3,190,905

Liabilities

Current Liabilities:

Bank Indebtedness	-
Accounts Payable and Accrued Liabilities	509,832
Excess Funds to be Returned to Funding Sources	81,281
Program Advances	1,390,619
Total Current Liabilities	<u>1,981,733</u>

Fund Balances

Internally Restricted

Working Capital Account	300,000
General Operations Fund	47,165
Investment in Capital Assets	390,907
Land for Wildlife Fund	10,430
Contributions	143,191
J.B. Holdstock Scholarship Fund	81,084
Unrestricted (includes prior years' surplus)	236,385
Total Fund Balances	<u>1,209,173</u>

Total Funds and Liabilities

3,190,905

THE BRITISH COLUMBIA CONSERVATION FOUNDATION

Statement of Revenues and Expenses

For The Period Ending March 31, 2021

Unaudited

Revenues:

FLNRO Recoverable Program	3,387,188
MOE Recoverable Program	371,700
Provincial Ministries	48,000
HCTF	267,841
Provincial Urban Deer Program	67,918
Gaming	23,132
First Nations	142,669
Provincial Other	294,409
RFCPP/CRF	2,135,543
Federal	321,612
Miscellaneous	34,498
Municipal Gov't/Regional Districts	75,197
Grants/Donations	101,105
WCPP	16,508
WildSafeBC	592,123
Foundations/Societies	755,167
Other	149,732

Total Revenues: 8,784,341

Plus advances received 0

0

Net Revenues 8,784,341

Expenses:

Project Expenses (Schedule 1) 7,648,926

Administrative Expenses (Schedule 1) 997,724

Amortization 29,609

Total Expenses: 8,676,259

Surplus (Deficit) of Revenues over Expenses 108,082

The British Columbia Conservation Foundation
Statement of Changes in Fund Balances - as at March 31, 2021

Beginning Balance, April 1, 2020	128,303
Prior Period Adjustments	
Add: Net Income	<u>108,082</u>
Total Change in Fund Balances	<u>236,385</u>

THE BRITISH COLUMBIA CONSERVATION FOUNDATION
EXPENSE SUMMARY

For The Year Ending March 31, 2021

Schedule -1-

Unaudited

Project Expenses

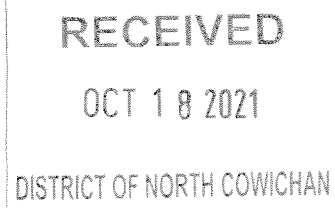
Subcontractors	3,911,420
Equipment, Materials, Supplies and Communicatio	439,127
Travel and Accommodation	406,416
Salaries and Benefits	2,818,253
Training and Safety	14,132
GST	50,788
Miscellaneous	8,791

Total Project Expenses	7,648,926
-------------------------------	------------------

Administration

Bank Charges, Interest and Bad Debts	3,862.28
Communications	18,558
Computer Maintenance and Support	58,231
Directors Expense	2,860
Office Expenses and Rent	107,593
Professional Fees	72,158
Training, safety and education	12,587
Advertising, charitable activities, subscriptions	6,452
Travel, accommodation and food	1,730
Salaries, benefits and other	704,737
Insurance	8,957

Total Project/Administrative Expenses	997,724
--	----------------



GRANT APPLICATION

(PLEASE PRINT)

Name of Organization	WildSafeBC Cowichan Valley
Address of Organization	1B - 1445 McGill Road, Kamloops, BC, V2C6K7
Full Mailing Address	1B - 1445 McGill Road, Kamloops, BC, V2C6K7
Telephone Number & Email	250-828-2551 ext 102, tradford@bccf.com
Contact Person/Title	Trina Radford

Primary purpose of organization: To keep wildlife wild and the community safe.

Category under which greatest portion of services fall:

☐ Social Service ☐ Sports ☐ Cultural ☐ Economic Development ☒ Other Environmental

Services available to all members of community: ☒ Yes ☐ No

If no, please list criteria for receiving your service: _____

Total Number of people that used your service last year: 1900 direct contacts made in 2020

Approximate number of your clients that reside in North Cowichan: 600

(Please note that North Cowichan includes the communities of Chemainus, Crofton, Maple Bay, and the Duncan area north of the Cowichan River, and outside the one square mile Duncan core.)

Amount of grant requested: 2000

Describe how the grant will be used: (e.g. special projects, operations, maintenance, etc.)

The WildSafeBC Coordinator for the Cowichan Valley educates residents and visitors about wildlife safety and preventing human-wildlife conflict through door to door education campaigns, garbage tagging, bear spray and wildlife safety demonstrations for adults, and presentations for school groups.

In order to be considered for a Municipal grant, please ensure that you enclose the following:

1. the most recent financial statement, and
2. the proposed operating budget.

Other Information:

Have you received a previous grant from the Municipality? ☒ Yes ☐ No

Have you applied to another local government for funding? ☒ Yes ☐ No

If yes, please list: Lake Cowichan, Cowichan Valley Regional District, Ladysmith

Applicant's signature **Date** Oct 15, 2021

In order to be eligible for consideration for a 2022 grant-in-aid, this application and all requested supporting materials must be received no later than October 15, 2021.

Print Form

Note: Personal information is collected by the Municipality of North Cowichan under the authority of section 26(c) of the Freedom of Information and Protection of Privacy Act for the purpose of processing and administering grant-in-aid applications. Should you have any questions about the collection of this personal information, please contact the Information Management Officer, (250) 746-3100; 7030 Trans-Canada Highway, Duncan, BC V9L 6A1.



BC Conservation Foundation,
Northern Regional Office
1B - 1445 McGill Road Kamloops BC V2C 6K7
T 250-828-2551 • F 250-828-2597
Web: www.wildsafebc.com



North Cowichan Grant-In-Aid Application 2021

Description of the project

The British Columbia Conservation Foundation's WildSafeBC initiative is a proven effective educational program adopted by communities throughout BC. Our goal is to "keep wildlife wild and communities safe". The program uses innovation, education, and cooperation to educate residents and visitors about the importance of managing wildlife attractants. Through the implementation of the program in the North Cowichan, the WildSafeBC Cowichan Valley Community Coordinator (WCC): provides tools to residents and visitors to reduce human-wildlife conflict; promotes compliance with wildlife attractant bylaws; develops partnerships with other organizations to achieve mutual goals; continues to develop and promote community initiatives such as school and group presentations and education workshops (including electric fencing demonstrations and bear safety training). The end result is fewer bears, cougars, deer, coyotes and other wildlife in the community, increased public safety, decreased potential for human-wildlife conflict, and a subsequent reduction in the number of wildlife injured or killed.

Thanks to ongoing support and valuable community partnerships, the WildSafeBC Cowichan Valley Program is well received. In 2020, the fourth year of the program, the Cowichan Valley WCC focused on community outreach activities, including door-to-door campaigns early in the season that reached over 757 people. This coincided with garbage tagging activities where over 500 garbage and/or organic totes were tagged with educational stickers. The WCC delivered the WildSafe Ranger Program to 3 schools and 260 participants. Along with 17 community presentations, the WCC attended 3 community events and contacted over 1,200 people. Furthermore, weekly notices in local newspapers, signage, community newsletters, radio updates and the use of social media were all very effective in keeping both residents and visitors informed. On social media, the WildSafeBC Cowichan Valley Facebook page more than doubled its followers in 2020 with more than 565 followers. Full details of the delivery program are included in the 2020 Cowichan Valley WildSafeBC report: <https://wildsafebc.com/wp-content/uploads/2020/12/WildSafeBC-Cowichan-Valley-Annual-Report-2020.pdf>

The 2021 program is still ongoing and the annual report will be posted online in December 2021. All of the activities performed this season followed safety guidelines provided by the Province, WorkSafeBC and/or the BC Conservation Foundation's Safety Coordinator.

In 2022, the WCC will continue door-to-door campaigns, garbage tagging, community presentations, and the WildSafe Ranger program. Additionally, several opportunities for growth have been indicated:

- Increase social media presence and engagement on the WildSafeBC Facebook page.
- Publish more updates on the Wildlife Alert Reporting Program to news media and Facebook.
- Develop partnership events with FruitSave Project (Cowichan Green Community).
- Focus on early outreach to elementary schools that have not yet had presentations.
- Continue identifying and reaching out to local wildlife experts engaged in media.
- Pursue WildSafeBC training in order to deliver electric fencing workshops.

Who will benefit from the project?



BC Conservation Foundation,
Northern Regional Office
1B - 1445 McGill Road Kamloops BC V2C 6K7
T 250-828-2551 • F 250-828-2597
Web: www.wildsafebc.com



Citizens of North Cowichan will benefit through door-to-door campaigns, garbage tagging, and community presentations. The wildlife safety training is highly valued and requested. School children will benefit from the WildSafe Ranger Program. The education gained from these outreach programs will help keep community members safe and wildlife wild.

Additional Information

Why is this project needed?

As the Town of North Cowichan continues to grow and develop, the potential for human-wildlife conflict will continue to grow as will the need for proper education and legislation. Unsecured attractants cause conflicts with wildlife that can lead to safety concerns and damage to property. With limited options, the Conservation Officer Service may be required to destroy black bears as relocations are often unsuccessful and can lead to poor outcomes for the bears. By providing education about wildlife safety and preventing human-wildlife conflict through attractant management, the WildSafeBC Cowichan Valley program helps to keep wildlife wild and communities safe.

Acknowledgement

The WildSafeBC program plays a critical role in keeping reducing human-wildlife conflict. The WildSafeBC Cowichan Valley program would greatly benefit from funding from North Cowichan. If this application is approved, the Town of North Cowichan would be acknowledged for its contributions in all media and in the 2022 annual report.

FINAL FINANCIAL STATEMENT

MAY 2020 - FEBRUARY 2021

Cowichan Valley Regional District WildSafeBC

BC Conservation Foundation WildSafeBC Program

REVENUES

Ministry of Environment Grant Agreement	\$4,693.60
Cowichan Valley Regional District	\$4,000.00
Cowichan Valley Regional District - additional grant for bear hide	\$1,000.00
Town of Ladysmith	\$1,500.00
Island Return It	\$4,622.11
Municipality of North Cowichan	\$3,000.00
Town of Lake Cowichan	\$750.00
Carry over from 2019	\$2,084.55
Ladysmith Museum	\$23.12
BC Conservation Foundation - In-kind Donation	\$1,000.00
TOTAL	<u>\$22,673.38</u>

EXPENSES

Salaries & Benefits	\$	14,131.49
Communications	\$	199.25
Home office allowance	\$	375.00
Shipping/ materials	\$	46.51
Specialized project costs (bear hide, signs, inert bear spray)	\$	2,538.62
Tool kit	\$	1,000.00
Mileage and travel costs	\$	1,088.18
Carry Forward to 2021	\$	1,026.82
BC Conservation Foundation Admin Fees	\$	2,267.51
TOTAL	\$	<u>22,673.38</u>

PROPOSED BUDGET

April - November 2022

Cowichan Valley Regional District WildSafeBC

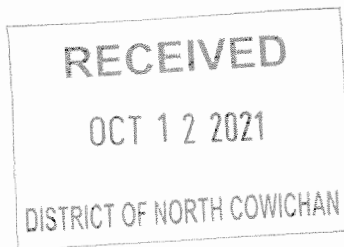
BC Conservation Foundation WildSafeBC Program

REVENUES

		<u>Funding</u>
Ministry of Environment	\$ 8,000.00	unconfirmed
District of North Cowichan - Grant in Aid	\$ 2,000.00	unconfirmed
Cowichan Valley Regional District	\$ 4,000.00	unconfirmed
Island Return It - Donation	\$ 2,600.00	unconfirmed
Town of Ladysmith	\$ 1,500.00	unconfirmed
Town of Lake Cowichan	\$ 750.00	unconfirmed
Carry Over from 2021 - donation	\$ 6,743.92	unconfirmed
TOTAL	\$ 25,593.92	

EXPENSES

		<u>North Cowichan</u>
Salaries & Benefits	\$ 19,568.06	\$1,785.71
Housing Allowances	\$ 375.00	
Communications	\$ 200.00	
Materials	\$ 200.00	
Specialized Project Costs	\$ 640.00	
Mileage	\$ 1,500.00	
BC Conservation Foundation Admin Fees	\$ 3,110.86	214.29
TOTAL	\$ 25,593.92	\$2,000.00



GRANT APPLICATION

(PLEASE PRINT)

Name of Organization	Rotary Club of Chemainus
Address of Organization	Box 297 Chemainus, BC V0R 1K0
Full Mailing Address	as above
Telephone Number & Email	FIPPA s. 22(1) [REDACTED] chemainusrotary@gmail.com
Contact Person/Title	Shannon Bellamy - Summer Fest committee chair

Primary purpose of organization: Community Service

Category under which greatest portion of services fall:

☒ Social Service ☐ Sports ☐ Cultural ☐ Economic Development ☐ Other _____

Services available to all members of community: ☒ Yes ☐ No

If no, please list criteria for receiving your service: _____

Total Number of people that used your service last year: 150 due to mostly virtual event

Approximate number of your clients that reside in North Cowichan: 100%

(Please note that North Cowichan includes the communities of Chemainus, Crofton, Maple Bay, and the Duncan area north of the Cowichan River, and outside the one square mile Duncan core.)

Amount of grant requested: \$500

Describe how the grant will be used: (e.g. special projects, operations, maintenance, etc.)

To help fund our community Summer Fest event

In order to be considered for a Municipal grant, please ensure that you enclose the following:

1. the most recent financial statement, and
2. the proposed operating budget.

Other Information:

Have you received a previous grant from the Municipality? ☒ Yes ☐ No

Have you applied to another local government for funding? ☐ Yes ☒ No

If yes, please list: _____

Applicant's signature

[Handwritten Signature]

Date Oct 11, 2021

In order to be eligible for consideration for a 2022 grant-in-aid, this application and all requested supporting materials must be received no later than October 15, 2021.

Print Form

Note: Personal information is collected by the Municipality of North Cowichan under the authority of section 26(c) of the Freedom of Information and Protection of Privacy Act for the purpose of processing and administering grant-in-aid applications. Should you have any questions about the collection of this personal information, please contact the Information Management Officer, (250) 746-3100; 7030 Trans-Canada Highway, Duncan, BC V9L 6A1.

ROTARY CLUB OF CHEMAINUS
CHEMAINUS SUMMER FEST 2021
VIRTUAL EVENT FINANCIAL STATEMENT
FINAL

Income:

Donation*		\$ 500.00
	TOTAL	\$ 500.00

Expenses:

Signage	\$	0
Advertising – Newspaper and Social Media	\$	0
Gift certificate giveaways and prizes	\$	759.88
CVCAS Indigenous blessing	\$	150.00
Children's books giveaway	\$	150.00
	TOTAL	\$1059.88

PROFIT/LOSS	\$559.88
--------------------	-----------------

* \$500 Grant from Municipality

ROTARY CLUB OF CHEMAINUS
CHEMAINUS SUMMER FEST 2022
BUDGET – LIVE EVENT

Income:

Donations*	\$ 500.00
Refund of equipment bond	<u>\$ 300.00</u>
TOTAL	<u>\$ 800.00</u>

Expenses:

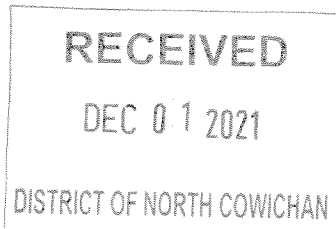
Signage	\$ 0
Advertising/Paper/Copying	\$ 400.00
Rosettes for winning parade floats	\$ 70.00
Entertainment	\$2500.00
Sound system and engineer (CVCAS)	\$ 200.00
Supplies (marking paint, tape, etc.)	\$ 200.00
Equipment Bond (Municipality)	\$ 300.00
Books for reading tent	<u>\$ 500.00</u>
TOTAL	<u>\$4170.00</u>

**PROJECTED
PROFIT/LOSS**

\$3370.00

Please note: The above does not include expenses and revenue from food sales. The money raised from food sales is directed back into the community via requests from individuals and organizations. Chemainus Rotary disperses these funds to recipient individuals and organizations in the Chemainus area from our Service account. Other qualifying requests benefit from our Trust/Gaming account. The club funds the Chemainus Summer Fest account to underwrite our expenses for each year's community building event.

* Anticipated Grant from Municipality



GRANT APPLICATION

(PLEASE PRINT)

Name of Organization	Chemainus Valley Historical Society
Address of Organization	9799 Waterwheel Cres. Chemainus VOR1K0
Full Mailing Address	Box 172, Chemainus, BC VOR1K0
Telephone Number & Email	250-246-2445 cvhs@telus.net
Contact Person/Title	Amy Trippe Brophy, Past President + Board member

Primary purpose of organization: to operate Chemainus Valley Museum and preserve and.

Category under which greatest portion of services fall: promote local history

☐ Social Service ☐ Sports ☒ Cultural ☐ Economic Development ☐ Other _____

Services available to all members of community: ☒ Yes ☐ No

If no, please list criteria for receiving your service: _____

Total Number of people that used your service last year: 2020: 1,835; 2021: 3,928

Approximate number of your clients that reside in North Cowichan: normally 5,000-6,000

(Please note that North Cowichan includes the communities of Chemainus, Crofton, Maple Bay, and the Duncan area north of the Cowichan River, and outside the one square mile Duncan core.)

Amount of grant requested: \$7,500

Describe how the grant will be used: (e.g. special projects, operations, maintenance, etc.) to support operations and maintenance of the Society and Museum so that we can continue to run and expand our programs to community on site and virtually through our website and Facebook. (see additional comments)

In order to be considered for a Municipal grant, please ensure that you enclose the following:

1. the most recent financial statement, and
2. the proposed operating budget.

Other Information:

Have you received a previous grant from the Municipality? ☒ Yes ☐ No

Have you applied to another local government for funding? ☐ Yes ☒ No

If yes, please list: _____

Applicant's signature [Signature] **Date** 1 Dec 2021

In order to be eligible for consideration for a 2022 grant-in-aid, this application and all requested supporting materials must be received no later than October 15, 2021.

Print Form

Chemainus Valley Historical Society dba Chemainus Valley Museum

2021 was again a challenging year with Covid. The attached fiscal year end 12/31/20 financials and interim October 2021 financial report reflect we continue to operate on a reduced Covid schedule for Museum hours as mirrored by the visitor count in 2020 (1,835) and 2021 (3,928) compared to previous years when, typically, over 17,000 visit. In 2020 the Museum opened mostly weekends from July through November. In 2021 we operated more days in the week and opened in May and just closed this November. While the loss of the bus tours was obvious, we were pleased that people visited the Museum and Chemainus from all over the island and the mainland as well as Alberta and other provinces in Canada.

Our volunteer hours remained strong in 2020 totalling over 1,950, considering our reduced hours and Covid restrictions. 2021 hours are being tallied but should be as strong. Museum membership from the community has increased significantly as reflected in the financials.

We continued to take advantage of "Covid down time" to make facility improvements in 2019 - 2021. The 2020 year-end bequest of \$12,000 was carried over as Cash into 2021 to pay for additional maintenance including new flooring and painting. A \$6000 Bingo donation and government Covid monies helped support 2020 operations in addition to the Municipality's \$7,500 grant and Community Gaming grant. We did not hire a Young Canada Works student in 2020 considering Covid uncertainties but did apply for and received a grant to hire a student in 2021. Our 2021 student is a VIU graphic arts and history major and graduate of Chemainus Secondary; she was one of our best interns both behind the scenes and at the Front Desk.

In early 2020 the staff and volunteers re-organized the museum's entrance and exit and flow inside the museum to meet Covid procedures for staff, volunteers and visitors to the building. At the end of 2020 our volunteers and staff dissembled the displays in the old section of the museum preparing for the new flooring and painting. They then re-assembled and updated the displays in the museum after renovations/maintenance were completed in 2021 before opening. This new look attracted locals in 2021 who had not been in the museum in awhile as well as offer a fresh look and stories for all the visitors. Staff also updated signage improving storytelling in the exhibits; this supported Covid friendly operations since personal tours were not feasible in the Covid environment.

Outside of Museum visitor hours, the Society's operations continued to include digitally cataloguing and physically storing/re-organizing donated archival materials and artefacts. This is important to increase access and provide historical moments/stories to the public, particularly now through our social media and print. The local newspaper continues to carry our submitted archival photos with short captions. And our Facebook and website have been expanded by our volunteer social media manager to provide greater access to our Collections especially during these times. The Society continues to research requests from the public about local history and provide copies of archival materials, requests usually generated through Facebook and our website as well as in person.

We are continuing a project started in late 2020 videoing and now editing stories from retired MacMillan Bloedel employees from the post WWII through the 1980's era, recounting life and work at the Chemainus Mill and town particularly in the 50's, 60's and 70's. We also reached out to the Penelakut tribe in 2020 and facilitated a meeting in 2021 with the Penelakut Chief and Manager to discuss and collaborate on our First Nations museum displays, and the Pioneer

Cemetery at Lamalchi Bay on Penelakut Island, which our Society was deeded by Audrey Ginn a number of years ago.

The Museum continues to promote the Festival of Murals Society's historic murals in town, selling their maps and books, and showcasing and explaining their maquettes (mini-murals) which are displayed throughout the Museum. We also serve as the Visitor Information Centre when it is not open, particularly on weekends.

While Covid limited our usual participation in Chemainus 2020 events: Canada Day Celebrations, Halloween and National Indigenous Peoples Day June 21; we were able to join a few local events that were restarted in 2021: the Halloween/Fall Festival where exhibits came alive with costumed volunteers replacing mannequins. The Museum also participated in the Chamber's Christmas Market this November. We hope all the local events will return in 2022. With the announced return of cruise ships next year, Chemainus should see many visitors on bus tours.

The attached two Spreadsheets include one prepared for Young Canada Works in early 2021 and Projections for 2022. 2017 reflects the tail end of our expansion doubling the size of the Museum, Artifact and Archival storage areas. 2019 - 2021 shows some significant repairs and maintenance done on the old section of the Museum and outside of the building. 2022 focus is on improving our Programming including school and senior programs, Displays, Events and strengthening our Collections management. In October we hired a new part time staff member who has extensive experience in museum and collections management and Programming, replacing our long-time curator and staff person who retired from that position and now volunteers on reduced hours. Our second part time staff person joined us in August 2019 and manages scheduling volunteers, our office and administration, and helps design museum space, signage and events; she has also updated and improved our Gift Shop. We have increased staff hourly rates to \$20/hour which research shows is the going rate for museum staff in communities of our size. And with strong volunteer efforts from our Board and members we continue to be able to accomplish a lot!

Overall, we are looking for continued support from the Municipality to allow the Museum to be open to the public, serve our community, and support the tourist economy as it returns. The Chemainus Valley Historical Society appreciates the Municipality's support throughout the years, and the Municipality valuing the importance of preserving our promoting our local history. Thank you for your consideration of this grant application.

Key Assumptions in 2022 Projections

- Return to more normal Economy starting in the Spring 2022, increasing Revenues
- Applying for eligible Covid Recovery equipment grant
- Municipal and Community Gaming Grant renewed at same levels
- Expenses: Wages reflect return to regular hours and increased rate of \$20/hour; hours to be reduced if Economy is slower than anticipated
- Office expenses reflect increased security and janitorial expenses and inflation
- Note: October Professional fees do not reflect total annual bill
- Excess Cash reserves on Balance Sheet are reduced to support operations

CHEMAINUS VALLEY HISTORICAL SOCIETY						
PROPOSED BUDGET 2022	FYE	FYE	FYE	FYE	October	Projected
	2017	2018	2019	2020	2021	2022
<u>REVENUE and CONTRIBUTIONS</u>						
Gift Shop and Membership Fees (Goods and Services)	10,864	8,306	8,460	3,442	4,943	6,000
Interest Income	14	16	19	309	38	35
BC Hydro reimbursement - 60%	4,258	3,429	3,234	2,615	2,103	2,400
Donations - (2017 incl Muni for Addition)	62,454	13,816	20,089	21,817	8,309	11,000
Covid Assistance				8,156	482	6,000
Grants - Muni, YCW	10,704	64,850	12,385	7,500	11,522	12,500
Gaming - Community Gaming & Raffles	16,148	15,734	11,898	11,250	11,250	11,250
TOTAL REVENUES and CONTRIBUTIONS	104,442	106,151	56,085	55,089	38,647	49,185
<u>EXPENSES</u>						
Purchases/materials	4,331	2,684	3,491	833	-1732	1,000
Direct Wages	26,305	20,277	26,910	9,940	25,099	28,000
Advertising/Promotion	2,263	1171	1,919	818	214	500
Amortization of tangible assets (noncash)	9,173	8,765	17,489	11,659	0	11,500
Insurance	3,791	2,553	2,730	2,581	2,811	2,900
Interest and bank charges	778	940	475	537	598	650
Memberships and licenses	304	353	412	341	540	500
Office expenses	2,796	1,531	2,678	986	3,706	3,000
Other operating expenses	0	55	160	0	375	300
Professional fees	4,760	4,561	4,715	4,140	512	4,200
Collections and Artifacts (tax receipted)	43,850		865	0	0	0
Repairs and maintenance (not capitalized)	1,222	1,918	8,535	5,261	20,521	6,000
Supplies	718	66	137	1,792	960	1,000
Travel expenses	1,131	0	10	0	0	0
Utilities	8,346	7,454	7,154	6,265	5,233	6,300
TOTAL EXPENSES	109,768	52,328	77,680	45,153	58,837	65,850
Excess REV. & CONTR. Over EXPENSES	- 5,326	53,823	-21,595	9,936	-20,190	-16,665
<u>Building Expansion</u>						
Grants	17,250		0	0	0	
Donations	3217	1877	10	0	0	
Interest	172	270	271	0	0	
Total Expansion Revenues	20,639	2,147	281	0	0	
Excess of Revenues over Expenses	15,263	55,970	-21,314	9,936	-20,190	

CHEMAINUS VALLEY HISTORICAL SOCIETY (Young CANADA WORKS - PREPARED early 2021)

PROPOSED BUDGET 2017 - 2021	FYE 2017	FYE 2018	FYE 2019	FYE 2020	Projected 2021
<u>REVENUE and CONTRIBUTIONS</u>					
Gift Shop and Membership Fees (Goods and Services)	10,864	8,306	8,460	3,442	3,500
Interest Income	14	16	19	309	230
BC Hydro reimbursement - 60%	4,258	3,429	3,234	2,615	2,800
Donations - (2017 incl Muni for Addition)	62,454	13,816	20,089	21,817	4,000
Covid 19 Assistance				8,156	0
Grants - Muni, YCW	10,704	64,850	12,385	7,500	12,300
Gaming - Community Gaming & Raffles	16,148	15,734	11,898	11,250	11,250
TOTAL REVENUES and CONTRIBUTIONS	104,442	106,151	56,085	55,089	34,080
<u>EXPENSES</u>					
Purchases/materials	4,331	2,684	3,491	833	500
Direct Wages	26,305	20,277	26,910	9,940	20,000
Advertising/Promotion	2,263	1,171	1,919	818	1,000
Amortization of tangible assets	9,173	8,765	17,489	11,659	11,500
Insurance	3,791	2,553	2,730	2,581	2,600
Interest and bank charges	778	940	475	537	475
Memberships and licenses	304	353	412	341	350
Office expenses	2,796	1,531	2,678	986	1,000
Other operating expenses	0	55	160	0	200
Professional fees	4,760	4,561	4,715	4,140	4,200
Collections and Artifacts (tax receipted)	43,850		865	0	250
Repairs and maintenance (not capitalized)	1,222	1,918	8,535	5,261	5,000
Supplies	718	66	137	1,792	1,500
Travel expenses	1,131	0	10	0	0
Utilities	8,346	7,454	7,154	6,265	6,600
TOTAL EXPENSES	109,768	52,328	77,680	45,153	55,175
Excess REV. & CONTR. Over EXPENSES	- 5,326	53,823	-21,595	9,936	-21,095
<u>Building Expansion</u>					
Grants	17,250		0	0	0
Donations	3217	1877	10	0	0
Interest	172	270	271	0	0
Total Expansion Revenues	20,639	2,147	281	0	0
Excess of Revenues over Expenses	15,263	55,970	-21,314	9,936	-21,095

Chemainus Valley Historical Society

Financial Statements

December 31, 2020

(Unaudited - see Notice to Reader)

Chemainus Valley Historical Society

December 31, 2020

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Notice to Reader

I have compiled the statement of financial position of Chemainus Valley Historical Society as at December 31, 2020 and the Statements of operations and Statement of Changes in Net Assets for the year then ended from information provided by the society's management. I have not performed an audit or a review engagement in respect of these financial statements and, accordingly, I express no assurance thereon. Readers are cautioned that these statements may not be appropriate for their purposes.

Prior to compiling the financial statements of Chemainus Valley Historical Society, I performed bookkeeping services, which included the preparation of journal entries and a trial balance.

Penelope Mears CPA
Chartered Professional Accountant

Ladysmith, BC
April 04, 2021

Chemainus Valley Historical Society

Statement of Financial Position

December 31, 2020

(Unaudited - see Notice to Reader)

	Note	2020	2019
Assets			
Current Assets			
Cash (see Schedule of Cash)		\$ 41,261	\$ 22,928
Short term investments		11,743	11,455
Accounts receivable, net of allowances		5,757	1,884
Inventory		3,067	3,394
Prepaid Expenses		1,404	1,227
GST Recoverable		223	419
Total Current Assets		63,455	41,307
Property, plant and equipment, net of accumulated amortization	2.	783,097	794,756
Total Assets		\$ 846,552	\$ 836,063
Liabilities and Shareholders' Equity			
Current Liabilities			
Accounts payable and accrued liabilities		\$ 6,777	\$ 6,207
Taxes payable		-	17
Total Current Liabilities		6,777	6,224
Net Assets			
Net Assets - ending		839,775	829,839
Total Liabilities and Net Assets		\$ 846,552	\$ 836,063

Approved on Behalf of the Board:

The accompanying notes are an integral part of these financial statements.

Chemainus Valley Historical Society

Statement of Operations

For the Year Ended December 31, 2020

(Unaudited - see Notice to Reader)

	Note	2020	2019
Revenue			
Goods and services		\$ 3,442	\$ 8,460
Interest income		309	19
BC Hydro Reimbursement		2,615	3,234
Contributions			
Donations		21,817	20,089
Covid 19 Assistance	5.	8,156	-
Grants		7,500	12,385
Gaming		11,250	11,898
Total revenue and contributions		55,089	56,085
Cost of goods sold			
Purchases/materials		833	3,491
Direct wages		9,940	26,910
Cost of goods sold		10,773	30,401
Operating expenses			
Advertising and promotion		818	1,919
Amortization of tangible assets	2.	11,659	17,489
Insurance		2,581	2,730
Interest and bank charges		537	475
Memberships and licenses		341	412
Office expenses		986	2,678
Other operating expenses		-	160
Professional fees		4,140	4,715
Collections and Artifacts	3.	-	865
Repairs and maintenance		5,261	8,535
Supplies		1,792	137
Travel expenses		-	10
Utilities		6,265	7,154
Total operating expenses		34,380	47,279
Excess of revenues and contributions over operating expenses		9,936	(21,595)

The accompanying notes are an integral part of these financial statements.

Chemainus Valley Historical Society

Statement of Operations

For the Year Ended December 31, 2020

(Unaudited - see Notice to Reader)

	Note	2020	2019
Contributions for building expansion			
Donations		-	10
Interest		-	271
Total contributions for building expansion		-	281
Excess of revenues and contributions over expenses	\$	9,936	\$ (21,314)

The accompanying notes are an integral part of these financial statements.

Chemainus Valley Historical Society

Statement of Changes in Net Assets

For the Year Ended December 31, 2020

(Unaudited - see Notice to Reader)

	2020	2019
Net assets - beginning	\$ 829,839	\$ 851,153
Excess of revenues and contributions over expenses	9,936	(21,314)
Net assets - ending	\$ 839,775	\$ 829,839

The accompanying notes are an integral part of these financial statements.

Chemainus Valley Historical Society

Notes to the Financial Statements

For the Year Ended December 31, 2020

(Unaudited - see Notice to Reader)

1. Date and place of incorporation, commencement of operations

Chemainus Valley Historical Society (the "society") was incorporated on 7 August 1963 under the Societies Act of BC. The society became a registered charitable organization on 1 November 1989. The society is engaged in the business of operating the Chemainus Valley Museum and Gift Shop.

2. Property, plant and equipment

Property, plant and equipment is carried at cost. Depreciation is calculated using the straight-line method over estimated useful lives. Depreciation expense for December 31, 2020 was \$ 11,659 (2019 - \$ 17,489). The costs associated with the building expansion have been capitalized at half the normal rate for the first year of use. The depreciation rate was changed to 2% in 2020 and going forward, from 3% annually in prior years. This will better reflect the useful life of the building following the completion of the addition.

The museum building sits on land licenced from the Municipality of North Cowichan. Currently, the municipality has granted the society a licence to occupy the licenced area from July 1, 2003 to June 30, 2033.

The society owns a cemetery property at 10560 South End Road on Penelakut Island. The land was donated to the society, and the cost of the cemetery property has not been determined.

a. Cost less accumulated depreciation - net book value by period

Property, plant and equipment consist of the following:

	2020		2019	
	Cost	Accumulated Depreciation	Net Book Value	Net Book Value
Building	\$ 887,430	\$ (104,333)	\$ 783,097	\$ 794,756

3. Collections

The value of collections (artifacts, specimens and documents) is not reported on the Statement of Financial Position. Donated collections are reported as revenue, estimated at the fair market value of the gift based on appraisal by independent appraisers. The acquisition of both donated and purchased collections is expensed.

Chemainus Valley Historical Society

Notes to the Financial Statements

For the Year Ended December 31, 2020

(Unaudited - see Notice to Reader)

4. Volunteers

During the year, volunteers contributed 1845 hours in support of the society. Their activities included a variety of programs that enrich the visitors, experiences at the museum and its profile in the community. Due to the complexities involved in valuing these services, they have not been reflected in the financial statements,

5. COVID 19

Due to the Covid 19 pandemic, the museum operated a reduced season in 2020. The museum received direct federal Government aid totalling \$6,156 in the form of the Temporary Wage Subsidy, and the Canada Emergency Wage Subsidy. An additional \$2,000 of indirect aid came from a grant from the BC Museums Association.

Chemainus Valley Historical Society

For the Year Ended December 31, 2020

Schedule of Cash

(Unaudited - see Notice to Reader)

	2020	2019
Cash on hand - domestic currency	\$ 100	\$ 100
Main Account	7,410	5,929
Publishing Savings Account	3,015	3,013
Gaming Account	4,539	61
Building Maintenance Account	16,466	2,822
Copier Account	6,011	6,002
Artifacts Account	3,720	5,001
Total Cash	\$ 41,261	\$ 22,928

The accompanying notes are an integral part of these financial statements.

Chemainus Valley Historical Society Comparative Income Statement

	Jan - Oct 2021	Jan - Oct 2020	Percent
REVENUE			
Postcards	\$ 179.83	\$ 49.78	261.25
Souvenir Pins	15.55	-	0.00
Donation Box	5,953.50	2,379.48	150.20
DVD's	89.85	-	0.00
New Books	871.75	621.55	40.25
Used Books	226.70	164.50	37.81
Maps	273.78	142.13	92.63
Archival	5.00	-	0.00
General Sales	312.58	229.96	35.93
T-Shirts & Caps	12.95	-	0.00
Calendars	-	9.95	-100.00
Crafts Sold	1,576.80	784.45	101.01
Magnets	324.31	85.50	279.31
PST Commission	105.87	74.15	42.78
Gaming Funds	11,250.00	11,250.00	0.00
Receipted Donations	500.00	746.00	-32.98
Membership Dues	947.85	272.00	248.47
Bingo Donation	-	6,000.00	-100.00
Licencing	50.00	-	0.00
Hydro Rebate	2,103.08	2,047.64	2.71
Employment Grant	4,021.92	-	0.00
Municipal Grants	7,500.00	7,500.00	0.00
Heritage Trust Grants	-	2,000.00	-100.00
Bank Interest - Main Acct	-	0.47	-100.00
Bank Interest - New copier	2.05	8.98	-77.17
Bank Interest - Publishing Fund	1.26	2.82	-55.32
Bank Interest - Archives Account	-	1.91	-100.00
Bank Interest - Gaming Acct.	-	0.14	-100.00
Bank Interest - Maintenance Account	3.29	2.49	32.13
Bank Interest -	1.55	3.51	-55.84
Investment Interest - Contingency	26.32	-	0.00
Shares Value	3.06	4.96	-38.31
Miscellaneous	1,761.33	21.77	7,990.63
Classes	45.00	-	0.00
Covid-19 Benefits	481.96	1,003.43	-51.97
TOTAL REVENUE	\$ 38,647.14	\$ 35,407.57	9.15

Chemainus Valley Historical Society **Comparative Income Statement**

	Jan - Oct 2021	Jan - Oct 2020	Percent
EXPENSE			
Cost of Goods Sold			
Net Purchases	\$ (1,731.80)	\$ 506.13	-442.17
Total Cost of Goods Sold	<u>(1,731.80)</u>	<u>506.13</u>	-442.17
Payroll Expenses			
Wages	23,667.22	8,773.04	169.77
El Expenses	523.53	194.02	169.83
CPP Expenses	832.40	135.00	516.59
WCB Expenses	75.43	29.83	152.87
Total Payroll Expenses	<u>25,098.58</u>	<u>9,131.89</u>	174.85
General Expenses			
Accounting & Legal	512.50	552.50	-7.24
Advertising	201.90	271.71	-25.69
Promotions	12.04	38.86	-69.02
Crafts Supplies	4.65	13.14	-64.61
Artifacts Supplies	226.74	356.16	-36.34
Archival Supplies	622.70	359.01	73.45
Dues & Subscriptions	540.09	341.22	58.28
Courier & Postage	10.15	-	0.00
Gifts & Honorarium	306.97	100.00	206.97
Kitchen & Misc. Supplies	106.20	226.52	-53.12
Janitorial	1,260.97	684.90	84.11
Donations	-	100.00	-100.00
Insurance	2,811.00	2,528.78	11.16
Bank Charges	598.54	404.78	47.87
Office & Administration	694.30	892.14	-22.18
Museum Displays	875.88	813.37	7.69
Security Expenses	860.88	676.41	27.27
Repairs & Maintenance	20,521.36	3,559.19	476.57
Telephone	811.27	683.06	18.77
Web site	20.49	-	0.00
Internet Costs	930.80	930.77	0.00
Hydro Costs	3,471.77	3,380.24	2.71
Miscellaneous	71.60	-	0.00
Cash over/short	(2.71)	(6.67)	-59.37
Total General Expenses	<u>35,470.09</u>	<u>16,906.09</u>	109.81
TOTAL EXPENSE	<u>\$ 58,836.87</u>	<u>\$ 26,544.11</u>	121.66
NET INCOME	<u>\$ (20,189.73)</u>	<u>\$ 8,863.46</u>	-327.79

Chemainus Valley Historical Society Comparative Balance Sheet

	<u>As at 10/31/2021</u>	<u>As at 10/31/2020</u>
ASSET		
Current Assets		
Chemainus Dollars		\$ 100.00
Credit Union - Main Acct	6,208.78	10,227.11
Cash On Hand	(56.26)	(52.74)
Gaming Cash on Hand	-	-
Publishing Savings Account	3,016.95	3,015.44
Credit Union - Gaming Account	766.40	5,482.36
Copier Account	1,013.13	6,010.58
Foreign Cash	2.00	-
Maintenance Building Account	2,029.34	1,465.76
Archive/Artifact Account	3,721.48	3,719.62
Ⓢ Cash: Total	\$ 16,701.82	\$ 29,968.13
Accounts Receivable	337.44	309.38
Total Inventory	3,066.96	3,394.23
Prepaid Expenses	1,403.74	1,227.00
GST Input Tax Credits	628.14	657.64
Ⓢ Contingency Fund	5,843.94	5,687.42
Ⓢ CAFT GIC	5,450.58	5,297.98
Ⓢ Credit Union Shares	477.64	474.58
Ⓢ Accounts Receivable	4,026.92	-
Total Current Assets	<u>\$ 37,937.18</u>	<u>\$ 47,016.36</u>
Capital Assets		
Net: Building	783,096.95	794,755.95
Total Capital Assets	<u>783,096.95</u>	<u>794,755.95</u>
TOTAL ASSET	<u>\$ 821,034.13</u>	<u>\$ 841,772.31</u>
LIABILITY		
Accounts Payable	\$ 1,341.59	\$ 2,938.42
Mastercard Payable	(0.08)	(0.08)
Collabria Mastercard	31.75	-
Total Receiver General	-	102.09
WCB Payable	75.43	29.83
TOTAL LIABILITY	<u>\$ 1,448.69</u>	<u>\$ 3,070.26</u>
EQUITY		
Capital - Museum	\$ 284,293.22	\$ 284,293.22
Retained Earnings - Previous Year	555,481.95	545,545.37
Current Earnings	(20,189.73)	8,863.46
TOTAL EQUITY	<u>819,585.44</u>	<u>838,702.05</u>
LIABILITIES AND EQUITY	<u>\$ 821,034.13</u>	<u>\$ 841,772.31</u>

Chemainus Valley Historical Society
Account Reconciliation 10/31/2021

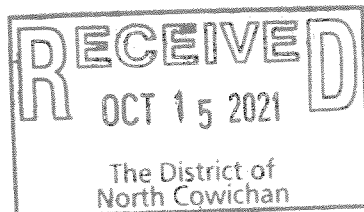
Account: 1060 Credit Union - Main Acct

Reconciled

	Date	Source	Comment	Amount	Total
Statement End Balance as of 10/31/2021				\$ 8,927.75	
Add: Outstanding Deposits				-	
Subtract: Outstanding Withdrawals				(2,718.97)	
Adjusted Bank Balance as of 10/31/2021				<u>\$ 6,208.78</u>	
Book balance as of 10/31/2021				<u>\$ 6,208.78</u>	
Outstanding Withdrawals					
	10-15-2021	2004	Chemainus Festival of Murals Society	(70.35)	
	10-25-2021	2006	Carr McLean	(408.57)	
	10-26-2021	2007	Leon Signs Ltd.	(42.56)	
	10-31-2021	2008	LAMBERT, Trina M.	(1,593.73)	
	10-31-2021	2009	STOBBE, Makenna	(603.76)	
Total Outstanding Withdrawals				<u>(2,718.97)</u>	

Chemainus Valley Historical Society
Account Reconciliation 10/31/2021

	<u>Date</u>	<u>Source</u>	<u>Comment</u>	<u>Amount</u>	<u>Total</u>
Account: 1070 Credit Union - Gaming Account					
Reconciled					
Statement End Balance as of 10/31/2021					\$ 1,445.86
Add: Outstanding Deposits					-
Subtract: Outstanding Withdrawals					(679.46)
Adjusted Bank Balance as of 10/31/2021					<u>\$ 766.40</u>
Book balance as of 10/31/2021					<u>\$ 766.40</u>
Outstanding Withdrawals					
	10-31-2021	1526	MOORE, Lesley E.	<u>(679.46)</u>	
Total Outstanding Withdrawals					(679.46)



GRANT APPLICATION

(PLEASE PRINT)

Name of Organization	Cowichan Historical Society
Address of Organization	130, Canada Avenue, Duncan.
Full Mailing Address	P.O.Box 1014, Duncan BC, V9L 3Y2
Telephone Number & Email	250-746-6612, cvmuseum.archives@shaw.ca
Contact Person/Title	Sheila Kitson, President, Cowichan Historical Society

Primary purpose of organization: Preserve the historical material of the Cowichan Valley & Area

Category under which greatest portion of services fall:

☐ Social Service ☐ Sports ☒ Cultural ☐ Economic Development ☐ Other _____

Services available to all members of community: ☒ Yes ☐ No

If no, please list criteria for receiving your service: _____

Total Number of people that used your service last year: 3,000

Approximate number of your clients that reside in North Cowichan: 7,560 2000

(Please note that North Cowichan includes the communities of Chemainus, Crofton, Maple Bay, and the Duncan area north of the Cowichan River, and outside the one square mile Duncan core.)

Amount of grant requested: \$10,000.00

Describe how the grant will be used: (e.g. special projects, operations, maintenance, etc.)

The funds provided will be used to contribute towards the operations of the museum and archives.

In order to be considered for a Municipal grant, please ensure that you enclose the following:

1. the most recent financial statement, and
2. the proposed operating budget.

Other Information:

Have you received a previous grant from the Municipality? ☒ Yes ☐ No

Have you applied to another local government for funding? ☒ Yes ☐ No

If yes, please list: City of Duncan, VRD,

Applicant's signature

Sheila Kitson

Date

14/10/21.

In order to be eligible for consideration for a 2022 grant-in-aid, this application and all requested supporting materials must be received no later than October 15, 2021.

Print Form



P.O. Box 1014 Duncan BC. V9L 3Y2
October 14, 2021.

Mayor and Council.
Municipality of North Cowichan,
7030 Trans Canada Highway,
P.O. Box 278
Duncan BC, V9L 3X4

Dear Mayor Siebring and Council:

Again, this year the Cowichan Historical Society is making a request to the Municipality of North Cowichan for a Grant- in-Aid.

We have been grateful for all funds that we have received from the Municipality in previous years. Those funds have been used towards the operation of the Cowichan Valley Museum in the 109-year-old heritage designated former Duncan Train Station and the Archives located in Duncan City Hall.

As with so many businesses Covid-19 has taken its toll, particularly on the number of visitors coming to the museum. Even so, thanks to our loyal volunteers, the museum has been open for the past year to the community and visitors from afar. During the summer months, the museum was open 5 days per week, 5 hours per day.

The Archives, too, has been open for the past year for 2 days per week, 4 hours a week. It is not unusual for our volunteer archivists to put in extra hours and days to meet the many requests they receive daily for historical photos, information and environmental research. The bulk of those requests come from residents and professionals living and working outside the City of Duncan.

In looking at our 2021 budget you will note that many of our funds are committed to public and educational programming, a book project on the many historical buildings in the Cowichan Valley, and the much-needed preservation of the former train station building. We are in need of operational funding for wages, electricity, heating, telephone, internet, janitorial services and basic maintenance costs so that we can continue to remain open as a public service for both local community members and visitors to the Valley.

Next year is another year and we look forward with optimism to welcoming a greater number of visitors to our two locations that display and store historical and cultural items of history of the peoples of the Cowichan Valley and its surrounding areas.

We have been registered as a Society under the Society Act of BC since 1974. The museum has been housed in the former train station since 1989 and the Archives on the 3rd floor of Duncan City Hall since 2007.

On behalf of the CHS membership thank you for your continued support.

Sincerely

A handwritten signature in cursive script that reads "Sheila Kitson". The signature is written in dark ink and is positioned to the right of the word "Sincerely".

Sheila Kitson, President

Attachments:
2020 Financial Statement
2021 Budget

**Cowichan Historical Society
2021 Budget**

	General	Public Exhibitions	School and Public	Archives	BC Arts Council	Heritage book	Train Station rehabilitation	First Peoples' Cultural	Total
Deferred from 2020	51,212	13,553	4,200	-		10,811	6,126		85,902
Revenue									
Community Gaming Grant		17,500	11,700	3,900					33,100
City of Duncan grant	9,150						5,000		14,150
City VIC and Totem Tours	8,874								8,874
North Cowichan grant	4,000								4,000
First Peoples' Cultural								14,500	14,500
Heritage Canada MAP					20,000				20,000
ICF							3,000		3,000
Admissions	5,000								5,000
Sales gift shop	8,000								8,000
Fundraising and other	2,000								2,000
Donations	8,750			-			500		9,250
Memberships	2,000								2,000
Wage subsidy	10,965								10,965
	109,951	31,053	15,900	3,900	20,000	10,811	14,626	14,500	220,741
Expenses									
Amortization	4,000								4,000
Salaries and benefits - curator	12,000	19,573	11,700	1,500	-				44,773
Salaries and benefits - other	8,874				9,720				18,594
Contractors		2,500						14,300	16,800
Equipment					5,000				5,000
Internet	808	400	400	540					2,148
Office	3,000							200	3,200
Supplies	2,140	1,000	500	360					4,000
Electricity	3,000	1,500							4,500
Repairs and maintenance	12,500								12,500
Insurance	2,550			100					2,650
Digitization		1,950	1,800	650					4,400
Website development		2,250	1,500	750					4,500
Advertising and social media	2,500								2,500
Other	4,000								4,000
	55,372	29,173	15,900	3,900	14,720	-	-	14,500	133,565
Reserve for future expenditures	50,000					10,811	14,626		75,437
	105,372	29,173	15,900	3,900	14,720	10,811	14,626	14,500	209,002
Available for spending	4,579	1,880	-	-	5,280	-	-	-	11,739
As % of annual expenses (Can't exceed 50%)									46.2%

COWICHAN HISTORICAL SOCIETY

Financial Statements

Year Ended December 31, 2020

(Unaudited - See Notice To Reader)

NOTICE TO READER

On the basis of information provided by management, I have compiled the statement of financial position of Cowichan Historical Society as at December 31, 2020 and the statements of revenues and expenditures and changes in net assets for the year then ended.

I have not performed an audit or a review engagement in respect of these financial statements and, accordingly, I express no assurance thereon.

Readers are cautioned that these statements may not be appropriate for their purposes.

Duncan, British Columbia
February 28, 2021


KEVIN WESTWICK, INC.
Chartered Professional Accountant

COWICHAN HISTORICAL SOCIETY
Statement of Revenues and Expenditures
Year Ended December 31, 2020
(Unaudited - See Notice To Reader)

	2020	2019
REVENUES		
Community Gaming Grant	\$ 39,000	\$ 39,000
Grants - Municipal <i>(Note 2)</i>	13,150	31,898
Grants - Other <i>(Note 3)</i>	26,610	7,957
Admissions	448	11,166
Sales - Gift Shop	1,324	17,897
Fundraising	1,406	6,158
First Peoples' Cultural Council	14,500	-
Heritage Book Project	14,311	-
Duncan Train Station Rehabilitation Fund	8,195	-
Other Revenue <i>(Note 4)</i>	12,520	10,690
	<u>131,464</u>	<u>124,766</u>
DIRECT PROJECT COSTS		
First Peoples' Cultural Council	14,500	-
Heritage Book Project	3,500	-
Duncan Train Station Rehabilitation	2,069	-
	<u>20,069</u>	<u>-</u>
GROSS PROFIT	<u>111,395</u>	<u>124,766</u>
EXPENSES		
Amortization	4,343	4,120
Salaries - Regular	48,109	88,035
Wages - Totem Tour/Tourist Info Centre	-	17,152
Office	3,134	4,683
Supplies	3,805	10,873
Electricity	4,250	5,399
Repairs and maintenance	701	839
Insurance	2,567	2,327
Other	3,304	9,669
	<u>70,213</u>	<u>143,097</u>
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES FROM OPERATIONS	41,182	(18,331)
OTHER INCOME		
Wage Subsidy	23,220	-
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES	<u>\$ 64,402</u>	<u>\$ (18,331)</u>

The accompanying notes form an integral part of these financial statements

COWICHAN HISTORICAL SOCIETY

Notes to Financial Statements

Year Ended December 31, 2020

(Unaudited - See Notice To Reader)

1. PROPERTY, PLANT AND EQUIPMENT

	Cost	Accumulated amortization	2020 Net book value	2019 Net book value
Equipment	\$ 5,587	\$ 223	\$ 5,364	\$ -
Canada 150 Capital Project	82,415	11,173	71,242	75,362
	<u>\$ 88,002</u>	<u>\$ 11,396</u>	<u>\$ 76,606</u>	<u>\$ 75,362</u>

The Leasehold Improvements completed under the Canada 150 Capital Project will be amortized by the straight line method over the 20 years of the current building lease.

2. GRANTS - MUNICIPAL

Municipal Grants received in the year were as follows.

District of North Cowichan	\$ 4,000
City of Duncan	\$ 9,150

3. GRANTS - OTHER

Other grants received in the year were as follows.

Duncan Dabber Bingo Society Grant	\$ 6,000
B.C. Arts Council	\$ 6,300
Heritage Canada MAP Grant	\$ 14,310

4. OTHER REVENUE

Other revenue consisted of the following.

Donations	\$ 8,768
John Porter Archival Preservation Fund	\$ 750
Membership Dues	\$ 1,500
Archives	\$ 635
Sundry (Programs, Curator Services, etc.)	\$ 867

5. COLLECTIONS AND ARTIFACTS

In accordance with museum policy, the collections, including art and historic treasures, are not recorded as assets in the financial statements. Donated collections are recorded as revenue estimated at the fair market value of the gift based on appraisals by independent appraisers. The acquisition of both donated and purchased collections are expensed.

Cowichan Music Festival

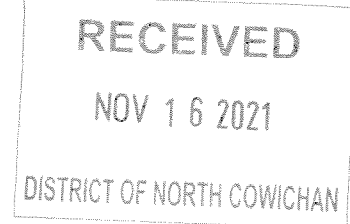
DUNCAN, B.C.

6041 Hyacinth Pl., Duncan, BC V9L 3Y8 Tel: (250) 748-3973

E-mail: deloreswagg@shaw.ca

Website: www.cowichanmusicfestival.com

November 9, 2021



The Corporation of the District of North Cowichan
PO Box 278
Duncan, BC V9L 3X4

Dear The Corporation of the District of North Cowichan:

The Cowichan Music Festival would like to thank The Corporation of the District of North Cowichan for your donation in 200 - \$250 for The Cowichan Music Festival Scholarship awarded to the Most Outstanding Senior in Piano Classes. We would be very grateful if you would consider continuing your award(s). The awards are a very important part of the Festival and create a special challenge for excellence on the part of the participants.

Please forward your donation to: Mrs. Delores Wagg, 6041 Hyacinth Pl., Duncan, BC, V9L 3Y8 by February 1, 2022.

Information on our concerts, should you wish to attend is as follows:

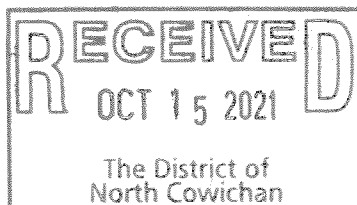
Gala Recital, Duncan United Church, Sunday Feb. 27. 2:00 pm
Highlights Concert I, CPAC, Sunday Mar 6, 1:30 pm
Highlights Concert II, CPAC, Monday Mar 7, 6:30

Thank you again for your generous support in the past, we truly appreciate it.

Sincerely,

COWICHAN MUSIC FESTIVAL COMMITTEE

Delores Wagg,
Corresponding Secretary



GRANT APPLICATION

(PLEASE PRINT)

Name of Organization	MAPLE BAY COMMUNITY ASSOCIATION
Address of Organization	5965 GENOA BAY ROAD
Full Mailing Address	5965 GENOAN BAY ROAD DUNCAN V9L5Y5
Telephone Number & Email	[REDACTED] FIPPA s. 22(1)
Contact Person/Title	SHEILA KITSON

Primary purpose of organization: _____

Category under which greatest portion of services fall:

☐ Social Service ☐ Sports ☐ Cultural ☐ Economic Development ☒ Other COMMUNITY CELEBRATION

Services available to all members of community: ☒ Yes ☐ No

If no, please list criteria for receiving your service: _____

Total Number of people that used your service last year: 400

Approximate number of your clients that reside in North Cowichan: 350

(Please note that North Cowichan includes the communities of Chemainus, Crofton, Maple Bay, and the Duncan area north of the Cowichan River, and outside the one square mile Duncan core.)

Amount of grant requested: 1,000.00

Describe how the grant will be used: (e.g. special projects, operations, maintenance, etc.)

TO CELEBRATE CANADA DAY FOR ALL RESIDENTS AND VISITORS IN NORTH COWICHAN.

In order to be considered for a Municipal grant, please ensure that you enclose the following:

1. the most recent financial statement, and
2. the proposed operating budget.

Other Information:

Have you received a previous grant from the Municipality? ☒ Yes ☐ No

Have you applied to another local government for funding? ☒ Yes ☐ No

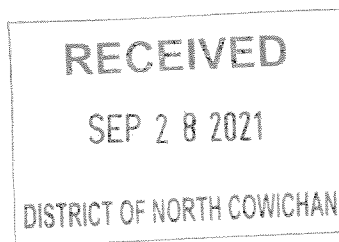
If yes, please list: HERITAGE CANADA

Applicant's signature Sheila Kitson Date SEPTEMBER 20 2021

In order to be eligible for consideration for a 2022 grant-in-aid, this application and all requested supporting materials must be received no later than October 15, 2021.

Print Form

Note: Personal information is collected by the Municipality of North Cowichan under the authority of section 26(c) of the Freedom of Information and Protection of Privacy Act for the purpose of processing and administering grant-in-aid applications. Should you have any questions about the collection of this personal information, please contact the Information Management Officer, (250) 746-3100; 7030 Trans-Canada Highway, Duncan, BC V9L 6A1.



GRANT APPLICATION

(PLEASE PRINT)

Name of Organization	MAPLE BAY COMMUNITY ASSOCIATION
Address of Organization	5965 GENOA BAY ROAD
Full Mailing Address	5965 GENOAN BAY ROAD DUNCAN V9L5Y5
Telephone Number & Email	[REDACTED] FIPPA s. 22(1)
Contact Person/Title	SHEILA KITSON

Primary purpose of organization: _____

Category under which greatest portion of services fall:

- ☐ Social Service ☐ Sports ☐ Cultural ☐ Economic Development ☒ Other COMMUNITY CELEBRATION

Services available to all members of community: ☒ Yes ☐ No

If no, please list criteria for receiving your service: _____

Total Number of people that used your service last year: 400

Approximate number of your clients that reside in North Cowichan: 350

(Please note that North Cowichan includes the communities of Chemainus, Crofton, Maple Bay, and the Duncan area north of the Cowichan River, and outside the one square mile Duncan core.)

Amount of grant requested: 1,000.00

Describe how the grant will be used: (e.g. special projects, operations, maintenance, etc.)

TO CELEBRATE CANADA DAY FOR ALL RESIDENTS AND VISITORS IN NORTH COWICHAN.

In order to be considered for a Municipal grant, please ensure that you enclose the following:

1. the most recent financial statement, and
2. the proposed operating budget.

Other Information:

Have you received a previous grant from the Municipality? ☒ Yes ☐ No

Have you applied to another local government for funding? ☒ Yes ☐ No

If yes, please list: HERITAGE CANADA (PENDING)

Applicant's signature Sheila Kitson Date SEPTEMBER 20 2021

In order to be eligible for consideration for a 2022 grant-in-aid, this application and all requested supporting materials must be received no later than October 15, 2021.

Print Form

Note: Personal information is collected by the Municipality of North Cowichan under the authority of section 26(c) of the Freedom of Information and Protection of Privacy Act for the purpose of processing and administering grant-in-aid applications. Should you have any questions about the collection of this personal information, please contact the Information Management Officer, (250) 746-3100; 7030 Trans-Canada Highway, Duncan, BC V9L 6A1.

**MAPLE BAY COMMUNITY ASSOCIATION
FINANCIAL REPORT
AUGUST 2021**

INCOME

HERITAGE CANADA

\$1500.00

MUNICIPALITY NORTH COWICHAN

\$1000.00 (returned)

Cheque from M.N.C was not used.

DISBURSEMENTS

THRIFTY FOODS

\$552.05

GELATO TRUCK

\$768.60

**BAKE SHOP
(Cookies)**

\$197.24

ICE

\$ 46.68

**PROMOTIONAL
MATERIALS**

\$72.30

TOTAL

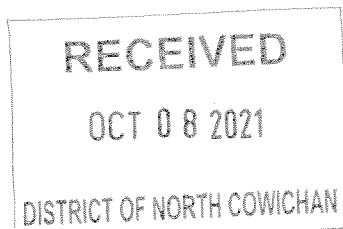
\$1636.87

**Balance in Island Savings
(Memberships)**

\$3825.53

BUDGET FOR CANADA DAY CELEBRATION 2022

GELATO	\$850.00
COOKIES	\$250.00
SODA/WATER	\$450.00
PROMOTIONAL MATERIAL	\$150.00
PRIZES	\$200.00



GRANT APPLICATION

(PLEASE PRINT)

Name of Organization	SOMENOS COMMUNITY ASSOCIATION
Address of Organization	3248 Cowichan Valley Hwy Duncan BC V9L 5Z4
Full Mailing Address	as above.
Telephone Number & Email	250 510 5255 somenoscommunityhall@gmail.com
Contact Person/Title	Celine Degraaf - Director

Primary purpose of organization: Community Service.

Category under which greatest portion of services fall:

☒ Social Service ☐ Sports ☐ Cultural ☐ Economic Development ☐ Other _____

Services available to all members of community: ☒ Yes ☐ No

If no, please list criteria for receiving your service: _____

Total Number of people that used your service last year: Oct 2020 - Oct 2021 Difficult to judge

Approximate number of your clients that reside in North Cowichan: 9090

(Please note that North Cowichan includes the communities of Chemainus, Crofton, Maple Bay, and the Duncan area north of the Cowichan River, and outside the one square mile Duncan core.)

Amount of grant requested: \$7,000

Describe how the grant will be used: (e.g. special projects, operations, maintenance, etc.)

We would like to paint the outside of the hall and add new gutters

In order to be considered for a Municipal grant, please ensure that you enclose the following:

1. the most recent financial statement, and
2. the proposed operating budget.

Other Information:

Have you received a previous grant from the Municipality? ☒ Yes ☐ No

Have you applied to another local government for funding? ☐ Yes ☒ No

If yes, please list: _____

Applicant's signature Celine Degraaf Date Oct 8, 2021

In order to be eligible for consideration for a 2022 grant-in-aid, this application and all requested supporting materials must be received no later than October 15, 2021.

Print Form

Note: Personal information is collected by the Municipality of North Cowichan under the authority of section 26(c) of the Freedom of Information and Protection of Privacy Act for the purpose of processing and administering grant-in-aid applications. Should you have any questions about the collection of this personal information, please contact the Information Management Officer, (250) 746-3100; 7030 Trans-Canada Highway, Duncan, BC V9L 6A1.

October 8, 2021

Municipality of North Cowichan
7030 Trans- Canada Highway
Duncan, BC V9L 6A1

Re :Grant-In-Aid Application 2022

Dear Director of Financial Services,

Thank you for your generous support in the past. The Somenos Community Association is continuing to improve the hall as a result of your support.

We were hoping to give the hall a much needed facelift, with a new paint job but decided to improve the heating system instead. We have added a two unit heat pump to the upstairs, allowing the hall to be a consistent heat in the winter and much needed air conditioning in the warmer months. In the future we will upgrade more of the downstairs as well.

We are planning to do the painting in the spring of 2022, and if we have enough funds would also like to replace the ancient gutters.

Due to the Covid we have curtailed most social functions. The Girl Guides are using the outside of the hall and hope to move inside when permitted to do so. On a regular basis , we have the kitchen rented ,with VIHA approval. West View Learning is renting the hall on a regular basis as a learning centre for high functioning children. They are a good fit for the hall under the Covid rules.

The Somenos Community hall and its patrons have benefitted greatly from the Municipality of North Cowichan's generous, consistent financial support. This year we would like to request \$7,000 to help with the painting of the hall and new gutters.

Thank you for your support and consideration of this request.

Sincerely,



Celine Degraaf
Director, Somenos Community Hall

Somenos Community Association
3248 Cowichan Valley Highway, Duncan, BC, V9L 5Z4
somenoscommunityhall@gmail.com

Somenos Community Association
October 01, 2020 – October 01, 2021

INCOME

Group and Social Rentals	13,050
Municipal Grant	7,000
Cash in Account	7,881
 Total Income	 <u>27,931</u>

EXPENSES

Heat Pump	9685
Hydro	2027
Garbage Disposal	663
Bank Charges	240
Water, Taxes, License	658
Yard/Lawn Maintenance and Fuel	1200
Lawn Mower Maintenance	400
Bookkeeping and Phone	500
Snow Removal	200
Janitorial Supplies	1680
Hall Supplies	849
Ministry of Finance	90
Electrical Work	1257
Plumbing	2050
 Total Expenses	 <u>21,499</u>

Income over expenses as of October 1, 2021 6,432

(Painting the Hall project is estimated at \$11,495.)

PROJECTED BUDGET FOR 2021 – 2022

Projected Income

Group Rentals	12,000
Social Rentals (no large groups due to Covid)	
Municipal Grant	7,000
Fundraisers	600

Projected Total Income19,600

Projected Expense

Utilities (Hydro etc)	4,000
General Expenses (Bank Bookkeeping etc.)	1,000
Maintenance (Janitorial, Yard, Supplies)	2,000
Taxes, Water, License	600
Painting the outside of the hall (quote)	11,500

Projected Total Expense19,100..

The above figures are approximate

GRANT APPLICATION

(PLEASE PRINT)

Name of Organization	Vimy Community Club
Address of Organization	3968 Gibbins Rd
Full Mailing Address	3968 Gibbins Rd, Duncan, BC V9L 6G4
Telephone Number & Email	[REDACTED] FIPPA s. 22(1)
Contact Person/Title	Cindy Liboiron - Treasurer

Primary purpose of organization: Support our local community, maintain & improve Vimy Hall

Category under which greatest portion of services fall:

☐ Social Service ☐ Sports ☒ Cultural ☐ Economic Development ☐ Other _____

Services available to all members of community: ☒ Yes ☐ No

If no, please list criteria for receiving your service: _____

Total Number of people that used your service last year: 900 (2020, closed Mar.17 to Dec)

Approximate number of your clients that reside in North Cowichan: most to all

(Please note that North Cowichan includes the communities of Chemainus, Crofton, Maple Bay, and the Duncan area north of the Cowichan River, and outside the one square mile Duncan core.)

Amount of grant requested: \$ 3,000.

Describe how the grant will be used: *(e.g. special projects, operations, maintenance, etc.)*

We rely on the grant to offset operational costs of the hall; the cost of oil and insurance alone exceed the grant. Our team of volunteers covers remaining ongoing operational, maintenance and repair costs, as well as selected improvements, with revenue from hall rentals, memberships and fundraisers.

In order to be considered for a Municipal grant, please ensure that you enclose the following:

1. the most recent financial statement, and
2. the proposed operating budget.

Other Information:

Have you received a previous grant from the Municipality? ☒ Yes ☐ No

Have you applied to another local government for funding? ☐ Yes ☒ No

If yes, please list: _____

Applicant's signature Cindy Liboiron **Date** Dec 23, 2021

In order to be eligible for consideration for a 2023 grant-in-aid, this application and all requested supporting materials must be received no later than October 15, 2022.

Print Form

Note: Personal information is collected by the Municipality of North Cowichan under the authority of section 26(c) of the Freedom of Information and Protection of Privacy Act for the purpose of processing and administering grant-in-aid applications. Should you have any questions about the collection of this personal information, please contact the Information Management Officer, (250) 746-3100; 7030 Trans-Canada Highway, Duncan, BC V9L 6A1.

Vimy Community Club
3968 Gibbins Rd
Duncan, BC V9L 6G4

Dec.23, 2021

Municipality of North Cowichan
7030 Trans Canada Hwy
Box 278
Duncan, BC V9L 3X4

Re: Grant-in-Aid application – Operations

Enclosed is an application for a Grant-in-Aid to cover operational expenses for Vimy Hall for 2022. Our executive has been sharing the President's duties, as our President has stepped aside for family responsibilities. Unfortunately we missed the deadline, but sincerely hope you may be able to accept this late submission.

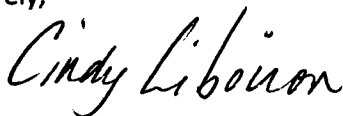
During the Covid-19 closure and reduced reopening, the VCC has:

- Liaised with MNC and the roofers who repaired the broken rafters (many thanks!)
- Refinished the hall's oak floor
- Managed our response to Covid-19 and updated potential renters
- Continued with routine hall maintenance including furnace servicing, water treatment and fire extinguisher servicing
- Upgraded counters, sinks, taps, painting and some LED lighting in both men's and women's bathrooms
- Repainted the kitchen
- Upgraded smoke detectors and some overhead LED lighting
- Even with the current gathering restrictions, we have ongoing Church rentals and acquired a full-time daycare rental. The daycare in particular will increase our oil and electricity costs

The Vimy Community Club greatly appreciates the ongoing funding we have received from the Municipality for the operation of the building. We look forward to continuing to operate this valuable venue for local services and community connection. The Grant-in-Aid provides essential support in doing this.

We thank you for considering our application, and for helping to keep the door of Vimy Hall open to the community.

Sincerely,



Cindy Liboiron
Treasurer – Vimy Community Club

VIMY COMMUNITY CLUB - FINANCIAL SUMMARY

	Proposed 2022	Annual 2021	Annual 2020
Revenue			
Rentals	5,600	8,235	1,604
Fundraising/Memberships	120	310	380
Donation in-kind		12	2,160
DDBS Grant		-	6,000
Grant-in-Aid	3,000	3,000	3,000
Total Revenue	8,720	11,557	13,144
Expenses			
Oil	4,500	2,218	1,364
Hydro	470	383	420
Insurance	1,750	1,632	1,511
Repairs & Improvements	2,000	1,782	
Supplies	1,000	725	1,822
Goods & Services in-kind		-	2,160
Total Expenses	9,720	6,740	7,277
Net Gain (Loss)	(1,000)	4,817	5,867

Operating Account

Opening Balance	9,376.72
Total Revenue	11,557.31
Total Expenses	(6,740.32)
Operating Acct Balance	14,193.71

Capital Project Fund

Capital Project Fund	30,000.00
----------------------	-----------

Total balance	44,193.71
----------------------	------------------

- . With the addition of a fulltime daycare rental, our oil and electricity costs will increase significantly
- . Anticipate continued nil DDBS funding availability due to Covid-related Casino restrictions

GRANT APPLICATION

(PLEASE PRINT)

Name of Organization	Westholme School Society
Address of Organization	2558 Mt. Sicker Road, Westholme, BC V0R 3C0
Full Mailing Address	Box 76, Westholme, BC V0R 3C0
Telephone Number & Email	250-246-4796 (westholmeschoolsociety@gmail.com)
Contact Person/Title	Dale Jensen - President (250-246-9170)

Primary purpose of organization: Preservation of a historical school and community meeting ce
Category under which greatest portion of services fall:

☐ Social Service ☐ Sports ☐ Cultural ☐ Economic Development ☒ Other Community Service

Services available to all members of community: ☒ Yes ☐ No

If no, please list criteria for receiving your service: _____

Total Number of people that used your service last year: Approximately 100 (fewer numbers due

Approximate number of your clients that reside in North Cowichan: 90% - the remainder are out

(Please note that North Cowichan includes the communities of Chemainus, Crofton, Maple Bay, and the Duncan area north of the Cowichan River, and outside the one square mile Duncan core.)

Amount of grant requested: \$5000.00

Describe how the grant will be used: (e.g. special projects, operations, maintenance, etc.)

Our heritage building requires ongoing maintenance. Painting and extensive prep work is required. We have learned that painting an historic building is more costly than an average home and have had to defer the task due to lack of funds. We have been unable to fund raise due to ongoing issues with COVID. However, our alumni donor pool has been more generous this past year, which has helped with our plans to paint the old building. The school requires insurance, heat, electricity, security and routine maintenance which amounts to approximately \$5000.00 per year.

In order to be considered for a Municipal grant, please ensure that you enclose the following:

1. the most recent financial statement, and
2. the proposed operating budget.

Other Information:

Have you received a previous grant from the Municipality? ☒ Yes ☐ No

Have you applied to another local government for funding? ☐ Yes ☒ No

If yes, please list: _____

Applicant's signature

Olivia Smith

Date

October 13/21

In order to be eligible for consideration for a 2022 grant-in-aid, this application and all requested supporting materials must be received no later than October 15, 2021.

Print Form

Note: Personal information is collected by the Municipality of North Cowichan under the authority of section 26(c) of the Freedom of Information and Protection of Privacy Act for the purpose of processing and administering grant-in-aid applications. Should you have any questions about the collection of this personal information, please contact the Information Management Officer, (250) 746-3100; 7030 Trans-Canada Highway, Duncan, BC V9L 6A1.

RECEIVED

OCT 14 2021

DISTRICT OF NORTH COWICHAN



Westholme School Society

2558 Mt. Sicker Rd.

Box 76

Westholme BC

Our Mandate

To restore, preserve & maintain our historic one room schoolhouse in Westholme

To use the building as a community meeting centre

To mount displays of photographs & other items related to the Westholme area

GST #

86595 00180

October 13, 2021

Municipality of North Cowichan
7030 Trans-Canada Highway,
Box 278
Duncan, BC V9L 3X4

Dear Council Members,

I am submitting a Grant Application on behalf of the Westholme School Society. Our school is a heritage school located at 2558 Mt. Sicker Road in Westholme. We have applied for and have received grants from the Municipality of North Cowichan in the past for which we have been very grateful. We are committed to the preservation of this heritage school and would not be able to keep up with the repairs and maintenance a building like this requires without your generous assistance. We have been fortunate in the past year to have more donations from the dwindling pool of alumni to assist with our expenses as COVID has prevented extensive fund raising efforts. It important to our donors and members of the Westholme School Society to maintain this building in their memory and to keep the history of Westholme alive. We have been planning to paint the old building and have discovered that the cost of painting historic buildings comes at great expense. We have therefore not been able to go forward with this project until we have secured sufficient funding.

We thank-you for your review and consideration of our application.

Yours Sincerely,

Alison Smith

Treasurer, Westholme School Society

**Westholme School Society Financial report
September 1, 2020 to August 31, 2021**

Revenue

Memberships	\$200.00
Donations (from former alumni)	\$4110.00
Hall/Yard Rental	\$815.00
Insurance Covid Rebate	\$561.00
Dividends	\$.12

Net Revenue-----\$5686.12

Grant – Municipality of North Cowichan	\$5000.00
--	-----------

Total Revenue-----\$10,686.00

Expenses

Maintenance/water testing (Supplies, cost and time donated by membership)

Utilities:

Shaw (phone)	\$550.44
ADT Security	\$500.24
BC Hydro	\$742.03
Insurance (Building and Directors)	\$3398.00

Total Expenses-----\$ 5190.71

Net Income-----\$5495.29

Westholme School Society
Proposed Budget for September 1, 2021 to August 31, 2022

Income

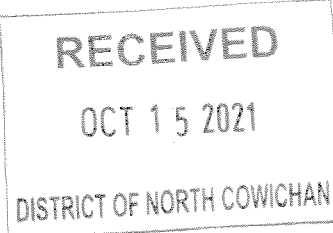
Memberships	\$300.00
Donations	\$1000.00
Fund Raising	\$500.00
Camping, yard and hall rental	\$850.00
Catering	\$500.00
Dividends	\$.15

Anticipated Income-----\$3150.12

Expenses

Painting of Buildings – including labour	\$15,000.00
Repairs and maintenance	\$2500.00
Grounds/septic/water testing – including chemical analysis	\$700.00
Advertising/promotion	\$40.00
Fund raising costs	\$100.00
Shaw (Telephone)	\$565.00
ADT Security	\$510.00
BC Hydro	\$1000.00
 Insurance (Building and Directors)	 \$3500.00

Anticipated Expenses-----\$20,465.00



GRANT APPLICATION

(PLEASE PRINT)

Name of Organization	Cowichan Rugby Club
Address of Organization	1860 Herd Rd. Duncan B.C. V9L 5W4
Full Mailing Address	1860 Herd Rd. Duncan B.C. V9L 5W4
Telephone Number & Email	2507467513 treasurer@cowichanrugby.ca
Contact Person/Title	Sean Williams - Treasurer

Primary purpose of organization: Recreational Rugby Club Seniors & Juniors

Category under which greatest portion of services fall:

☐ Social Service ☒ Sports ☐ Cultural ☐ Economic Development ☐ Other _____

Services available to all members of community: ☒ Yes ☐ No

If no, please list criteria for receiving your service: _____

Total Number of people that used your service last year: 250

Approximate number of your clients that reside in North Cowichan: 230

(Please note that North Cowichan includes the communities of Chemainus, Crofton, Maple Bay, and the Duncan area north of the Cowichan River, and outside the one square mile Duncan core.)

Amount of grant requested: \$8,000

Describe how the grant will be used: (e.g. special projects, operations, maintenance, etc.)

The money will mainly be used to cover water costs for our 2 playing fields, some money will be used for fertilizer and maintenance to the fields.

In order to be considered for a Municipal grant, please ensure that you enclose the following:

1. the most recent financial statement, and
2. the proposed operating budget.

Other Information:

Have you received a previous grant from the Municipality? ☒ Yes ☐ No

Have you applied to another local government for funding? ☐ Yes ☒ No

If yes, please list: _____

Applicant's signature Date Oct 11 2021

In order to be eligible for consideration for a 2022 grant-in-aid, this application and all requested supporting materials must be received no later than October 15, 2021.

Print Form

Notice to Reader

I have compiled the Statement of Operations of the Cowichan Rugby Club as at April 30, 2020, and the statements of Financial Position and Cash Flows for the April 30, 2020 then ended from information provided by management.

I have not audited, reviewed, or otherwise attempted to verify the accuracy or completeness of such information.

Readers are cautioned that these statements may not be appropriate for their purposes.

Duncan, B.C.
January 15, 2021


Sharon Moss

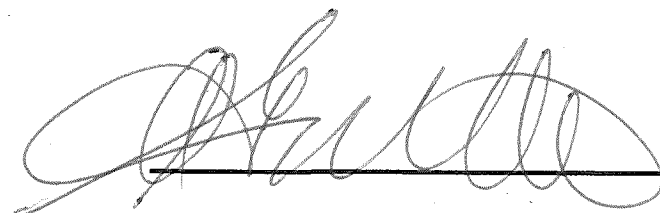
COWICHAN RUGBY CLUB
STATEMENT OF FINANCIAL POSITION
FOR THE YEAR ENDED APRIL 30, 2020
(Unaudited)

	General Fund	Gaming Fund	Capital Asset Fund	Field Project	Thibodeau Memorial Fund	2020	2019
CURRENT ASSETS							
Cash	1,698				11,190	12,888	12,605
Accounts Receivable	1,397					1,397	2,152
FIXED ASSETS (Note 5)			256,675			256,675	273,733
Total Assets	\$3,095	\$0	\$256,675		\$11,190	\$270,960	\$288,490
CURRENT LIABILITIES							
Accounts Payable	1,136					1,136	1,421
Deferred Revenue (Note 2)							5,785
Total Liabilities	1,136					1,136	7,206
LONG TERM LIABILITIES							
Mortgage Payable				109,257		109,257	113,860
FUND BALANCES							
Invested in Capital Assets			256,675			256,675	273,733
Internally restricted				-109,257	11,190	-98,067	-102,670
Unrestricted	1,959					1,959	-3,639
Total Fund Balances	1,959		256,675	-109,257	11,190	160,567	167,424
Total Liabilities & Fund Balances	\$3,095	\$0	\$256,675	\$0	\$11,190	\$270,960	\$288,490

SIGNED



TREASURER



PRESIDENT

COWICHAN RUGBY CLUB
STATEMENT OF OPERATIONS
FOR THE YEAR ENDED APRIL 30, 2020
(Unaudited)

	General Fund	Gaming Fund	Capital Asset Fund	Field Project	Junior Develop. Memorial Fund	2020	2019
REVENUE							
Concession and Gate	30,345					30,345	33,871
Junior Rugby							
Bingo	6,652	10,000				16,652	17,400
Donations and Grants	4,988					4,988	17,456
Fundraising	460					460	
Membership Dues	12,297					12,297	8,096
Interest		1			157	158	139
Travel Recovery							2,600
Clothing	4,154					4,154	
Sponsorship	1,800					1,800	5,491
Add: prior year deferred revenue	5,785					5,785	20,618
Less: current year deferred revenue							-5,785
	\$66,481	\$10,001	-	-	\$157	76,639	99,886
EXPENDITURES							
Advertising & Promotions	427					427	799
Amortization			18,558			18,558	18,794
Bank Charges and Interest	5,542	50				5,592	6,370
Concession	7,611					7,611	15,496
Property Insurance	5,343					5,343	6,178
Licences and Dues	2,505	3,633				6,138	5,250
Office	322					322	242
Repairs and Maintenance	7,496	4,165				11,661	9,115
Referee	2,030					2,030	2,417
Scholarships paid	750					750	250
Tournaments and Travel	2,693					2,693	1,886
Uniforms and equipment	10,432	1,764				12,196	6,958
Utilities	9,786	389				10,175	15,332
	\$ 54,937	\$ 10,001	\$ 18,558	\$ -	\$ -	83,496	89,087
Net Fund	11,544	0	-18,558	-	157	-6,856	10,799
Fund Transfers	-5,946	-	1,500	4,603	-157	0	0
Excess (deficiency)	5,598	0	-17,058	4,603	0	-6,856	10,799
Fund balances, Beginning of year	-3,639	0	273,733	-113,860	11,190	167,424	156,625
Fund balances, end of year	\$1,959	\$0	\$256,675	-\$109,257	\$11,190	\$160,567	\$167,424

COWICHAN RUGBY CLUB
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED APRIL 30, 2020
(Unaudited)

	2020	2019
CASH FLOWS FROM OPERATING ACTIVITIES	-\$6,856	\$10,799
Excess of Revenue over expenses		
Item not requiring an outlay of funds		
Amortization of Capital Assets	18,557	18,794
Changes in non cash working capital		
Accounts Payable	-285	-5,773
Accounts Receivable	755	-2,152
Deferred Contribution-Capital Assets	-5,785	-14,833
Mortgage	-4,603	-4,429
	<u>\$8,639</u>	<u>-\$8,393</u>
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase of Capital Assets	<u>-1,500</u>	<u>-900</u>
 DECREASE IN CASH AND CASH EQUIVALENTS	 \$283	 \$1,506
 CASH AND EQUIVALENTS, beginning of year	 12,605	 11,099
 CASH AND EQUIVALENTS, end of year	 12,888	 12,605
 CASH AND CASH EQUIVALENTS CONSISTS OF:		
Cash	<u>\$12,888</u>	<u>\$12,605</u>

COWICHAN RUGBY CLUB NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED APRIL 30, 2020

1 The Gaming Fund receives proceeds from a share of charity bingo games and spends this money to support Junior Rugby. Junior uniform and equipments costs are paid along with a percentage of repair & maintenance (including utilities) costs. The operation of this fund is restricted under gaming regulations of the Government of British Columbia.

2 Deferred Revenue in the Gaming Fund relates to the following grants received 2011 from the B.C. Provincial Gaming Branch and is fully recognized in 2020.

	2020	2019
Major Capital Grant - Field Reconfiguration Externally Restricted	Nil	\$ 5,785
	<u>\$ -</u>	<u>\$ 5,785</u>

Deferred grant revenue for land improvement is recognized over 20 years using the straight line method.

3 The Capital Asset Fund is unrestricted except in the event of the dissolution of the club. In this case, any cash remaining after liquidating the Club's assets and satisfying liabilities must be donated to a charity of like cause or given to the District of the Municipality of North Cowichan.

4 The Memorial Fund is an internally restricted fund set up to provide scholarships to help pay for higher education. Interest earned funds annually partially fund scholarships.

5 SIGNIFICANT ACCOUNTING POLICIES

REVENUE RECOGNITION

The non-profit association follows the deferral method of accounting for contributions. Restricted contributions related to capital are recognized over the useful life of the asset. Contributions which are not restricted are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Cash donations are recognized as revenue when received. Donations in kind are not recognized in the accounts.

COWICHAN RUGBY CLUB NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED APRIL 30, 2020

5 SIGNIFICANT ACCOUNTING POLICIES (continued)

CAPITAL ASSETS

Purchased capital assets are recorded at cost. Amortization is recorded on a declining balance basis as follows:

	Land	not applicable
	Building	5%
	Equipment	20%
	Bus	10%
With the exception of:	Land improvements	straight line method over 20 years.

In the year of acquisition, capital assets are amortized at one-half their normal rate and no amortization is recorded in the year of disposition. Assets under construction are not amortized until completed, until then the asset is classified as Work in Process.

USE OF ESTIMATES

When preparing financial statements according to Canadian GAAP, there may be some estimates and assumptions relating to:

- Reported amounts of revenue and expenses
- Reported amounts of assets and liabilities
- Disclosure of contingent assets and liabilities

Assumptions are based on a number of factors including historical experience, current events and actions that the organization may undertake in the future, and other assumptions that are reasonable under the circumstances. Actual results could differ from those estimates under different conditions and assumptions.

COWICHAN RUGBY CLUB NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED APRIL 30, 2020

6 FIXED ASSETS

	Cost	Accumulated Amortization	2020 Net	2019 Net
Land	\$49,083		\$ 49,083	\$ 49,083
Land Improvements	296,652	\$ 140,915	155,737	170,571
Buildings	172,405	131,530	40,875	41,487
Equipment	127,147	124,322	2,825	3,531
Bus	10,598	2,443	8,155	9,061
	<u>\$655,885</u>	<u>\$ 399,210</u>	<u>\$ 256,675</u>	<u>\$ 273,733</u>

7 MORTGAGE

During the year ended April 30, 2012 a \$160,000 mortgage was secured with the Island Savings Credit Union for field improvements. The mortgage is on the property amortized over 20 years, and was renewed November 6, 2017 with monthly payments of \$771.20. The balance outstanding on the mortgage at April 30, 2020 is \$109,257.

8 FINANCIAL INSTRUMENTS

This non-profit association's financial instruments consist of cash, accounts receivable, short-term investments, accrued liabilities and deferred revenue. Unless otherwise noted, it is management's opinion that the association is not exposed to significant interest, currency or credit risks arising from these financial instruments.

Cowichan Rugby Football Club

Senior & Junior Rugby Program Budgets

Revenue	Amount
Concession	10000
BC Gaming Revenue	20000
Donation/Grants	8000
Fundraising	10000
Registration	15000
Miscellaneous	5000
Total Revenue	68000

Expenses	Amount
Mortgage	9300
Advertising & Promotion	2000
Bank Charges	1400
Concession	4000
ICBC Bus Insurance	2500
Property/Liability Insurance	5000
Field Maintenance	7,000
Hydro	2500
Water	8000
Propane(Showers)	1800
Rugby Kit & Equipment	8000
Junior & Senior Travel	5000
Miscellaneous	500
BC Rugby Registration	5000
Referee Fees	1000
R&M Building	5000
Total Expenses	68000

Report

Date January 11, 2022
Subject 2022-2026 Utility Rate Review

File:

PURPOSE

To review proposed utility expenditure plans and rates for 2022-2026. A staff presentation will be provided at the meeting.

BACKGROUND

There are seven utility funds in the Municipality. Each is accounted for as a separate entity with user fees and parcel taxes to cover each utility's operating and capital expenses. As part of the budget process, Council reviews the proposed revenues and expenditures, and any utility rate changes are subsequently included in a Fees and Charges Bylaw amendment.

DISCUSSION

Water Utilities

- *Chemainus Water*

There are a few capital projects in the next two years, namely the View Street Water Main Replacement and a Chlorination System Upgrade as well as many pipe replacements throughout the system.

In addition to these capital expenditures, the maintenance and administration budget is increasing to include funds for updating the water model and the Development Cost Charge (DCC) Bylaw and creating a 10 year capital plan.

In 2021 and for the next few years, the proposed expenditures for Chemainus Water exceed the revenues collected. The resulting deficit is funded through the use of accumulated surplus and temporarily borrowing from the DCCs for the Chemainus Water utility.

In order to ensure sufficient revenues are collected to repay the DCC reserve and pay for future capital projects, a 5% increase to the annual parcel tax and basic water fee is needed for the next five years. This is equivalent to \$29 per parcel in 2022.

- *Crofton Water*

Crofton has a small water system with an aging infrastructure. Upcoming capital projects such as the continued replacement of the Arthur Street water main result in a deficit which will be funded through accumulated surplus and temporary borrowing from the DCC Reserve for the Crofton Water utility.

In order to ensure the reserve is replenished and that there are funds available for future necessary capital works, staff recommend increasing the annual parcel tax and basic water fee by 5% per year for the next five years. This is equivalent to \$33 per parcel in 2022.

- *South End Water*

The South End water utility is the largest and has the most significant expenditures. Maintenance and administration are budgeted to increase in 2022 in order to update the DCC Bylaw, update the water model and develop a 10-year capital plan. This expenditure will help ensure new development pays its share, and future capital planning is most reflective of the immediate needs of the utility.

In addition to one time operating increases, some large capital projects are planned for the next few years, including the completion of the South End Water Trunk Main replacement project, the pipe replacement on Beaumont Avenue and the replacement of the critical Hyprescon trunk, which delivers water from the Boys Road water pump station to the entire south end.

While the accumulated surplus balance for South End Water appears to be quite large, these capital projects use all of the available surpluses and require temporary borrowing from the DCC reserve for a few years.

In order to ensure sufficient revenues are collected to repay the DCC reserve and pay for future capital projects, a 3% increase to the annual parcel tax and basic water fee are needed for the next five years. This is equivalent to \$11 per parcel in 2022.

Sewer Utilities

- *Chemainus Sewer*

In the Chemainus sewer utility an increase is proposed in maintenance and administration for a sewer model update and a disinfection improvement study as well as an update to the DCC Bylaw. Additionally, a large capital cost for replacing the screening system at the sewage treatment plant is planned for 2022.

Expenditures will exceed revenues in 2022, but the accumulated surplus for Chemainus Sewer is more than sufficient to cover this. Because of the level of surplus currently available, staff recommend no increase to the parcel taxes or basic sewer charges for 2022. As the capital plan is developed throughout the year, staff will be in a better position to make recommendations for potential increases in future years.

- *Crofton Sewer*

Like the water system, the Crofton sewer utility is quite small. It has a large number of capital projects that are necessary in the very near future including the Babine Sanitary Sewer Extension and a screening system replacement as well as a large clarifier project. These projects far exceed the revenues available to carry them out. Staff will be working over the year to more accurately define the projects and obtain detailed cost estimates and potential phasing options. A report will be brought back to Council to present funding options, potentially including borrowing.

Staff recommend increasing the annual parcel tax and annual basic sewer charge by 3% for each of the next five years. A higher amount may be needed to support future borrowing, but Crofton properties will see the highest utility increases for the next several years, and small increases will not remove the need for borrowing, so a modest increase is suggested at this time. A 3% increase is equivalent to \$23 per parcel in 2022.

- *South End Sewer*

The JUB outfall relocation project is the major project for the South End sewer. Funding is from grants, DCCs, partners, and from the accumulated surplus in the utility. The surplus is high at this time but will be quite low after the outfall project is complete; therefore,, staff recommend continuing with a 3% increase for each of the next five years to the sewer parcel tax and the basic sewer fee. This is equivalent to \$11 per parcel in 2022.

- *Maple Bay Sewer Treatment Plant*

The Maple Bay Sewer Treatment Plant is a very small system with few users. This means that the parcel tax is quite high but is necessary to earn enough revenue to support the costs of the system and allow for a small amount of funds to be put away for future infrastructure replacement needs.

In order to ensure that there are some funds available for future capital works, staff recommend a steady increase of 3% per year for each of the next five years to the parcel tax and basic sewer user fee. This is equivalent to \$46 per parcel for 2022.

OPTIONS

1. **(Recommended Option)** THAT the Committee of the Whole direct staff to prepare the Financial Plan Bylaw and a Fees and Charges Bylaw amendment to:
 - a. Increase Chemainus water metered minimum and parcel tax by 5% per year for five years;
 - b. Increase Crofton water metered minimum and parcel tax by 5% per year for five years;
 - c. Increase South End water metered minimum and parcel tax by 3% per year for five years;
 - d. Increase metered water rates (for amounts over the minimum) for all water utilities by 3% per year for five years;
 - e. Increase Chemainus sewer parcel tax and user fees by 2% per year for four years beginning in 2023;
 - f. Increase Crofton sewer parcel tax and user fees by 3% per year for five years;
 - g. Increase South End sewer parcel tax and user fees by 3% per year for five years; and,
 - h. Increase Maple Bay sewer treatment plant user fee by 3% per year for five years.
 - By approving multi-year increases, the Committee of the Whole is enabling staff to carry out longer-term planning for necessary infrastructure replacement and is providing certainty and stability to ratepayers. The Fees and Charges Bylaw can be amended to include the increases for each of the next five years now so that amendments are not needed on an annual basis.
2. THAT the Committee of the Whole suggest alternate increase amounts and/or timeframes for any or all of the utilities.
 - Depending on the approved increases, staff may need to re-evaluate capital replacement plans, prioritize projects according to available funds or seek approval to borrow if sufficient

funds are unavailable for necessary works.

IMPLICATIONS

The recommended increases are necessary to ensure that infrastructure can be managed in the most cost-effective manner, planning for future replacements rather than reacting to emergencies as they arise. Most of the utilities will need to borrow from their DCC reserves over the next few years, signalling insufficient capital reserves to complete the necessary projects and a need to increase the annual contributions to reserve.

By steadily increasing rates, the utilities are more able to address future replacement needs, and ratepayers are provided with certainty and stability. In addition, while the Committee of the Whole and Council are approving multi-year rates, this does not preclude amendments to those rates in future years should the need arise.

At the December 15, 2021 Council meeting, a \$15 increase to the waste collection fee was authorized to be included in the 2022 Budget to cover the costs associated with creating the implementation plan to transition to an Automated Truck Collection System. This user rate increase is included in the table below for information.

Looking at all of the proposed user rate increases for 2022, the per parcel impact to properties in each area is:

	Chemainus	Crofton	South End	Maple Bay
Water	\$29	\$33	\$11	-
Sewer	-	\$23	\$11	\$46
Garbage	\$15	\$15	\$15	\$15
Total	\$44	\$71	\$37	\$61

RECOMMENDATION

THAT the Committee of the Whole direct staff to prepare the Financial Plan Bylaw and a Fees and Charges Bylaw amendment to:

- Increase Chemainus water metered minimum and parcel tax by 5% per year for five years;
- Increase Crofton water metered minimum and parcel tax by 5% per year for five years;
- Increase South End water metered minimum and parcel tax by 3% per year for five years;
- Increase metered water rates (for amounts over the minimum) for all water utilities by 3% per year for five years;
- Increase Chemainus sewer parcel tax and user fees by 2% per year for four years beginning in 2023;
- Increase Crofton sewer parcel tax and user fees by 3% per year for five years;
- Increase South End sewer parcel tax and user fees by 3% per year for five years; and,
- Increase Maple Bay sewer treatment plant user fee by 3% per year for five years.

Report prepared by:



Talitha Soldera, CGA, CPA
Director, Financial Services

Report reviewed by:



George Farkas
General Manager

Approved to be forwarded to Council:



Ted Swabey
Chief Administrative Officer

Attachment:

(1) 2022 Utility Review Presentation

2022-2026 Utility Review

January 11, 2022

Chemainus Water

	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget
Parcel Tax	751,607	794,205	843,150	895,344	948,402	1,005,210
Sales of Service	815,229	838,980	874,081	912,055	952,530	998,955
Gas Tax Revenue	100,000	100,000	100,000	100,000	100,000	100,000
Debt and DCC's						
Other	311,790	318,030	324,390	330,880	337,500	340,000
Total Revenue	1,978,626	2,051,215	2,141,621	2,238,279	2,338,432	2,446,165
Maintenance & Admin	977,380	1,263,440	1,151,460	1,169,720	1,188,390	1,081,630
Capital Projects	990,000	560,000	945,000	318,000	324,360	330,847
Debenture Debt Charge	134,184	134,184	134,184	134,184	134,184	134,184
Amortization	311,790	318,030	324,390	330,880	337,500	340,000
Total Expenditure	2,413,354	2,275,654	2,555,034	1,952,784	1,984,434	1,886,661
Surplus (Deficit)	(434,728)	(224,439)	(413,413)	285,495	353,998	557,504

Chemainus Water Capital Projects

- Chlorination System Upgrade
 - *Detailed design in 2022, replacement in 2023*
- View Street Water Main
 - *Replacement of 100mm cast iron water mains with new 150mm water mains. Necessary to ensure sufficient fire flows and address water main breaks that have been occurring*

Chemainus Surplus & DCC Balance

	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget
<i>Surplus</i>						
Acc. Surplus Beg Yr.	743,197	308,469	84,030	(329,383)	(43,888)	310,110
Surplus (Deficit)	(434,728)	(224,439)	(413,413)	285,495	353,998	557,504
Acc. Surplus End Yr.	308,469	84,030	(329,383)	(43,888)	310,110	867,614
<i>Chemainus Water DCC</i>						
Opening Balance	479,326	584,953	636,668	691,918	754,234	818,108
Interest	10,062	11,699	12,733	17,298	18,856	20,453
Contributions	95,565	40,016	42,517	45,018	45,018	47,519
Draws						
Closing Balance	584,953	636,668	691,918	754,234	818,108	886,080
Closing Surplus & DCC	893,422	720,698	362,535	710,346	1,128,218	1,753,694

Chemainus Water Revenue

	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget
Parcel Tax – No. Parcels	2,371	2,385	2,409	2,433	2,457	2,482
Parcel Tax – Annual Rate	317	333	350	368	386	405
Parcel Tax Revenue	\$751,607	\$794,205	\$843,150	\$895,344	\$948,402	\$1,005,210
Annual Parcel Tax	317	333	350	368	386	405
Annual Water – Basic	258	271	285	299	314	330
Total Annual Charge	\$575	\$604	\$635	\$667	\$700	\$735
Annual Increase	\$27.00	\$29.00	\$31.00	\$32.00	\$33.00	\$35.00
% Increase	5%	5%	5%	5%	5%	5%

Crofton Water

	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget
Parcel Tax	228,032	239,935	254,657	269,619	285,872	303,732
Sales of Service	494,515	516,153	540,103	566,057	594,985	626,052
Developer Contribution	1,500,000					
Gas Tax Revenue	800,000	150,000	150,000	100,000	100,000	100,000
Other	179,700	183,290	186,960	190,700	194,510	200,000
Total Revenue	3,202,247	1,089,378	1,131,720	1,126,376	1,175,367	1,229,784
Maintenance & Admin	561,120	588,690	517,080	527,240	537,650	547,638
Capital Projects	2,500,000	535,000	302,000	100,000	100,000	160,000
Debenture Debt Charge	29,723	29,723	29,723	29,723	29,723	29,723
Amortization	179,700	183,290	186,960	190,700	194,510	200,000
Total Expenditure	3,270,543	1,336,703	1,035,763	847,663	861,883	937,361
<i>Surplus (Deficit)</i>	<i>(68,296)</i>	<i>(247,325)</i>	<i>95,957</i>	<i>278,713</i>	<i>313,484</i>	<i>292,423</i>

Arthur St. / Coronation St. Watermain

- Replace 400 metres of cast iron water main from Adelaide thru Arthur and up Coronation
- Existing cast iron main is some of the last cast iron in service within the Crofton water system
- Large volumes of complaint calls received yearly from this area largely due to dirty water, broken water mains, and plugged water filters that have been installed to deal with water quality

Crofton Surplus & DCC Balance

	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget
<i>Surplus</i>						
Acc. Surplus - Begin Year	152,980	84,684	(162,641)	(66,684)	212,029	525,513
Surplus (Deficit)	(68,296)	(247,325)	95,957	278,713	313,484	292,423
Acc. Surplus - End Year	84,684	(162,641)	(66,684)	212,029	525,513	817,936
<i>Crofton Water DCC</i>						
Opening Balance	139,457	144,932	151,573	168,737	187,002	205,632
Interest	234	2,174	2,274	3,375	3,740	4,113
Contributions	5,241	4,467	14,890	14,890	14,890	16,379
Draws						
Closing Balance	144,932	151,573	168,737	187,002	205,632	226,124
Closing Surplus & DCC	229,616	(11,068)	102,053	399,031	731,145	1,044,060

Crofton Revenue

	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget
Parcel Tax – No. Parcels	1,018	1,021	1,031	1,041	1,051	1,062
Parcel Tax – Annual Rate	224	235	247	259	272	286
Annual Parcel Tax Revenue	\$228,032	\$239,935	\$254,657	\$269,619	\$285,872	\$303,732
Annual Parcel Tax	224	235	247	259	272	286
Annual Water – Basic	446	468	491	516	542	569
Total Annual Charge	\$670	\$703	\$738	\$775	\$814	\$855
Annual Increase	\$32.00	\$33.00	\$35.00	\$37.00	\$39.00	\$41.00
% Increase	5%	5%	5%	5%	5%	5%

South End Water

	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget
Parcel Tax & LIF	1,269,261	1,316,688	1,362,048	1,390,532	1,448,940	1,508,465
Sales of Service	1,490,702	1,499,430	1,533,389	1,553,882	1,596,619	1,640,563
LAS / DCC	85,000	442,920	85,000	85,000	85,000	-
Other	703,800	717,880	732,240	746,880	761,820	770,000
Total Revenue	3,548,763	3,976,918	3,712,677	3,776,294	3,892,379	4,034,711
Maintenance & Admin	1,424,110	1,623,660	1,432,740	1,461,170	1,490,120	1,518,530
Pumping	359,590	366,910	374,140	381,540	389,090	396,600
Capital Projects	1,616,000	2,056,350	4,745,000	850,000	800,000	800,000
Debenture Debt Charge	40,501	27,575	22,597			
Amortization	703,800	717,880	732,240	746,880	761,820	770,000
Total Expenditure	4,144,001	4,792,375	7,306,717	3,439,590	3,441,030	3,485,130
Surplus (Deficit)	(595,238)	(815,457)	(3,712,677)	336,704	451,349	433,898

Beverly St to Drinkwater Rd Water Trunk Main 2022-2023

- A continuation project to complete the water trunk main from Tzouhalem Road to Drinkwater Road
- Need for project identified during the 2001 South End Distribution Study
- Will provide a more resilient water supply to the northern and western-most sections of the South End Water Service Area
- Pipe materials have greater ductility in the event of an earthquake with life expectancy greater than 100 years

South End Hyprescon Water Main

- Pre-stressed Concrete Cylinder Pipe – needed to accommodate higher water pressure
- Critical pipe infrastructure installed in the 1970's
- Carries water from the Boys Rd Water Pump Station to the entire South End area
- Design in 2022, replacement in 2023

South End Surplus & DCC Balance

	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget
<i>Surplus</i>						
Acc. Surplus – Begin Year	4,093,249	3,498,011	2,682,554	(911,486)	(574,782)	(123,433)
Surplus (Deficit)	(595,238)	(815,457)	(3,594,040)	336,704	451,349	433,898
Acc. Surplus – End Year	3,498,011	2,682,554	(911,486)	(574,782)	(123,433)	310,466
<i>South End Water DCC</i>						
Opening Balance	2,433,011	2,673,144	2,433,747	2,552,484	2,673,596	2,799,631
Interest	4,202	53,463	48,675	51,050	53,472	55,993
Contributions	235,931	150,060	155,062	155,062	157,563	160,064
Draws		(442,920)	(85,000)	(85,000)	(85,000)	-
Closing Balance	2,673,144	2,433,747	2,552,484	2,673,596	2,799,631	3,015,688
Closing Surplus & DCC	6,171,155	5,116,301	1,640,998	2,098,814	2,676,198	3,326,154

South End Revenue

	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget
Parcel Tax – No. Parcels	6,053	6,168	6,230	6,292	6,355	6,419
Parcel Tax – Annual Rate	203	209	215	221	228	235
Annual Parcel Tax Revenue	\$1,228,759	\$1,289,112	\$1,339,450	\$1,390,532	\$1,448,940	\$1,508,465
Annual Parcel Tax	203	209	215	221	228	235
Annual Water – Basic	178	183	188	194	200	206
Total Annual Charge	\$381	\$392	\$403	\$415	\$428	\$441
Annual Increase	\$11.00	\$11.00	\$11.00	\$12.00	\$13.00	\$13.00
% Increase	3%	3%	3%	3%	3%	3%



2022 Utility Rates – Water

Recommendation:

That it be recommended to Council to increase:

- Chemainus water metered minimum and parcel tax by 5% per year for five years
- Crofton water metered minimum and parcel tax by 5% per year for five years
- South End water metered minimum and parcel tax by 3% per year for five years
- Metered water rates by 3% per year for five years.

Chemainus Sewer

	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget
Parcel Tax & LIF	926,068	931,840	960,399	989,338	1,012,291	1,042,521
Sales of Service	313,458	313,458	319,647	325,960	332,399	338,967
Interest	66,370	25,090	17,620	18,090	20,090	22,230
Amortization/DCC	302,760	325,103	315,000	321,300	327,730	330,000
Total Revenue	1,608,656	1,595,491	1,612,666	1,654,688	1,699,387	1,733,718
Maintenance & Admin	739,750	805,210	365,060	372,240	379,540	386,320
Pumping	68,730	70,090	71,480	72,930	74,400	75,930
Treatment	365,290	404,150	411,530	419,050	426,730	434,540
Capital Projects	254,510	934,000	384,280	212,240	216,485	220,814
LIF Debt Charge	6,877	6,877	6,877	6,877	6,877	-
Amortization	302,760	308,820	315,000	321,300	327,730	330,000
Total Expenditure	1,737,917	2,529,147	1,554,227	1,404,637	1,431,762	1,447,604
<i>Surplus (Deficit)</i>	<i>(129,261)</i>	<i>(933,656)</i>	<i>58,439</i>	<i>250,051</i>	<i>267,625</i>	<i>286,114</i>

Chemainus Surplus & DCC Balance

	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget
<i>Surplus</i>						
Acc. Surplus - Begin Year	3,265,537	3,136,276	2,202,620	2,261,059	2,511,109	2,778,735
Surplus (Deficit)	(129,261)	(933,656)	58,439	250,051	267,625	286,114
Acc. Surplus - End Year	3,136,276	2,202,620	2,261,059	2,511,109	2,778,735	3,064,848
<i>Chemainus Sewer DCC</i>						
Opening Balance	286,218	312,097	325,616	355,688	386,362	418,889
Interest	503	6,242	6,512	7,114	7,727	8,378
Contributions	25,376	23,560	23,560	23,560	24,800	24,800
Draws		(16,283)				
Closing Balance	312,097	325,616	355,688	386,362	418,889	452,067
Closing Surplus & DCC	3,448,373	2,528,236	2,616,747	2,897,471	3,197,624	3,516,915

Chemainus Revenue

	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget
Parcel Tax – No. Parcels	1,911	1,923	1,942	1,961	1,981	2,001
Parcel Tax – Annual Rate	481	481	491	501	511	521
Annual Parcel Tax Revenue	\$919,191	\$924,963	\$953,522	\$982,461	\$1,012,291	\$1,042,521
Annual Parcel Tax	481	481	491	501	511	521
Annual Sewer – Basic	152	152	155	158	161	164
Total Annual Charge	\$633	\$633	\$646	\$659	\$672	\$685
Annual Increase	\$12.00	\$0.00	\$13.00	\$13.00	\$13.00	\$13.00
% Increase	2%	0%	2%	2%	2%	2%



Crofton Sewer

	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget
Parcel Tax	384,703	398,040	414,335	430,882	448,564	466,516
Sales of Service	311,620	317,182	322,856	328,643	334,546	340,567
Interest	32,410	16,560	8,620	2,000	-	-
Amortization/DCC	169,490	172,880	266,340	179,870	183,470	185,000
Total Revenue	898,223	904,662	1,012,151	941,395	966,580	992,083
Maintenance & Admin	342,270	377,680	329,300	335,790	342,420	348,535
Treatment	228,800	226,620	231,140	235,730	240,400	245,150
Capital Projects	240,000	1,119,348	1,102,826	1,657,826	200,000	200,000
Amortization	169,490	172,880	176,340	179,870	183,470	185,000
Total Expenditure	980,560	1,896,528	1,839,606	2,409,216	966,290	978,685
Surplus (Deficit)	(82,337)	(991,866)	(827,455)	(1,467,821)	290	13,398

Crofton Surplus & DCC Balance

	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget
Surplus						
Acc. Surplus - Begin Year	2,151,933	2,069,596	1,077,730	250,275	(1,217,546)	(1,217,256)
Surplus (Deficit)	(82,337)	(991,866)	(827,455)	(1,467,821)	290	13,398
Acc. Surplus - End Year	2,069,596	1,077,730	250,275	(1,217,546)	(1,217,256)	(1,203,858)
Crofton Sewer DCC						
Opening Balance	81,745	86,536	93,805	22,295	39,355	56,756
Interest	139	1,731	1,876	446	787	1,135
Contributions	4,652	5,538	16,614	16,614	16,614	16,614
Draws			(90,000)			
Closing Balance	86,536	93,805	22,295	39,355	56,756	74,505
Closing Surplus & DCC	2,156,132	1,171,535	272,570	(1,178,191)	(1,160,500)	(1,129,353)

Crofton Revenue

	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget
Parcel Tax – No. Parcels	853	856	865	874	883	892
Parcel Tax – Annual Rate	451	465	479	493	508	523
Annual Parcel Tax Revenue	384,703	398,040	414,335	430,882	448,564	466,516
Annual Parcel Tax	451	465	479	493	508	523
Annual Sewer – Basic	291	300	309	318	328	338
Total Annual Charge	\$742	\$765	\$788	\$811	\$836	\$861
Annual Increase	\$21.00	\$23.00	\$23.00	\$23.00	\$25.00	\$25.00
% Increase	3%	3%	3%	3%	3%	3%

South End Sewer

	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget
Parcel Tax & LAS	1,342,837	1,405,582	1,476,515	1,549,866	1,609,448	1,669,737
Sales of Service	1,243,880	1,281,046	1,318,682	1,357,448	1,397,376	1,438,503
Interest	234,040	92,620	74,610	41,080	4,440	11,660
Amortization/DCC/GR	1,800,789	6,503,031	18,601,429	5,240,041	554,850	560,000
Total Revenue	4,621,546	9,282,279	21,471,236	8,188,435	3,566,114	3,679,900
Maint & Admin	943,670	894,080	804,590	820,440	836,620	851,880
Pumping	139,440	142,290	145,150	148,150	151,110	154,210
Treatment	723,238	767,846	729,649	742,937	756,494	770,219
Capital Projects	2,096,912	9,244,593	23,490,758	10,554,628	424,483	432,973
Fiscal Services	56,104	56,104	56,105	56,103	40,088	22,247
Amortization	420,220	428,620	437,190	445,930	454,850	460,000
Total Expenditure	4,379,584	11,533,533	25,663,442	12,768,188	2,663,645	2,691,529
Surplus (Deficit)	241,962	(2,251,254)	(4,192,206)	(4,579,753)	902,469	988,371



South End Surplus & DCC Balance

	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget
<i>Surplus</i>						
Acc. Surplus - Begin Year	11,336,009	11,577,971	9,326,717	5,134,511	554,758	1,457,227
Surplus (Deficit)	241,962	(2,251,254)	(4,192,206)	(4,579,753)	902,469	988,371
Acc. Surplus - End Year	11,577,971	9,326,717	5,134,511	554,758	1,457,227	2,445,598
<i>South End Sewer DCC</i>						
Opening Balance	6,325,596	6,566,515	6,928,368	3,102,184	3,387,166	3,682,973
Interest	10,613	131,330	138,567	62,044	67,743	73,659
Contributions	230,306	310,123	315,249	322,938	328,064	335,753
Draws		(79,600)	(4,280,000)	(100,000)	(100,000)	(100,000)
Closing Balance	6,566,515	6,928,368	3,102,184	3,387,166	3,682,973	3,992,385
Closing Surplus & DCC	18,144,486	16,255,085	8,236,695	3,941,924	5,140,200	6,437,983

South End Revenue

	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget
Parcel Tax – Parcels	6,041	6,162	6,285	6,411	6,539	6,670
Parcel Tax – Rate	213	219	226	233	240	247
Annual Parcel Tax Revenue	\$1,286,733	\$1,349,478	\$1,420,410	\$1,493,763	\$1,569,360	\$1,647,490
Annual Parcel Tax	213	219	226	233	240	247
Annual Sewer – Basic	168	173	178	183	188	194
Total Annual Charge	\$381	\$392	\$404	\$416	\$428	\$441
Annual Increase	\$11.00	\$11.00	\$12.00	\$12.00	\$12.00	\$13.00
% Increase	3%	3%	3%	3%	3%	3%

Maple Bay Sewer Treatment Plant

	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget
Parcel Tax	71,400	72,431	73,880	75,357	76,864	78,402
Sales of Service	25,500	38,160	38,923	39,702	40,496	41,306
Amortization	98,200	98,200	98,200	98,200	98,200	98,200
Total Revenue	195,100	208,791	211,003	213,259	215,560	217,908
Treatment	71,090	72,500	73,950	75,410	76,930	78,470
Amortization	98,200	98,200	98,200	98,200	98,200	98,200
Total Expenditure	169,290	170,700	172,150	173,610	175,130	176,670
<i>Surplus (Deficit)</i>	25,810	38,091	38,853	39,649	40,430	41,238
<i>Beginning Surplus (Deficit)</i>	86,957	112,767	150,858	189,711	229,360	269,790
<i>Accumulated Surplus</i>	112,767	150,858	189,711	229,360	269,790	311,028

Maple Bay Revenue

	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget
Parcel Tax – Area	20.67	20.67	20.67	20.67	20.67	20.67
Parcel Tax – Rate	3,435	3,504	3,574	3,645	3,718	3,792
Annual Parcel Tax Revenue	\$71,001	\$72,428	\$73,875	\$75,342	\$76,851	\$78,381
Annual Parcel Tax	450	464	478	492	507	522
Annual Sewer – Basic	1,071	1,103	1,136	1,171	1,206	1,242
Total Annual Charge	\$1,521	\$1,567	\$1,614	\$1,663	\$1,713	\$1,764
Annual Increase	\$45	\$46	\$47	\$49	\$50	\$51
% Increase	3%	3%	3%	3%	3%	3%

2022 Utility Rates – Sewer

Recommendation:

That it be recommended to Council to increase:

- Chemainus sewer parcel tax and user fees by 0% in 2022 and 2% per year for 4 years beginning in 2023
- Crofton sewer parcel tax and user fee by 3% per year for five years
- South End sewer parcel tax and user fee by 3% per year for five years
- Maple Bay sewer treatment plant user fee by 3% per year for five years

Report

Date January 11, 2022
Subject New Versus Replacement 2022 Capital Projects

File:

PURPOSE

To differentiate between new capital works and improvements or the replacement of existing capital works proposed for 2022.

BACKGROUND

During budget deliberations, staff were asked to provide an analysis of the proposed 2022 capital projects to distinguish those that are new versus those that are a replacement or improvement to existing capital works.

DISCUSSION

For this analysis, "New Capital Works" are defined as anything that did not previously exist. If an asset is being substantially replaced or improved, it is considered a replacement rather than new.

Using the definition above, of the \$34.8 million capital budget approved by the Committee of the Whole on December 14, 2021, almost \$22 million or 62.6% is for new capital works. This approved amount includes the removal of three parks projects from the 2022 capital expenditure plan.

Category	New Capital Works	Replacement	Total Budget
General Government	-	68,000	68,000
Municipal Property Improvements	-	4,000,000	4,000,000
Information Technology	-	305,000	305,000
Community Development	-	450,000	450,000
Protective Services: Police and Other	20,900,000	-	20,900,000
Protective Services: Fire	-	970,000	970,000
Forestry	-	-	-
Transportation	580,000	4,908,550	5,488,550
Parks & Recreation	295,000	2,324,970	2,619,970
Total	21,775,000	13,026,520	34,801,520

The largest capital expense in the 2022 budget is for the new RCMP facility.

In transportation, new projects include improvements on Ford Road, crosswalks on Carmel Drive, Maple Bay Road and Herons Way and the Kin Beach parking lot painting and paving.

In Parks and Recreation, new projects include the roof anchor installation at Fuller Lake Arena, the Cemetery Access Road, Cowichan Place signage, Otter Street water access and Crofton Seawalk lighting.

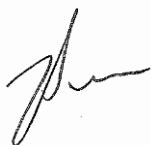
In addition to these projects, the utility budget proposes \$14.4 million in capital expenditures in 2022, with \$0.5 million or 3.5% for new works. The new item is a sewer extension on Babine Road in Crofton.

Category	New Capital Works	Replacement	Total Budget
Chemainus Water	-	560,000	560,000
Crofton Water	-	535,000	535,000
South End Water	-	2,056,350	2,056,350
Chemainus Sewer	-	934,000	934,000
Crofton Sewer	504,000	615,348	1,119,348
South End Sewer		9,244,593	9,244,593
Maple Bay Sewer	-	-	-
Total	504,000	13,945,291	14,449,291

RECOMMENDATION

This report is provided for information purposes only.

Report prepared by:



Talitha Soldara, CGA, CPA
Director, Financial Services

Report reviewed by:



George Farkas
General Manager

Approved to be forwarded to Council:



Ted Swabey
Chief Administrative Officer

Report

Date January 11, 2022
Subject Council Compensation Review

File: 0530-01

PURPOSE

To select the desired method for commencing the review of Council's compensation.

BACKGROUND

On December 7, 2021, the Committee of the Whole was presented with three options for conducting the compensation review:

- (1) municipal staff using the same comparator group of 'like' municipalities used in 2018;
- (2) striking an independent task force made up of community members; or
- (3) hiring a compensation consultant.

Although staff had recommended that a request for quotations from qualified compensation consultants be issued and a motion to do so was introduced, it was subsequently defeated at that meeting. The Committee of the Whole subsequently came to a consensus through their discussion (a motion was not introduced) that they would revisit the matter at their next meeting. Details of previous decisions and directions given by Council to staff have been appended to this report for Council's information (Attachment 9).

DISCUSSION

To assist Council with their discussion on how to conduct their compensation review, staff reviewed the various methods identified in the Union of British Columbia Municipalities' (UBCM) Council & Board Remuneration Guide (the "Guide") that was released in September 2019. The Guide (Attachment 1) sets out best practices for developing approaches to remuneration that reflect the local needs and circumstances. Figure 2.1, found on page 8 of the Guide, lists the pros and cons of each of the three options that were presented to Council at the December 7, 2021 Committee of the Whole meeting. Figure 6.1, found on page 40 of the Guide, lists the best practices local governments should follow when conducting a review, including timing, frequency and communication.

At the time that the Guide (Attachment 1) was drafted, the use of municipal staff was the most popular method of conducting the review of Council compensation (Figure 1 – Attachment 10). However, it was noted in the Guide that most of the municipalities that used their staff to complete the review were small in size.

Vancouver Island Local Governments ("VILGs") Preliminary Review

Staff conducted a preliminary review of how local governments on Vancouver Island, with populations of 1,000 or greater, conducted their last Council/Board compensation review; compensation paid in 2021; and how annual increases to compensation were applied. Staff received responses from 31% of the 35 municipalities and regional districts contacted.

- *Compensation Review Methods*

Of the VILGs who responded to the survey, staff found that the trend for conducting reviews was to use a compensation consultant (see Figure 2 – Attachment 10).

- *2021 Council / Board Compensation*

When comparing the compensation of the Mayor to Councillors and the Acting Mayor, staff found that Councillors received at a rate of 36% of the Mayor, which is slightly below the median value found on page 21 of the UBCM Guide (40%). However, as noted in the Guide, that percentage value can vary depending upon the position's workload.

Of the VILGs that responded to the survey, staff found that:

- (a) compensation paid to the offices of Mayor and Councillor in North Cowichan ranked the highest (Figure 3 – Attachment 10);
- (b) additional compensation paid to the Acting Mayor occurred in only three of those municipalities (Figure 5 – Attachment 10) with 4% being the average and 0% being the median when comparing the eight municipalities; and,
- (c) the percentage of the Mayor's remuneration to that of Councillors was the lowest in North Cowichan (36%), with the average being 50% and the median being 48% (Figure 4 – Attachment 10).

- *Annual Compensation Increases*

Of the VILGs who responded to the survey, staff found that:

- (a) 37% used the CPI for Victoria, and 27% used the CPI for British Columbia (Figure 6 – Attachment 10);
- (b) the majority (64%) used the previous year value (i.e., from Jan 1 to Dec 31), 9% used a 12-month moving average ending for the month of November, another 9% used September for the ending month, and 0% used October (Figure 7 – Attachment 10); and,
- (c) the remaining 18%, which did not use CPI, used various methods, such as the CUPE rate of increase, a 2% increase for each year, or their remuneration remained constant during the term.

Attachment 7 illustrates the 12-month moving average for the CPI for Canada, British Columbia, Vancouver and Victoria from January 2017 to November 2021.

If Review is to be Conducted by Municipal Staff (UBCM Popular Method)

If it is Council's preference that municipal staff complete the compensation review in 2022, then staff will require some direction on how Council would like the review conducted in order to proceed, such as which local governments Council would like staff to use as part of their comparator group and any other guidelines Council would like established.

- *Comparator Group*

For 2022, Council could use the same municipalities that were included in the 2018 comparator group (i.e., Campbell River, Courtenay, Langford, Langley City, Mission, North Cowichan, Penticton, Port Moody, Vernon, and West Kelowna) for consistency, or use one of the four options listed in the Guide (Attachment 1, page 18). However, only the two options which look for similarities in communities are listed below. Staff would wait until after the 2021 Census data is made available

(February 9, 2022) before making any selections based on characteristics as determined by Council.

Similar sized municipalities. When directing staff which municipalities should be selected, Council could consider:

- (a) population
- (b) geographic size
- (c) operating budget
- (d) tax base
- (e) average housing price
- (f) number of households
- (g) number of staff, etc.

Labour force. When directing staff which municipalities should be selected, Council should consider what the number used should be, for example:

- (a) population of those aged 15 and over
- (b) number of employed labour force
- (c) employment or unemployment rate
- (d) industry demographics (e.g., Agriculture, forestry, fishing and hunting; retail trade; real estate and rental and leasing; professional, scientific and technical services; etc.).
- (e) average individual income
- (f) median household income

Although population is the most common, Council should select at least one other factor to establish a more valid comparator group. Staff would not recommend selecting more than three factors as it may narrow the scope significantly, leaving an insufficient number of municipalities for the comparison.

- (i) *Recommended Action: that the comparator group be based upon similarly sized populations and operating budgets.*

- **Guidelines**

In addition to providing direction to staff on the basis for comparison, staff would request that Council provide any additional guidelines that they would like staff to follow when conducting the review, such as:

- (a) establish a minimum number of municipalities to use for comparison
- (b) identify expectations regarding consultation, including consultation with the public
- (c) provide direction on the scope of the review

Staff recommends that Council consider the following criteria when providing direction to staff to conduct the review:

- (ii) *Recommended Action: that a minimum of 10 municipalities, including North Cowichan, be used for the comparator group.*
- (iii) *Recommended Action: that the review include the compensation for the offices of Mayor and Councillor, including additional compensation paid, such as amount paid when a Councillor is Acting Mayor, but excluding benefits.*
- (iv) *Recommended Action: that the review and recommendation include the preferred mechanism for making periodic adjustments to compensation.*

- (v) *Recommended Action: that a comparison of the percentage factor of Councillor to Mayor compensation be undertaken.*
- (vi) *Recommended Action: that median values be used rather than average values to determine if any increases are warranted when making a recommendation to Council.*
- (vii) *Recommended Action: that the public be surveyed for their feedback on any potential increases prior to forwarding recommendations to Council.*

If Review is Conducted by a Task Force (Preferred Method)

The independent task force was identified as the preferred option through the UBCM survey that was conducted as part of the development process of the Guide (Attachment 1). Careful attention should be given to the appointment of task force members, the development of task force terms of reference ("ToR"), and the provision of staff to support the task force's work. The Guide recommends that the task force's size be limited to three members (up to a maximum of five) and suggests that the members be appointed by the Chief Administrative Officer (CAO) to keep the task force independent from Council.

There were three municipalities referenced (Tofino, Kamloops and Abbotsford), and two regional districts (Metro Vancouver and Alberni-Clayoquot Regional District (the "ACRD")) on page 10 of the Guide and copies of some of task forces findings (Attachment 3), ToR (Attachments 4 and 5) and board policy (Attachment 6) have been included for information purposes.

- **Purpose / Mandate**

Based upon the review of the ToRs attached to this report, staff would recommend that the following criteria be included in the ToR for the task force:

- (viii) *Recommended Action: that all functions and responsibilities of Mayor and Councillors, including their level of community engagement, ceremonial roles, and their time commitment related to preparing for and attending meetings and events, be considered when making recommendations to Council.*
- (ix) *Recommended Action: that the task force use a variety of resources and techniques to complete its review, including, but not limited to,*
 - a. *research and review of current trends and approaches used in British Columbia to set Mayor and Councillors remuneration levels;*
 - b. *external research and publications on the topic, including best practices across Canada;*
 - c. *reports and Council decisions related to previous increases of Council;*
 - d. *conduct interviews with persons thought to be appropriate, including current and former members of Council; and*
 - e. *existing policies and bylaws.*
- (x) *Recommended Action: that consideration to compensation changes be sufficient to attract potential candidates for the upcoming local general election from all walks of life.*

- **Composition**

The ToR should also include the task force's membership, including number and qualifications of members, and the designation of a chair. The common practice in the Guide (Attachment 1) suggests the inclusion of representation from the local business community, the non-profit or public sector, and an individual with past experience in local government as an elected official or senior staff person. Larger bodies allow for greater diversity and a broader range of perspectives, whereas, smaller groups may be more nimble and able to reach consensus more easily.

Staff would recommend that membership be limited to three external representatives which is consistent with 3 out of 4 of the above local governments and UBCM's suggested size so that they are nimble and can come to consensus faster.

(xi) Recommended Action: *that the task force be composed of three external members, representing:*

- a. *One private sector representative who represents the business community;*
- b. *One public sector representative from a non-profit organization; and,*
- c. *A former elected official who served on North Cowichan Council.*

- **Appointment**

In most jurisdictions that use independent task forces, members are appointed by the CAO, reinforcing the group's independence from Council. Staff would recommend this practice which is consistent with the City of Abbotsford and the District of Tofino past practice.

It is important to note that if Council appoints the members to the task force, the open meeting rules established under sections 89 and 93 of the *Community Charter* would apply, which means that the public would have the right to observe all task force meetings. Whereas appointments by staff where members report to staff would not constitute an 'advisory body established by Council' under section 93, thereby encouraging open and frank conversations by members. Staff would recommend, for public transparency, that their agendas and minutes be posted to the municipal website.

(xii) Recommended Action: *that the CAO be authorized to appoint the members to the task force.*

(xiii) Recommended Action: *that the task force be established as an independent group reporting to the CAO.*

(xiv) Recommended Action: *that task force meetings are not open to the public.*

(xv) Recommended Action: *that task force meeting agendas and minutes be published to the municipal website for public transparency.*

- **Facilitation and Support**

The task force must rely on staff or a compensation consultant to collect and analyze data, conduct research, coordinate meetings, and complete the report to the CAO in order to present the task force's recommendation(s) made to Council. The task force will also need to receive some education so that their recommendations reflect the duties, workload, and expectations of elected officials, and ensure that they have a good understanding of local government and the roles and

responsibilities of each member of Council (i.e., Mayor, Acting Mayor, and Councillors).

It is also important that a senior manager be assigned as the task force liaison to coordinate staff resources and support the consultant and/or task force to fulfill their mandate. Staff recommends that the General Manager be assigned as the task force liaison and coordinate staff resources from the Finance, Communications & Public Engagement, Human Resources, IT/IM, and Legislative Services departments as needed to provide support coordinating meetings, offering technical advice and assistance, collecting data and conducting research as required by the task force to compete their mandate.

(xvi) Recommended Action: that the General Manager be assigned as the staff liaison to the independent task force and that other staff resources provide support and attend meetings as determined by the General Manager.

- **Additional Guidelines**

Additional terms that Council may wish to include in the task force's ToR could include a timeframe to provide recommendations by; expectations on how often the group should meet; meeting procedures, including whether meetings should be open to the public even if not required to do so under section 93 of the *Community Charter*; who they should consult with, including the public; and if recommendations should be made to Council or the CAO.

The task force Chair is responsible for setting the agenda, focusing on the agenda, processing motions (i.e., ensuring motions are moved, seconded and sufficiently debated before calling the vote on the question), and remaining impartial. Therefore, staff recommends that the General Manager be appointed as the Chair to help guide the task force in coming to consensus and to provide impartial advice to voting members.

(xvii) Recommended Action: that the General Manager be responsible for acting as the meeting Chair in a non-voting capacity.

Establishing a deadline for the task force to complete its mandate will ensure that members manage their time wisely and stay on task. Changes to remuneration would require an amendment to the Council Remuneration Bylaw (Attachment 2); therefore, staff would recommend a deadline of April 30, 2022 to be consistent with the previous direction of Council. A report to Council, which includes the task force's recommendation(s), would be brought to Council on or before the second meeting in May 2022. The bylaw amendment could then be drafted and introduced at the first meeting in June and adopted before the end of June 2022. Although amendments to the Council Remuneration Bylaw are not required to be adopted by a certain date, like amendments to the Election Bylaw (which must be adopted by July 4, 2022), it would be prudent to adopt any amendments prior to the start of the Nomination Period which begins on August 30, 2022.

In order for the task force to maintain their independence from Council, it would be recommended that they provide their recommendations directly to the CAO, who would then present those recommendations, including any implications, in a report to Council.

(xviii) Recommended Action: that the task force submit their recommendation(s) for any amendments to Council compensation to the Chief Administrative Officer on or before April 30, 2022.

(xix) *Recommended Action:* that the task force meet a minimum of three times between March 1, 2022 and April 29, 2022, and that they establish their meeting schedule through consensus, and further that additional meetings may be called by the Chair.

Section 83 of the *Community Charter* authorizes Council to seek community opinion on any question it believes affects the municipality by any process it considers appropriate. However, unlike amendments to the Council Procedure Bylaw, notice of any amendments to the Remuneration Bylaw are not required; therefore, any public notification or engagement would be at the desire of Council.

If Council desires the public's feedback on amendments to their compensation, staff would recommend that the feedback be obtained prior to submission of the task force's recommendations to Council for neutrality purposes. Staff would also recommend that Council not prescribe how that engagement was to occur to allow the task force some flexibility and independence for determining the most effective and timely way to obtain that feedback.

(xx) *Recommended Action:* that the task force seek feedback from the public regarding their recommendations for amendments to Council's compensation prior to the CAO submitting a report to Council.

If Review is to be Conducted by a Compensation Consultant (Common Method on Vancouver Island)

If it is Council's preference that a compensation consultant is to be contracted to complete the compensation review in 2022, then this review could be completed in unison with the exempt staff review, which would reduce the cost if the reviews were completed separately.

Since the December 7, 2021 motion to direct staff to issue a request for quotation for a compensation consultant to complete the review was more than 30 days ago; it is too late to reconsider that decision. However, once the 30 days (reconsideration period) have expired, any Council member may seek to have the motion renewed.¹ Therefore, if Council would like to proceed with this option, staff would recommend that Council amend the motion slightly so that the review is completed in conjunction with the exempt staff review to reduce the cost and staff time for conducting two separate compensation reviews.

(xxi) *Recommended Action:* direct staff to issue a request for quotation for a compensation consultant to complete an independent review of Council's compensation in conjunction with the exempt staff review.

If Review is Deferred to 2025

If based upon the preliminary research provided, Council determines that a comprehensive review is not necessary at this time, staff would recommend that the review be deferred to 2025 (i.e., the year before the last year in the next term), and that direction be provided to staff for conducting the review.

¹ Robert's Rules of Order states that "when an original main motion or an amendment has been adopted, or rejected, or a main motion has been postponed indefinitely, or an objection to its consideration has been sustained, it, or practically the same motion, cannot be again brought before the assembly at the same session, except by a motion to reconsider or to rescind the vote. But it may be introduced again at any future session". Therefore, once the 30-day period for reconsideration has expired, the same motion may be renewed. However, it is North Cowichan's and most local governments in BC practice, to revise the motion when renewing it.

(xxii) *Recommended Action:* recommend that Council defer their August 15, 2018 decision for the next review of Council's remuneration be conducted in April 2022, to 2025.

(xxiii) *Recommended Action:* direct the review of Council's remuneration to be conducted by (municipal staff OR an independent task force OR a compensation consultant).

(xxiv) *Recommended Action:* direct staff on how to determine the comparator group and any other guidelines Council would like established for this review.

OPTIONS

1. **(Recommended Option)** THAT the Committee of the Whole:

- (1) Recommend that Council defer their August 15, 2018 decision for the next review of Council's remuneration be conducted in April 2022, to 2025;
 - (2) Direct that the Council compensation review include:
 - (a) a comparator group based upon similar sized populations and operating budgets;
 - (b) a minimum of 10 municipalities, including North Cowichan, be used for the comparator group;
 - (c) the compensation for the offices of Mayor and Councillor, including additional compensation paid, such as amount paid when a Councillor is Acting Mayor, but excluding benefits;
 - (d) the preferred mechanism for making periodic adjustments to compensation; and,
 - (e) a comparison of the percentage factor of Councillor to Mayor compensation be undertaken;
 - (3) Direct staff to issue a request for quotation for a compensation consultant to complete an independent review of Council's compensation in 2025 in conjunction with the exempt staff review (if applicable).
- **OPTION 1 (defer to 2025)** *would be consistent with direction given by Council in 2017/2018 and would not add any additional expenditures to the Operating Budget or impact staff resources until 2025. Given that COVID-19 is still a threat to public health, it is not a good time to establish an independent task force. Council would continue to receive annual compensation increases based upon the annual percentage change as the CPI for British Columbia over the preceding year. It would not require a further direction from Council for staff to initiate the review in 2025. Council could, during the 2025 budget process, allocate additional funds to establish an independent task force to work with the consultant.*

2. THAT the Committee of the Whole direct staff to issue a request for quotation for a compensation consultant to complete an independent review of Council's compensation in conjunction with the exempt staff review.

- **OPTION 2 (RFQ for compensation consultant)** *would reduce the cost and staff time for conducting two separate compensation reviews in 2022. This option is similar to what staff recommended on December 7, 2021 (Attachment 8), however, it has been revised to require the review be combined with the exempt staff review.*

3. THAT the Committee of the Whole:
 - (1) Recommend that Council strike an independent task force to conduct the review of Council's compensation as follows:
 - (a) *[Council to identify which of the recommended actions numbered (i) to (vii) they wish to establish].*
 - (2) Direct staff to draft the terms of reference for the task force for Council approval, including the following terms and conditions:
 - (a) *[Council to identify which of the recommended actions numbered (viii) to (xx) they wish to establish]*
 - (b) *[Council to identify any other criteria they wish staff to follow when completing the review]*
 - **OPTION 3 (strike a task force)** *would be consistent with the UBCM best practice, which provides a high degree of separation for elected officials from the development of their own remuneration packages.*
4. THAT the Committee of the Whole direct staff to:
 - (1) Complete the Council compensation review, that is to be performed in April 2022, internally and use the following factors to determine the comparator group:
 - (a) *[Council to identify if they wish to proceed with recommended action (i) or select at least 2 of the factors listed under similar sized municipalities or labour force]*
 - (2) Conduct the review as follows:
 - (a) *[Council to identify which of the recommended actions from (ii) to (vii) they wish to establish]*
 - (b) *[Council to identify any other criteria they wish staff to follow when completing the review]*
 - **OPTION 4 (staff to conduct)** *would be consistent with the most popular method for conducting compensation reviews as identified in the Guide (Attachment 1). However, this would impact staff resources and may delay one or more projects identified in the departmental business plans presented to Council in November 2021.*
5. THAT the Committee of the Whole:
 - (1) Recommend that Council Rescind their August 15, 2018 decision "*that the next review of Council's remuneration be conducted in April, 2022 (prior to the 2022 municipal election)*"; and,
 - (2) Direct staff to prepare a Council Compensation Review Policy to establish a process that is reasonable, independent and transparent, subject to Council's approval, that includes:
 - (a) *[Council to identify which of the recommended actions from (i) to (xxi) they wish to incorporate into the policy]*
 - (b) *[Council to identify any other criteria they wish to include in the policy]*
 - **OPTION 5 (draft policy for future review)** *is similar to the recommended option; however, it will be up to the Council elected on October 15, 2022, to determine if a compensation review is required prior to the end of their term. However, without any direction to staff to bring this matter back, it would be up to Council to make that determination without staff initiation.*

IMPLICATIONS

UBCM best practice is that compensation reviews be conducted at least one year prior to an election; therefore, conducting a review in 2022 will induce very tight timelines. Although any amendments are not required to be adopted before July 20, 2022, it would be beneficial to make any amendments to the Council Remuneration Bylaw before publishing any statutory notices or updating website content in relation to the general local election. Any changes to compensation amounts or the CPI rate used to determine increases would require an amendment to the Council Remuneration Bylaw.

If Council decides that an increase to Councillor (from 36% of the Mayor's remuneration, up to the median rate of 48% that would mean that each Councillor's remuneration would increase by approximately \$10,000, which equates to a 0.19% tax increase) or the Acting Mayor compensation is necessary, in-depth research would be required to determine how much time Councillors or Acting Mayors, on average, spend preparing for and attending events and meetings to determine what would be appropriate.

Should Council decide not to complete a review this year, their annual compensation will be adjusted in February (and backdated to January 1, 2022) once the annual CPI rates have been published.

- *Independent Task Force:* Although striking a task force to complete the April 2022 Council compensation review would be more cost-effective than hiring a consultant, it would require the largest amount of staff resource time to coordinate, and it could become a timely process.

For the task force to be successful, it must rely on a compensation consultant and/or staff to facilitate its meetings and complete the data analysis necessary for the task force to fulfill its mandate. Although members could meet virtually, they would not be able to have the fulsome discussions that would occur during in-person meetings. This option poses the greatest potential risk to the volunteer's health at this time due to the ongoing impacts of COVID-19.

- *Compensation Consultant:* Hiring a consultant to complete the review, which would have the least impact to staff resource time, would have the highest associated cost (approximately \$5,000 to \$8,000 for consultant fees if combined with the exempt staff review), but would likely provide the most impartial results. If completed separately, the cost is estimated at \$15,000 plus an additional \$10,000 to \$15,000 if the consultant is to work with an independent task force.
- *Municipal Staff:* Directing staff to complete the review would be the most cost-effective, however it would require a significant amount of staff resource time to complete and would place staff in a difficult position when making a recommendation on their 'employer's salary'.

RECOMMENDATION

THAT the Committee of the Whole

- (1) Recommend that Council defer their August 15, 2018 decision for the next review of Council's remuneration be conducted in April 2022, to 2025;
- (2) Direct that the Council compensation review include:
 - (a) a comparator group based upon similar sized populations and operating budgets;
 - (b) a minimum of 10 municipalities, including North Cowichan, be used for the comparator group;

- (c) the compensation for the offices of Mayor and Councillor, including additional compensation paid, such as amount paid when a Councillor is Acting Mayor, but excluding benefits;
 - (d) the preferred mechanism for making periodic adjustments to compensation; and
 - (e) a comparison of the percentage factor of Councillor to Mayor compensation be undertaken;
- (3) Direct staff to issue a request for quotation for a compensation consultant to complete an independent review of Council's compensation in 2025 in conjunction with the exempt staff review (if applicable).

Report prepared by:



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Report reviewed by:



Ted Swabey
Chief Administrative Officer

Approved to be forwarded to Council:



Ted Swabey
Chief Administrative Officer

Attachment(s):

- (1) UBCM Council & Board Remuneration Guide
- (2) Council Remuneration Bylaw No. 3709
- (3) City of Abbotsford Mayor and Council Remuneration and Expense Policy Review Report and Consultant Findings
- (4) Metro Vancouver RD Board Remuneration Review Panel Terms of Reference
- (5) District of Tofino Remuneration Advisory Group Terms of Reference
- (6) ACRD Board Remuneration Review Policy
- (7) CPI 12-Month Moving Average
- (8) 2021-12-07 Staff Report the COTW
- (9) Council Remuneration Changes and Review - Historical Decisions
- (10) Council Compensation Review – Figures and Tables



UNION OF BC MUNICIPALITIES

COUNCIL & BOARD REMUNERATION GUIDE

FIRST EDITION
SEPTEMBER, 2019

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INTRODUCTION

In British Columbia, local governments are responsible for providing a broad range of local services to address infrastructure needs, regulate land use, move people and goods, tackle challenging social issues, promote active living, protect the natural environment, and deal with a host of other issues. The elected officials that sit on the municipal councils and regional district boards collectively make, and accept responsibility for, the funding, policy, and service delivery decisions that are required in order for local government to work. Local elected officials also have responsibility for ensuring that the councils and regional district boards themselves function effectively as democratic, representative governing bodies.

Effective governance requires the elected officials to make decisions regarding the structure and operation of the governing bodies. One of the more difficult decisions that must be made by the officials involves the setting of their own remuneration.

Local elected officials in BC endorsed a resolution at the 2018 Union of BC Municipalities (UBCM) Convention that tasked UBCM with developing a resource to support local decision makers in the development of remuneration packages that are defensible and fair. This *Council & Board Remuneration Guide* presents best practices for local governments to consider.

Development of Guide

The *Guide* was developed through a five-stage process:

- > *Stage 1: Background Research* — Research was conducted to identify and understand the challenges faced by local governments in setting remuneration levels for council members and board directors. Remuneration approaches for elected officials in other orders of government were briefly explored as part of the research.
- > *Stage 2: Survey* — A survey was sent to every municipality and regional district in the province to understand elected official remuneration policies and practices in place today, to learn about approaches that appear to work well, and to understand lessons learned. A total of 75 local governments responded to the survey, which translates into a response rate of 39%. Included in the list of respondents were eleven of the twenty largest municipalities (by population), five

LOCAL GOVERNMENT AUTONOMY

The best practices set out in the Guide recognize that local governments have autonomy to develop approaches to remuneration that reflect local needs and circumstances. The Guide offers practical advice, based on research findings and the experiences of municipalities and regional districts, for local governments to consider. Each local government will need to determine, based on its own review of the information, its preferred course of action.

of the smallest municipalities, and twelve regional districts. All regions of the province were well represented (see sidebar).

- > *Stage 3: Interviews* — Approximately twenty follow-up interviews were conducted with a subset of the municipalities and regional districts that responded to the survey. Written materials from these local governments were obtained and reviewed; materials from other places identified through the research were also reviewed.
- > *Stage 4: Best Practices* — Based on the background research, survey results, and discussions with individual local governments, a set of best practices was developed for the *Guide*.
- > *Stage 5: Guide* — The UBCM Executive approved the scope and approach for the *Guide*. The final draft, complete with recommended best practices, was reviewed by UBCM's Presidents Committee. Input provided by the Presidents Committee was used to finalize the document.

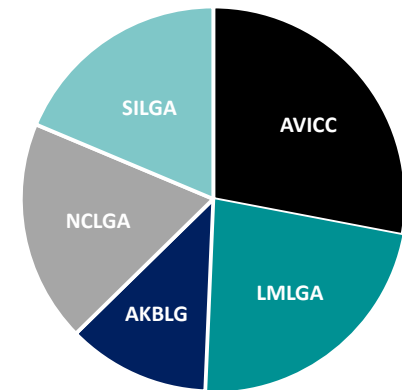
Organization of Guide

The *Council & Board Remuneration Guide* is organized into six separate sections. Section 1 sets the stage by exploring why remuneration for elected officials is important, and why local governments need to review remuneration levels periodically. Sections 2, 3, and 4 then focus on remuneration reviews themselves. Section 2 begins by considering who should conduct such reviews. Three options are identified and assessed. Section 3 addresses the question of "when" — specifically, when to review remuneration, and when to implement the results of a review. The distinction between a full review and an adjustment is explained in this section. Section 4 examines how to conduct a review. The development of comparison groups, the collection of data, and the use of simple formulas are all topics that are addressed the text. Advice on expenses and benefits is also provided. Section 5 addresses the importance of communication. Information to communicate, audiences to reach, and methods of communication to consider are outlined.

Best practices for local governments to consider in addressing remuneration for elected officials are presented throughout the *Guide*. Section 6 brings the practices together into one summary table.

SURVEY OF LOCAL GOVERNMENTS

In total, 75 municipalities and regional districts participated in the survey on elected official remuneration. As illustrated in the accompanying chart, all regions of the province (identified using UBCM Area Associations) were represented.



Use by Local Governments

It is important to emphasize that the *Guide* does not prescribe or suggest specific levels of remuneration or particular expense and benefits packages for local elected officials. The *Guide* is focused, instead, on helping local governments develop approaches that can be used by decision-makers to establish compensation programs that are fair both for elected officials and local taxpayers.

It should be noted, as well, that the *Guide* recognizes the autonomy of local governments in the development of approaches that reflect local needs and circumstances. The *Guide* offers practical advice for local governments to consider, based on research findings and the experiences of municipalities and regional districts around the province. Each local government, however, will need to determine, based on its own review of the information, its preferred course of action.

On a related note, the *Guide* recognizes that there is significant variability among local governments in British Columbia. Considerable differences in population, area, scope of services, size of administration, location, growth rate, local economy, and other factors mean that local governments will need to apply the best practices in ways that respond to local needs and are sensitive to local conditions. To assist local governments in this task, care has been taken to provide advice that can be applied in a variety of local settings.

Key Terms

Certain terms are used repeatedly throughout the *Guide*. Key terms and their meanings are presented in Figure I.1 in alphabetical order.

VARIABILITY AMONG LOCAL GOVERNMENTS

Considerable differences among local governments in population, area, scope of services, size of administration, location, economy, growth rate, and other factors mean that jurisdictions will need to apply the best practices in ways that respond to local needs and are sensitive to local conditions. Care has been taken to provide advice that can be applied in a variety of local settings.

Figure I.1
Key Terms in the Guide

Term	Meaning
Benefits	Benefits are the incentives, services and protections provided to local government elected officials during their time in office.
Expenses	Expenses are charges incurred by local government officials in the course of their duties, and are necessary in order to perform their duties.
Local Governments	Local governments include municipalities, governed by councils, and regional districts, governed by boards of directors.
Local Government Elected Officials	Local government elected officials include members of municipal councils, and directors of regional district boards. Members of council include mayors and councillors. Regional district directors include chairs and vice chairs.
Remuneration	In a narrow sense, the term remuneration in the <i>Guide</i> refers specifically to money that is paid to local elected officials as compensation for the duties they perform. Remuneration in this sense includes base salaries, but also supplemental payments that typically take the form of per-meeting stipends. Remuneration is also used in a broader sense to include expenses and benefits packages, in addition to money. The exact usage of the term throughout the text is context-specific.
Remuneration Adjustment	This term refers to increases that are automatically applied, usually on an annual basis, to an elected official's base salary. The level of adjustment is determined by a pre-determined index (e.g., consumer price index), or combination of indices.
Remuneration Review	A remuneration review is a formal assessment of existing remuneration provided to elected officials. In most cases, reviews include a consideration of pay, expenses, and benefits.

SECTION 1

IMPORTANCE OF REMUNERATION

Most people who seek election to a municipal council or regional district board are driven, first and foremost, by a strong sense of public service and a desire to make their communities better. Remuneration is not, in most cases, an important motivating factor. Individuals who do make the commitment to serve as local elected officials, however, should be able to expect fair and reasonable compensation. This section of the *Guide* explains why remuneration is both warranted and important.

FACTORS TO CONSIDER

Time Commitment

Local government elected officials are expected to commit considerable time (and energy) to their roles on municipal councils and regional district boards. In larger municipalities and in some regional districts, the roles of mayor and chair are full-time positions in which incumbents typically work more than full-time hours. Even in places where such positions are part-time in nature, the time requirements can be significant, as they are for councillors and directors. Time must be spent reviewing comprehensive agenda packages, attending council or board meetings and public hearings, engaging with residents, participating in civic events, and handling a variety of other tasks. For elected officials who serve on more than one governing body, on committees and commissions, and as appointees to external agencies and associations, the time commitment is even greater.

Councils and boards need people who are willing and able to commit the time needed to serve. Remuneration reflects and compensates individuals for the time they must spend to do the job.

Employment and Financial Impacts

The time required to serve on a municipal council or regional district board will reduce the amount of time available to spend on other paid work. For individuals who are mid-career, this reality can negatively impact their current employment situation, as well as their total earned income. In some cases the impact may extend to affect future career development and earning potential, since time spent on a council or board translates into less time available to apply to building a career path.

TIME COMMITMENT

“Municipal politics is different than the rest in that Council members are always on the clock. Businesses close at the end of a day, people go home from work and provincial and federal politicians have staff and deputies to assist with their very demanding schedules. City Council members are on their own and take ownership of all issues and concerns from the community. They are never off the clock.”

*Remuneration Task Force
City of Kamloops*

Remuneration for local elected officials will not fully offset the employment and financial impacts experienced in every case. In keeping with the public service motivation of people who choose to run for local office, there is arguably a tacit acceptance by those in office of some level of sacrifice. Remuneration should, however, be fair as well as sufficient in order to mitigate any sacrifice required. Unfair and insufficient remuneration may render elected office off-limits to a variety of prospective candidates.

Responsibility

Municipal councils and regional district boards are responsible for increasingly broad and complex portfolios of local government services. The elected officials who sit on these governing bodies contribute to and accept responsibility for funding, policy, and service delivery decisions that are taken to meet infrastructure needs, promote land use goals, tackle social issues, provide opportunities for sport and recreation, protect sensitive environments, regulate activities, and deal with a host of other issues. These decisions, which even in small jurisdictions can be weighty and contentious, affect the lives of residents and the long-term prosperity of communities. Fair remuneration for persons who are willing to accept such responsibility is warranted.

Representative Government

As representative governing bodies, it is important that municipal councils and regional district boards reflect, to the extent possible, the diversity of the communities they serve. Inadequate remuneration, either in terms of pay and/or benefits, stands as a potential barrier to participation for people who are without other sources of income. Fair remuneration is important in helping to reduce barriers, and in attracting capable people from a variety of backgrounds, demographic groups, socio-economic classes, and employment types.

IMPORTANCE OF REVIEWS

The factors outlined thus far help to explain why remuneration for local government elected officials is both warranted and important. The factors also highlight the need for local governments to regularly review their elected official remuneration programs in order to ensure that they remain fair over time as expectations and circumstances change. Remuneration levels that are left static in the face of changing circumstances, including shifts in the cost-of-living, risk becoming barriers to participation.

GOVERNING BODY DIVERSITY

Municipal councils and regional district boards are representative governing bodies. Their legitimacy is strengthened when they reflect the diversity of the communities they serve. Inadequate remuneration is a potential barrier to participation for individuals who may wish to serve, but who lack other sources of income and/or benefits. In these cases, diversity in the membership of local governing bodies may be difficult to achieve.

SECTION 2

WHO SHOULD CONDUCT REVIEWS?

In an effort to ensure that remuneration levels for local elected officials remain fair over time, local governments undertake remuneration reviews. Reviews are the focus of Sections 2, 3, and 4 of the *Guide*. Section 2 — this section — begins by exploring who should conduct a review.

OPTIONS TO CONSIDER

In some jurisdictions, elected official remuneration is reviewed by the municipal council or regional district board itself, or by a committee of the council or board. In most places, however, reviews are assigned to other parties in order to relieve elected officials from the difficult task of having to develop their own levels and terms of compensation. The three most common options are local government staff, an independent task force, and experienced consultants.

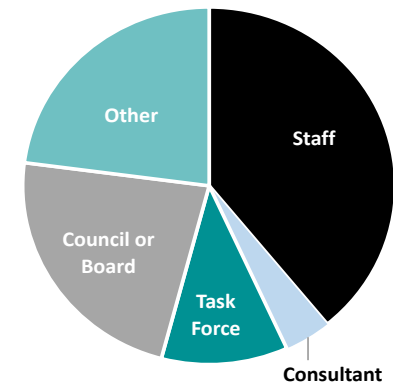
- > *Local Government Staff* — According to the survey of local governments that was conducted for the *Guide*, the use of local government staff to review elected official remuneration is the most popular option.¹ Most of the jurisdictions that reported using their own staff, it is worth noting, are small in size.
- > *Experienced Consultant* — This decision to assign a review to an outside, external consultant is less common, but is used in certain communities. Under the approach, a consultant is hired to conduct the relevant research, examine options, and recommend remuneration and benefit levels.
- > *Independent Task Force* — This option of an independent task force, comprised largely or entirely of local residents, is used by some local governments across the province, including large cities, small villages and towns, and regional districts.² The size and composition of the task force are important points to consider; so, too, is the mandate of the committee, its methodology, and the support it is provided.

¹ In all, 39% of responding local governments reported using local government staff to conduct reviews.

² The body is referred to as a Working Group, Advisory Group, Panel, Task Force, or Committee.

ASSIGNMENT OF REVIEWS

The accompanying chart based on the survey results shows that many jurisdictions today assign local elected official remuneration reviews to local government staff.



Pros & Cons

The choice of option may be informed by past experiences, and by local expectations and views regarding elected official compensation. The choice will also be influenced, however, by an assessment of the pros and cons that are associated with each of the alternatives. Figure 2.1 presents some of the key pros and cons that local governments may wish to consider.

Figure 2.1
Options to Consider

Options	Pros	Cons
Local Government Staff	<ul style="list-style-type: none"> > understand roles, responsibilities, and workload of elected officials > understand local context > easy access to data from other communities, particularly where benchmark group exists > cost effective 	<ul style="list-style-type: none"> > perceived as being less-than-independent from governing body > may be perceived or actual conflict of interest in cases where linkage (formal or informal) between elected official and staff remuneration
Experienced Consultant	<ul style="list-style-type: none"> > independent from elected officials > familiar with use of data and metrics, and with local government practices > option enables decision-makers to point to and rely on expert advice 	<ul style="list-style-type: none"> > may not understand or be sensitive to local context > may be costly
Independent Task Force	<ul style="list-style-type: none"> > independent from elected officials > places in hands of community (members from community) > understands local context > cost effective > different perspectives involved > potential to raise profile of local government, and importance of remuneration 	<ul style="list-style-type: none"> > may lack understanding of the roles, responsibilities, and workload of elected officials > relies on credibility of committee members > governing body may have difficulty rejecting recommendations

INDEPENDENT TASK FORCE

The use of an independent task force provides for a high degree of separation for elected officials from the development of their own remuneration packages.

PREFERRED APPROACH

The independent task force emerges in Figure 2.1 as the preferred option for undertaking elected official remuneration reviews. The task force's independence from decision-makers, as well as staff, enables it to operate in a way that is free of local government involvement and — more importantly — *perceived* to be free of such involvement. This freedom adds to the credibility of recommendations that come forward, and protects elected officials and their staff from conflict of interest issues and other controversies. The independence also allows the task force to speak to the roles, responsibilities and expectations of elected officials, and the importance of appropriate remuneration, in ways that the elected officials and staff would find difficult to do.

It is worth noting that the use of independent task forces and panels to determine elected official remuneration is widespread at the provincial and federal government levels in Canada. These jurisdictions recognize the value of the approach in protecting elected officials from challenges related to conflict of interest that inevitably arise in the development of their own remuneration.

SUCCESS FACTORS

The choice of the independent task force option will not, on its own, guarantee a successful outcome. Careful attention needs to be given to the appointment of members to the task force, the development of task force terms of reference, and the provision of support to the task force's work.

Membership

To the extent possible, diversity in the membership of the task force is important. A common practice is to include, at a minimum, representation from the local business community, as well as the non-profit or public sector. Many governments also find the appointment of an individual with past experience in local government as an elected official or senior staff person to be advantageous. These individuals bring a local government perspective, and can help ensure a clear understanding on the task force of the roles and responsibilities of elected officials. Individuals with human resources experience or a legal background are considered to add value in some places. Citizens-at-large are included on many task forces.

SUCCESS FACTORS

The choice of the independent task force option will not, on its own, guarantee a successful outcome. Careful attention needs to be given to the appointment of members to the task force, the development of task force terms of reference, and the provision of support to the task force's work.

Other considerations related to membership are as follows:

- > *Size* — Some places (e.g., Tofino, Metro Vancouver, Alberni-Clayoquot Regional District) limit the number of members to three; others (e.g., Abbotsford) allow for a maximum of five; still others (e.g., Kamloops) appoint seven. Larger bodies allow for greater diversity and a broader range of perspectives; smaller groups may be more nimble and able to reach consensus more easily. In relatively small jurisdictions, smaller task forces may be more practical to assemble given the smaller number of candidates relative to the situation in larger centres.
- > *Appointment* — In most jurisdictions that use independent task forces, members are appointed by the Chief Administrative Officer of the local government. This approach reinforces the group's independence from the governing body whose remuneration the task force is reviewing.

Terms of Reference

As with any advisory body, formal terms of reference for the task force are important. Task force terms should set out:

- > the purpose of the task force
- > the task force's membership, including number and qualifications of members, and the designation of a chair
- > the method and term of appointment
- > the task force's mandate, or scope of review, including the specific items (e.g., base remuneration, expenses, benefits, annual adjustments) on which the task force is expected to provide recommendations
- > a methodology to guide the task force, including any specific factors, bases of comparison, and criteria for the task force to consider in developing its recommendations
- > expectations regarding consultation, including consultation with the public
- > the expected number of task force meetings, and the meeting procedures to follow
- > support resources available to the task force in conducting its work
- > the task force's reporting schedule

GUIDANCE TO TASK FORCE

Even when task forces are free to choose their own approaches, it is useful for jurisdictions to provide guidance on methodology, and identify specific items for task forces to consider in their work.

The terms of reference for Abbotsford's Council Remuneration Citizen Task Force state that "the Task Force will research and consider all aspects of compensation that it believes are relevant to making its recommendations, but will specifically consider [certain] matters..."

- > policies, bylaws, and other documents of the local government that govern the task force's work and conduct

To underscore the importance of autonomy, some jurisdictions allow their task forces to themselves choose the data, factors, and criteria to use in developing recommendations. Even in these cases, however, jurisdictions will provide guidance on methodology or, more commonly, identify specific items for task forces to consider in addition to any others that the task forces determine to use.

Task Force Support

The primary value of a remuneration task force is its independence from the local government. The elected officials who receive and who are affected by the task force's recommendations benefit from this independence. The task force is not expected, however, to conduct its work completely on its own, without assistance from the organization. Indeed, for the task force to succeed, it must be able to rely on staff to collect and analyze data, organize meetings, conduct research, and draft the task force's report. It is important for local governments to assign a senior manager as a liaison to the task force, and sufficient staff resources to give the task force the support it needs to fulfill its mandate.

Another form of support for the task force is education. To make meaningful recommendations that reflect the duties, workload, and expectations of elected officials, task force members need to have a good understanding of local government, and of the roles and responsibilities of mayors/chairs, and councillors/directors. Local government staff can assist by providing an orientation to task force members at the beginning of their mandate. Alternatively, or in addition, task force members can be given reference materials such as the booklet available online at the Ministry of Municipal Affairs, titled *Thinking About Running for Local Office?*

BEST PRACTICE

- > *Local governments should consider establishing an independent task force to conduct reviews of elected official remuneration.*

TASK FORCE SUPPORT

*"The District Chief
Administrative Officer and
Director of Financial Services
shall serve as non-voting
resources to the [citizen]
Advisory Group."*

*Council Remuneration
Advisory Group
District of Tofino*

SECTION 3

TIMING AND FREQUENCY OF REVIEWS

Local governments interviewed for the *Guide* highlighted the need to consider timing and frequency in the review of elected official remuneration. These issues are explored in this section of the text. Also explored is the question of timing as it relates to the implementation of the outcomes of reviews.

TIMING OF REVIEWS

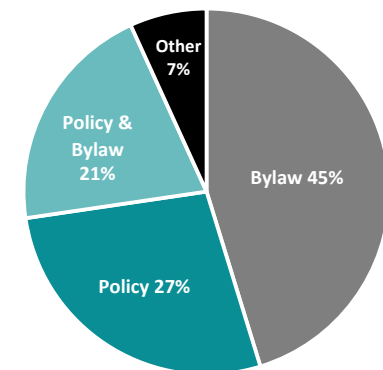
Local governments do not follow a single common practice with respect to the timing of remuneration reviews. An examination of existing approaches over the past decade shows that some councils and boards (e.g., Vancouver) have conducted reviews early in their terms, whereas others (e.g., Comox Valley Regional District, Oak Bay, Esquimalt, Prince George) wait until the final year of their mandate. Some local governments (e.g., Kamloops, Abbotsford, Metro Vancouver) initiate reviews closer to the middle of their terms. In general, most councils and boards that undertake reviews initiate them in the second half of their terms.

The preferred timing for a review will depend on a number of factors, including local economic conditions, reliance on established policy, the election cycle, and tax system changes over which local governments have no control. Each of these points is considered, as follows:

- > *Local Conditions* — In all of their initiatives, remuneration reviews included, councils and boards need to be sensitive to local economic conditions. Elected officials' compensation and benefits, it is important to remember, are paid for by local taxpayers. In times of economic growth and optimism, when local employment is strong and consumer confidence is high, news of a remuneration review for elected officials will be greeted much differently than during periods of economic stress. A council or board would be well-advised, for example, to postpone a review, no matter how warranted one may be, in a single-industry community that is dealing with the loss of a major employer.
- > *Established Policy* — The survey conducted for the *Guide* found that 27% of responding local governments have a formal policy in place on elected official remuneration, 45% have a remuneration bylaw, and 21% have both (see sidebar). Several of these policies and bylaws

ESTABLISHED POLICY

Most local governments that responded to the survey have either a formal policy in place on elected official remuneration, a bylaw, or both. Several policies and some bylaws address the timing and frequency of reviews.



speak to the timing of future remuneration reviews. When such schedules are applied consistently, local governments are perceived to have less discretion over the question of when to review. The issue of timing in these cases tends to attract less attention than it would otherwise.

- > *Election Cycle* — Change to elected officials' remuneration is an item of interest and discussion in many communities across the province. It is important for local governments to recognize remuneration as a legitimate issue for scrutiny and discussion, and to allow opportunities for discussion to occur. It may not be useful, however, for remuneration to dominate public discourse, particularly in the lead-up to an election when other important issues also deserve attention. To avoid this situation, local governments should consider conducting reviews, and reporting results, at least one year before the next election.
- > *Tax System Changes* — Changes to the *Federal Income Tax Act* were introduced by the federal government in 2017 to eliminate a long-standing federal tax exemption for local government elected officials, effective January 1, 2019. This change resulted in substantial changes to the after-tax income for elected officials, and prompted many local governments to adjust elected officials' 2019 pre-tax compensation in order to maintain after-tax 2018 remuneration. The need to review remuneration and change base amounts to maintain after-tax compensation was driven by changes that were beyond local government control. The timing of the review to initiate the changes was also driven by events outside of local government.

BEST PRACTICE

- > *Local governments should consider conducting remuneration reviews, and reporting the results, at least one year before the next election.*

FREQUENCY OF REVIEWS

Regular reviews of elected official remuneration levels should be undertaken in order to ensure that remuneration remains fair over time as job conditions, expectations, and circumstances change.

ELECTION CYCLE

Change to elected officials' remuneration is a legitimate issue for public scrutiny and discussion. To avoid having remuneration dominate public discourse in the lead-up to elections, however, at the expense of other important issues, local governments should consider conducting reviews, and reporting results, at least one year before the next election.

Failure to do so may undervalue the time spent by elected officials, and the level of responsibility associated with the job. Failure could also result in remuneration becoming a barrier to participation, and make it difficult for a diverse range of individuals to stand for election.

As noted earlier, several local governments that responded to the survey have policies or bylaws that set out schedules for formal reviews of base remuneration levels. In some of these documents the frequency of reviews is set out — once-per-term appears to be the most commonly prescribed schedule in these documents. Regular adherence to these schedules ensures that reviews happen on a regular basis, and helps to ensure that remuneration does not become a barrier to elected office. Local governments with policies and/or bylaws that do not identify a specific frequency typically experience longer intervals between reviews.

Relying on policies and bylaws to automatically trigger a review, in keeping with a prescribed frequency, is a useful practice to follow. It relieves councils and boards — as well as their individual members — from having to take the politically-difficult decision to request a review.

BEST PRACTICES

- > *Local governments should consider conducting remuneration reviews once per term.*
- > *Local governments should consider setting out the timing for subsequent reviews in remuneration policies or bylaws.*

Annual Adjustments

Local governments undertake remuneration reviews to assess the fairness of elected officials' pay, expenses, and benefit packages. When done properly, reviews take time, energy, and other resources to complete. A best practice, identified earlier, is to conduct a full review once per term — it is neither necessary nor reasonable to schedule reviews more frequently.

In the years between reviews, it is common for councils and boards with policies and/or bylaws in place to automatically adjust elected official pay to reflect changes in the cost of living. In almost

ANNUAL ADJUSTMENTS

It is common for municipalities and regional districts with policies and/or bylaws in place to automatically adjust remuneration to reflect changes in the cost of living. The year-over-year change to the consumer price index is the default adjustment factor.

every case, the previous year's Consumer Price Index (CPI) for British Columbia, Vancouver, or Victoria is the adjustment factor applied by local governments, depending on their location within the province.³ Automatic adjustments, defined and set out in policies and/or bylaws, ensure that the real value of elected officials' remuneration remains stable between formal reviews, and can help to reduce the need for more significant increases at the time of review. Failure to make annual adjustments may place a burden on future councils and boards to address remuneration levels that have been left to stagnate in the face of regular cost-of-living increases. For these reasons, annual adjustments using a CPI index is a best practice.

BEST PRACTICE

- > *Local governments should consider including in their policies or bylaws provision for an automatic cost-of-living adjustment, using the CPI, to elected officials' base remuneration.*

IMPLEMENTATION OF CHANGES

When considering the issue of timing as it relates to the implementation of changes, it is important to distinguish among the types of changes being put forward. The three key types include: changes to base remuneration that emerge from full reviews; changes that are prompted by shifts in the tax system; and annual adjustments to reflect increases in the cost of living.

- > *Base Remuneration* — Councils and boards have full control over the timing of their remuneration reviews, even in cases where timing is prescribed by policy and/or bylaw. Similarly, councils and boards have full authority to choose when to implement any changes that emerge from reviews. In general, it is preferable to have such changes take effect at the beginning of the following term. This best practice is particularly important to follow when reviews conclude that significant increases to base pay and/or benefit packages are warranted. A decision to implement changes immediately, or even during the existing term, can create perceived conflicts of interest.

IMPLEMENTATION

It is preferable for councils and boards to implement the outcomes of remuneration reviews at the beginning of the following council or board term. A decision to implement changes earlier, during the existing term, can easily create perceived conflicts of interest.

³ Other indices include annual increases to general wages in BC, and increases to unionized or exempt staff wages.

There will be some cases where implementation during the existing council or board term is considered necessary, perceptions of conflict notwithstanding. Consider the situation in which a council or board entered office following an election in which stagnant compensation was portrayed as a barrier to participation. The council or board could decide that implementation of changes that emerged from a review conducted early in the new term is necessary.

- > *Tax System* — Councils and boards have no control over changes to the income tax system — the elimination of the federal tax exemption for local government elected officials that took effect on January 1, 2019, is an example of one such change. In anticipation of this change — it was announced in 2017 — some local governments designed remedies, before the 2018 local general election, to take effect on January 1, 2019, in the new term. Several local governments, however, delayed taking action until after the federal tax change came into force. Immediate implementation of changes designed to protect elected officials from financial loss is considered reasonable and defensible by most.
- > *Annual Adjustments* — As explained earlier, annual adjustments to remuneration are designed to protect base rates from erosion as a result of inflation. These adjustments, which result in nominal rather than real increases, are expected to be implemented immediately.

BEST PRACTICES

- > *Local governments should consider having changes to base levels, determined through remuneration reviews, take effect at the beginning of the following term.*
- > *Local governments should consider allowing for immediate implementation of changes to remuneration that are designed to protect elected officials from financial loss that would otherwise occur as a result of tax system shifts.*
- > *Local governments should consider allowing for immediate implementation of annual cost-of-living adjustments.*

FEDERAL TAX SYSTEM

Local governments have no control over shifts in the federal income tax system. Offsetting changes to base remuneration levels that are designed to protect council and board members from financial loss are reasonable. Local governments should consider implementing such changes immediately.

SECTION 4

SETTING REMUNERATION

On a regular or periodic basis, local governments undertake remuneration reviews to determine the remuneration, expense payments, and benefits to provide to elected officials. The previous two sections of the *Guide* tackled a number of issues related to remuneration reviews, including:

- > who should conduct the reviews
- > when, during an elected body's term of office, reviews should be initiated
- > how frequently reviews should occur
- > when changes to remuneration that result from reviews should be implemented

This section of *Guide* — Section 4 — explores the factors that local governments should consider using in their reviews to determine remuneration levels that are fair and defensible. The text deals separately with the three main components of a complete remuneration package, namely remuneration (i.e., pay), expenses, and benefits.

REMUNERATION

Remuneration consists, first and foremost, of a base amount of pay for mayors, board chairs, councilors, municipal directors, and electoral area directors. Base amounts are intended to reflect the expectations and duties associated with the specific roles, and for that reason are expected to differ by role. Remuneration also includes any payments that are made to elected officials, on top of base pay, for attending different types of meetings, leading committees, sitting as appointees on external bodies, performing the roles of deputy mayor or deputy chair, and undertaking other duties. These supplemental payments, where offered, recognize differences in workload and responsibility among elected officials in the same role.

Bases of Comparison

For many jobs in our economy, wages and salaries are set through a process of comparison — that is, a process that takes into account remuneration associated with other jobs that are deemed to be comparable. The approach to setting remuneration for local elected officials is no different. The most common basis of comparison used by local governments across the province is remuneration paid to

elected officials in other, similar local governments. Some councils and boards, however, look to additional bases for guidance. Four bases to consider, including remuneration paid in similar jurisdictions, are as follows:

- > *Similar Jurisdictions* — Remuneration levels paid to elected officials across a set of other, similar local governments can be used to approximate an "industry rate". The use of comparable remuneration data, as noted, is widespread across municipalities and regional districts, and is considered a defensible approach. The challenge faced by those who use the approach, however, comes in choosing jurisdictions that are truly comparable. Population, the most common factor, goes some way toward establishing similarity, but may not be adequate on its own. Other factors may need to be combined with population to establish a more valid comparison group. Such factors could include location, geographic size, scope of services provided, growth rate, the urban (vs. suburban or rural) nature of a jurisdiction, economic make-up, tax base, average house price, size of operating budget, and number of staff (full-time equivalents).
- > *Local Labour Force* — A few jurisdictions in the province determine remuneration for council and board members using local earnings data collected by Statistics Canada — specifically, the average employment income earned by individuals aged 15 and over, who work year-round and full-time.
- > *Provincial MLAs* — Only one of the local governments in the survey pointed to remuneration paid to Members of the Legislative Assembly as a basis for determining local elected official pay. A few other jurisdictions, however, believe the comparison may be useful.
- > *Local Government Staff* — Changes to staff pay are used in some jurisdictions as an index to adjust council and board pay each year. Base pay for staff, however, is not generally used to help set elected official pay.

Each of the four bases identified here — as well as others not identified — has both strengths and shortcomings. Figure 4.1 highlights some of the pros and cons.

COLLECTING DATA

It is important to ensure that data on other local governments are comparable. Care must be taken to confirm that data have been collected using similar methodologies, and that data sets measure the same factors. Sources of data include CivicStats (accessed through CivicInfo), and Statistics Canada. Direct contact with comparison group local governments may be warranted in some cases to produce "apples to apples" comparisons.

Figure 4.1
Pros and Cons of Alternative Bases

Alternative Bases	Pros	Cons
Similar Jurisdictions	<ul style="list-style-type: none"> > jobs of local elected officials in similar jurisdictions, while not identical, are comparable ("apples to apples") > large enough comparison set can neutralize outliers 	<ul style="list-style-type: none"> > difficult to establish truly comparable set of jurisdictions (may be subject to accusations of "cherry picking") > potential for salary escalation if other places in comparison set initiate significant increases
Local Labour Force	<ul style="list-style-type: none"> > attempts to create strong linkage to local community that pays elected body's remuneration > sensitive to local economic conditions 	<ul style="list-style-type: none"> > jobs of elected officials not comparable to majority of other jobs in the community in terms of time commitment, duties, responsibility > not clear that average salary of entire workforce reflects value of elected officials' work
Provincial MLAs	<ul style="list-style-type: none"> > remuneration reflects need in both orders of government to attract diversity of people to serve in elected office 	<ul style="list-style-type: none"> > role of MLA considerably different than roles of mayor and chair (much different than councillor/director) > invites linkage to full MLA remuneration and benefits package
Local Government Staff	<ul style="list-style-type: none"> > both groups (elected officials and staff) involved in same organization > comparison to staff used in other orders of government to help set elected official remuneration 	<ul style="list-style-type: none"> > roles of staff considerably different than roles of elected officials > perceived conflict on part of elected officials who approve staff salaries > invites linkage to full staff remuneration and benefits package

Arguably, there may be no single best basis of comparison to use in setting council and board remuneration. As suggested in Figure 4.1, however, some bases are better than others.

Remuneration levels paid to elected officials in similar local government jurisdictions represents the preferred basis, and the best practice for local governments.

BEST PRACTICE

- > *Local governments should consider using base remuneration paid to elected officials in similar local government jurisdictions as the preferred basis for determining remuneration.*

Comparison Group

In establishing a valid comparison group of similar jurisdictions, local governments will need to give careful thought to the most important measures to use. Population is a good starting point in every case — it is a useful proxy for elected official workload, and is easy to explain. As well, data on population are easy to obtain. Other measures can be combined with population to make the comparison set more defensible. Factors that influence elected officials' workload and level of responsibility are particularly useful to consider. The list of such factors will vary by jurisdiction, but may include:

- > location
- > geographic size
- > scope of services
- > growth rate
- > operating budget

Finally, local governments will need to give some thought to the number of jurisdictions to include in the comparison set. Larger sets will allow for a more robust comparison, and will make it easier to neutralize the impact of outliers (i.e., jurisdictions that have significantly high or low pay levels, relative to those of other places). If the set is too large, however, it may be difficult to obtain the necessary comparative data, especially in cases where a range of measures, in addition to population, are used. Given these points, a practicable and defensible minimum size is five to seven jurisdictions. The maximum size will depend on the number of factors being considered, and the capacity of the body conducting the remuneration review. Comparison set sizes vary considerably across local

SIZE OF COMPARISON GROUP

The size of comparison groups that are used to help determine elected official remuneration varies considerably across local governments. The City of Prince George uses a peer review group of ten municipalities for the purposes of its quadrennial review. The group includes cities with similar populations — Chilliwack, Kelowna, Saanich, Langley Township, Delta, Kamloops, North Vancouver District, Nanaimo, Victoria, and Coquitlam.

governments. Kamloops has used 14 municipalities; Comox Valley Regional District recently used nine. Metro Vancouver bases the salary of its Chair on the median salary of mayors in 21 municipalities (all Metro municipal jurisdictions).

BEST PRACTICE

- > *Local governments should consider establishing comparison groups using population, combined — as deemed necessary — with other factors that influence elected official workload and level of responsibility.*
- > *Local governments should consider including at least five jurisdictions (preferably more) in the comparison groups.*

Using the Data

Once the remuneration data from comparable jurisdictions have been obtained, local governments need to determine how to best use the data to determine pay levels for the range of elected officials in place. It is useful at this stage to make the exercise as straightforward as possible so that it can be undertaken easily (and relatively quickly), and so that it is easy to explain and understand. Simple formulas can be effective in meeting these goals.

For municipal councils, the following formula-based approach — or variations of it — is used in a number of places:

- > Set the salary for the mayor as the median value of all mayors' salaries from the comparison set of municipalities. Calculate the salary for councillors as a percentage (e.g., 40%) of the mayor's salary to reflect the part-time nature of the councillor position, as well as its lower workload and level of responsibility relative to those of the mayor.

Figure 4.2 illustrates, using hypothetical data from a comparison set of seven municipalities, how this formula works in practice. To be clear, all numbers, including the percentage factor, are hypothetical examples only, presented solely for the purpose of illustration.

SIMPLICITY

When determining how to use comparison data to calculate remuneration levels, it is preferable to apply simple formulas. Formulas allow the exercise to be undertaken easily and relatively quickly. Approaches based on formulas are easy to explain, easy to understand, and defensible.

Figure 4.2
Sample Formula for Municipal Elected Officials

Comparison Set		Subject Municipality		
Mayors	Median Value	Mayor's Salary	%	Councillor Salary
\$ 101,000 \$ 92,000 \$ 100,500 \$ 90,000 \$ 72,500 \$ 93,000 \$ 83,000	\$ 92,000	\$ 92,000	40	\$ 36,800

In applying the formula, local governments should consider the following points:

- > *Percentage Factor* — The percentage factor that is applied to identify an appropriate councillor salary needs to be set after careful consideration of the position's workload, time commitment, and level of responsibility relative to those of the mayor. In municipalities where the mayor's role is full-time (or greater), the difference between the positions may be greater, and the percentage factor may be lower than 40%. Jurisdictions that use this formula (or variations of it) tend to apply percentages that range from 30% to 50%, depending on local conditions. Forty percent is a reasonable starting point.
- > *Median Value* — The median value effectively neutralizes low and high outliers, and is therefore preferable to the average value.
- > *Applying the Outcome* — It is possible, particularly if a new comparison set is used, that the resulting, recommended salaries for mayor and councillor will be lower than the actual salaries being paid. If the difference is significant, local governments may choose to "red circle" existing salaries for a period of time. In the calculated salaries are higher than those being paid, either a one-time adjustment, or a phased increase may be required.

- > *Alternative Percentile* — The median value represents the 50th percentile in the comparison set. Some local governments may determine, based on local circumstances, that remuneration should be set higher — for example, at the 75th percentile. In this situation, careful thought would need to be given to the rationale for such an approach.

While less common among regional districts, formulas may be just as useful in providing a relatively simple, easy to understand, defensible approach. In developing a formula for regional boards, provision needs to be made for a greater number of elected roles. In most cases, four specific roles should be considered, including the chair, vice chair, electoral area director, and municipal director. The distinction between electoral area and municipal directors is particularly important to recognize. Regional districts are the local government for electoral areas, responsible for providing all basic local services. Electoral area directors are accountable directly to their local electors, and are expected to consult directly with electors on local service and other topics. Many electoral area directors represent vast geographic areas, often with numerous small communities or settlements to serve. The time commitment required to provide proper contact and representation can be considerable. Electoral area directors' full local government salary comes from their regional districts.

The role of municipal director is also important and can be demanding. Municipal directors, however, are accountable to their councils and do not face the same expectations as their electoral area counterparts regarding consultation with residents on regional district matters. Residents of municipalities receive most of their local services from their municipal councils. Municipal directors sit on these councils, and are paid separately as council members to perform municipal duties.

A reasonable formula that takes into account the differences between electoral area and municipal directors, as well as the unique duties, expectations, and responsibilities of the chair and vice chair, is as follows:

- > Set the salary for municipal director based on the median value of all municipal directors' salaries from the comparison set of regional districts. Calculate the salary for electoral area director by applying a multiplier (e.g., 2.0). Calculate a stipend for the chair by applying a multiplier (e.g., 2.5) to the municipal director salary. Use a separate multiplier (e.g., 0.5) to determine a stipend for vice chair.

Figure 4.3 illustrates how this formula works in practice, using hypothetical data for a comparison set of seven regional districts. All numbers, including the multipliers, are examples only.

Figure 4.3
Sample Formula for Regional District Elected Officials

Comparison Set		Subject Regional District				
Municipal Director	Median Value	Mun Director Base Salary	X	EA Director Base Salary	Chair Stipend*	Vice Chair Stipend*
\$ 17,000 \$ 11,000 \$ 12,200 \$ 9,000 \$ 12,500 \$ 15,000 \$ 16,500	\$ 12,500	\$ 12,500	2.0 2.5 0.5	\$ 25,000	\$ 31,250	\$ 6,250

* These stipends would be paid in addition to the base director pay.

The considerations raised for municipal council remuneration formulas regarding percentage factor, median value, applying the outcome, and alternative percentile apply to the regional board formula as well. In addition, it is important in the regional district context to consider the need for supplemental payments, over and above the base salary amounts.

BEST PRACTICE

- > *Local governments should consider using simple formulas that make the calculation of remuneration levels as straightforward as possible, easy to explain, and easy to understand.*

Regional District Supplemental Payments

On a municipal council, the expectations on a councillor in terms of workload, time commitment, and responsibilities, are, in general, the same for all councillors. Almost all councils, as a consequence, pay councillors the same base salary without additional payments for committee meetings. Supplemental fees may be paid in some cases to councillors who participate in external agencies on behalf of council; however, these payments are the exception rather than the rule. Approximately 25% of municipalities that responded to the survey pay stipends to council members for time spent as deputy mayor or acting mayor. In most cases, these stipends tend to be nominal in value.

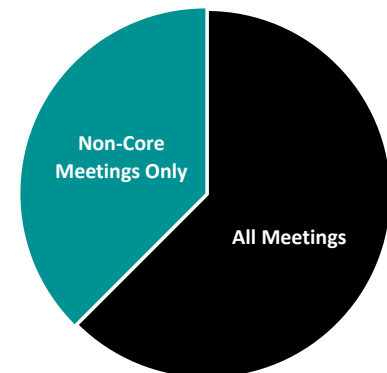
The situation for regional district directors is different. As noted already, the base remuneration for role of electoral area director is typically greater than the base remuneration paid to the municipal director role — the gap is intended to reflect the inherent differences in the roles. Differences in workload, time commitment, and level of responsibility, and level of interest also exist, however, among individual directors. Some directors may represent large jurisdictions that participate in a broad range of regional district services, some of which may have committees or commissions in place. These directors may be compelled to play, or be interested in playing, an especially active role in regional district service governance. Other directors will represent jurisdictions that are less involved in, or reliant on, their regional districts. These directors may not be involved in regional district matters to the same degree as others.

To account for differences among individual directors, regional districts may choose to provide supplemental payments, over and above base remuneration levels. Where provided, payments take the form of per-meeting stipends that are paid to directors who attend specified regional district meetings, as well as external meetings to which directors are sent to represent their local governments. The amounts of the supplemental payments vary; most regional districts, however, pay between \$75 and \$200 per meeting.⁴

⁴ An exception is Metro Vancouver, which pays \$397 to each director for every board, committee and other approved meeting attended. For all Metro Vancouver directors other than the (sole) electoral area director, board chair, board vice chair, committee chairs, and committee vice-chairs, however, the meeting stipend constitutes the entire remuneration (i.e., there is no base amount). Central Coast Regional District and Peace River Regional District also pay higher per-meeting rates in lieu of base salaries for directors.

SUPPLEMENTAL PAYMENTS

Fifteen of the 24 regional districts that pay base remuneration to directors also provide supplemental payments for board, committee of the whole, and all other meetings. Nine of the regional districts provide supplemental payments for non-core meetings only.



The use of supplemental, per-meeting payments is not uniform across regional districts. A review of the 24 regional districts in the province that pay base remuneration to directors shows that, while almost all provide payments to attend meetings of external agencies, 15 of the 24 also provide payments to attend board and committee of the whole meetings. Nine (9) regional districts provide no supplemental payments for these "core" regional district meetings — remuneration for attendance at these meetings is included in the directors' base salaries.⁵

Supplemental payments are intended to reflect workload differences among individual directors. It is not clear that such payments are also intended, however, to provide additional compensation to directors for attending core regional district meetings of the board, including committee of the whole meetings. Indeed, it may be argued that all board members are expected to attend these meetings as a basic requirement of their roles as directors.

In setting regional district board remuneration, careful attention needs to be given to the use of supplemental payments. Regional districts may wish to consider targeting such payments to non-core meetings, and structuring base levels to include attendance at board, committee of the whole, and any other core meetings.

BEST PRACTICE

- > *Local governments should consider targeting supplemental payments to non-core meetings, and structuring base remuneration levels to include attendance at board and committee of the whole meetings.*

Alternate Directors

It is important to note that all regional districts use per-meeting payments to remunerate alternate directors for attendance at all meetings, including core meetings, that the director would normally

⁵ Travel expenses for all meetings are paid (see later).

attend. These payments are the only form of remuneration for alternate directors; alternates do not receive a base salary.

EXPENSES

Local government elected officials regularly incur expenses to travel to meetings, attend conferences and sanctioned events, communicate with residents and the local government office, and deal with the broad variety of other duties associated with the job. It is both important and legitimate that expenses which are incurred by council and board members on the job, and in order to do the job, be reimbursed by the local government. Policies and bylaws on expenses are used to set out the types of expenses that are eligible for reimbursement, the conditions under which reimbursements will be made, and the procedures that must be followed to obtain reimbursement.

A guiding principle for councils and boards on the matter of expenses is as follows:

- > Local elected officials should not themselves be expected to pay expenses that are incurred in order to perform their roles.

A related principle, however, is that compensation paid to elected officials for expenses incurred on the job should not be viewed as an additional source of remuneration. This point requires local governments, first, to identify the specific types of expenses for which elected officials can expect reimbursement.

Eligible Expenses

Local governments have similar, but not identical, lists of expenses that are eligible for reimbursement. In the case of municipalities, expenses that are reimbursed by councils tend to be limited to those that are incurred by members on out-of-town business. Such expenses include:

- > travel by personal automobile (paid as a rate per kilometre) to out-of-town meetings
- > travel by taxi, bus, train, ferry, rental car, or air to out-of-town meetings
- > accommodation
- > conference fees
- > per diem payments for meals and incidentals

GUIDING PRINCIPLES (EXPENSES)

Local elected officials should not themselves be expected to pay expenses that are incurred in order to perform their roles. Compensation paid to elected officials for expenses incurred on the job should not, however, be considered or pursued as an additional source of remuneration.

Some councils also provide funding for a smartphone, tablet, and/or computer (or provide the hardware itself), and the associated communications plan. Some will provide transportation costs within the municipality, including a mileage rate for personal car use, taxi and/or transit fees, and parking. Monthly car allowances for mayors are common; similar allowances for councillors are less common but do exist in some centres.

Regional district boards, similar to councils, reimburse members for smartphones and for attendance at out-of-town meetings. Most regional districts also, however, pay for travel, travel time, meals, and accommodation for attendance regional district board and committee meetings. These additional items reflect the large geographic size of many regional districts, and the need for directors to spend considerable time to travel to core meetings. Monthly transportation allowances provided by some regional districts to electoral area directors also reflect geographic realities.

Most local governments provide additional expense amounts for their mayors or chairs. A monthly car allowance, noted earlier, is standard for mayors and is becoming common for chairs. Hosting allowances are also recognized by several jurisdictions.

Regional district expense policies should anticipate and provide special direction to municipal directors to avoid instance of "double dipping". In some cases, expenses that are incurred by municipal directors can and should be reimbursed by the directors' municipal councils, not charged to the regional district. An example of such an expense is attendance at the UBCM annual conference. Council members who serve as municipal directors attend the annual conference, first and foremost, as representatives of their municipalities.

Local Considerations

Lists of eligible expenses are common across most jurisdictions, as noted earlier. When developing expense policies and bylaws for a specific local government, however, it may be important to explore particular types of expenses that, while less widespread, are appropriate given the local context. Some regional districts (e.g., Squamish Lillooet) provide differential mileage rates to account for travel on unpaved roads. Others (e.g., Cariboo) provide reimbursement to replace car windshields that are damaged during regional district travel on winter roads. Parking in many urban centres is expensive.

FEDERAL TAX SYSTEM

Changes to the Federal Income Tax Act were introduced by the federal government in 2017 to eliminate a long-standing federal tax exemption for local government elected officials, effective January 1, 2019. The exemption was in place to recognize that, in the course of their duties, elected officials incur various expenses for which they may not be reimbursed (e.g., home office costs, meals while meeting with constituents, etc.). This change resulted in substantial changes to the after-tax income for elected officials, and prompted many local governments to adjust elected officials' 2019 pre-tax compensation in order to maintain after-tax 2018 remuneration.

Municipalities and regional districts in these centres may feel it necessary to reimburse parking costs to elected officials.

Evolving Lists

Finally, local governments should not view eligible expense lists as static documents. Indeed, in order to ensure that costs do not become barriers to participation, it is incumbent on local governments to periodically consult elected officials and review eligibility considerations. One potential expense that stands out is childcare. Councils and boards that have, or that seek to attract, young parents as members may find it both fair and necessary to reimburse child care expenses that are incurred to attend council and board meetings.

BEST PRACTICES

- > *Local governments should provide clarity in regional district expense policies/bylaws to ensure that municipal expenses incurred by municipal directors are reimbursed by the appropriate municipal governments.*
- > *Local governments should consider including in their expense policies and/or bylaws the principle that elected officials should not themselves be expected to pay expenses that are incurred in order to perform their roles.*
- > *Local governments should recognize that the range of legitimate expenses incurred to perform the roles of mayor and board chair will be greater than that incurred to perform the roles of councillor and board director.*
- > *Local governments should ensure that lists of eligible expenses reflect unique local conditions.*
- > *Local governments should periodically re-examine decisions on eligibility to ensure that lists of eligible expenses evolve to reflect changing needs and to reduce barriers to participation.*

BENEFITS

Medical services plan premiums, extended health and dental plans, employee and family assistance programs, and life and accidental death insurance are common examples of benefits that local governments may choose to make available to all or some of their elected officials. Current practices across the province vary with respect to the provision of benefits. Some local governments provide full benefits to all elected officials at no cost to the members. In a number of places, benefits are made available only to the mayor, since this position is the only one considered full-time. Councillors and directors in some of these places may opt-in to packages, but only at their own cost, or on a cost-share basis with the municipality. Certain regional districts provide benefit packages at the local government's cost to electoral area directors, but require municipal directors to pay all premiums. Other regional districts pay 50% of the cost of packages for all directors who opt-in. Family members of elected officials are entitled to join benefit programs in some jurisdictions, but must pay the full cost. Almost all local governments provide personal accident insurance to elected officials who are traveling on local government business.

Provision of Benefits

The provision of benefits to elected officials is becoming an increasingly important topic of consideration in local governments, particularly because of the potential barriers — real or perceived — that a lack of benefits pose for some. In an effort to avoid this situation, local governments may wish to consider making benefits available. Eligibility and responsibility for cost are two factors to include in any such consideration.

- > *Eligibility* — There is a strong rationale for providing benefits to mayors, and to other elected officials who occupy what are considered to be full-time positions. Many individuals who may wish to put their names forward for these positions would need, upon election to office, to leave other full-time employment in which they may receive benefits coverage. The prospect of giving up such coverage, and facing four or more years without replacement benefits, would prevent some from running.

The argument for benefits may not be as strong for elected positions that are structured and paid as part-time roles. In these cases, there is an assumption that individuals with access to benefits through their employment will be able to retain at least some access to those benefits

simply because they will not be need to leave their existing employment entirely. This reasoning fails in cases where existing benefits would be lost as a result of an individual being converted to part-time status with their employer after being elected to office.

An additional point in the discussion on eligibility concerns the position of municipal director on regional district boards. Municipal directors are, first and foremost, municipal councillors. The municipalities, as the local governments to which the councillors are elected to serve, should be responsible for addressing the benefits issue with these elected officials. Electoral area directors, by contrast, are directly elected to the regional district boards. Electoral area directors should look to these bodies for benefits.

- > *Responsibility for Cost* — Local governments should consider paying for elected official benefits on a pro-rated basis. Using this approach, municipalities would pay 100% of the benefit premiums for mayors, and 50% of the premiums for councilors. Regional districts would pay 50% of the cost of benefits for electoral area directors. Regional districts could also choose to pay 100% of the cost of premiums for regional district chairs who are deemed to occupy full-time roles, irrespective of whether the chairs are also electoral area or municipal directors.

In all, the principle governing the provision of benefits is that, in an effort to reduce barriers to participation, local governments should make benefits available to their elected officials, and should contribute to the cost of associated premiums on a pro-rated basis, in accordance will the full- or part-time nature of the positions.

Smaller Jurisdictions

Smaller local governments who wish to provide some level of benefits coverage for their elected officials may have concerns regarding the cost of premiums. In an effort to minimize costs, local governments may consider extending existing staff programs to include elected officials, or joining with other local governments to create larger beneficiary pools. To that end, UBCM offers comprehensive group insurance coverage to all local government elected officials in the province. To join the plan, however, at least three officials from a local government must opt-in to the coverage.

Evolving Range of Benefits

Finally, as with expenses, the list of benefits provided to local elected officials will change over time in response to local needs, societal trends, and other forces. In many jurisdictions today, standard benefits such as extended health and dental coverage, counselling services, and accidental death and dismemberment insurance will address needs. Some other local governments, however, may be under pressure to provide some form of parental leave, RRSP contributions, education allowances, and other benefits that prospective candidates for election receive in their existing careers. In the coming years, the number of local governments that will need to consider these types of benefits is likely to increase. And, to the extent that failure to provide them creates barriers to participation, local governments may need to consider taking action.

► Transition Payments

One specific benefit that may receive greater attention in the coming years is a transition allowance for local elected officials who leave office at the end of a term, either through their own choice, or as the result of an unsuccessful re-election bid. This benefit, which may be referred to as a retirement allowance, a separation payment, a pension, deferred remuneration, or a retraining and adjustment payout, is not offered in many jurisdictions today in the province — indeed, there are only eight municipalities that provide the benefit, and all of them are within Metro Vancouver. The benefit is provided to local elected officials on a broader basis, however, in other parts of Canada, namely Quebec and Ontario.

In some of the BC jurisdictions that offer a transition allowance, the benefit is intended as a bridge to help individuals re-enter the workforce, either in a new occupation, or back into a career that may have been placed on hold. In other cases, the benefit is presented in lieu of pension contributions that would have been paid by an employer if the elected officials had been considered employees and eligible for the existing municipal pension plan. Some transition allowances are intended to achieve both purposes. Consider some current examples:

- > The City of Vancouver provides one week of salary for every year of office served (provided that the departing council member served his or her full term). This benefit translates to 1.9% of the member's annual salary, and is intended to help facilitate the member's return to the workforce.

TRANSITION ALLOWANCES

Elected official transition allowances — referred to in some places as retirement allowances, separation payments, pensions, deferred remuneration, or adjustment payouts — are not common in British Columbia's local government system today. Experiences in other provinces and in the Metro Vancouver area, however, suggest that the benefit may become a matter for greater attention, at least for larger cities, in the coming years. The lack of transition and pension-like benefits could be a barrier to participation for different groups of individuals (e.g., mid-career professionals).

- > The City of Port Coquitlam provides one month of salary for every year in office to the departing mayor (persons who served as councillors are not eligible). The benefit payment is capped at six months.
- > The City of New Westminster provides the equivalent of 10% of the annual indemnity for each year of service, to a maximum of 12 years of service. This benefit is a form of pension.
- > The City of Burnaby structures its benefits as an ongoing, annual payment to service council members. The payments reflect the employer contributions to the municipal pension plan that would be made if the council members were eligible for the plan. Payments can be invested by members as annual RRSP contributions.

Transition allowances may be most relevant and defensible in local governments with elected officials in roles that require a *de facto* full-time commitment (even though some roles may be paid at part-time rates). Individuals in these positions place their existing careers and jobs on hold while in office, and may not, as a consequence, be able to participate in a work-related pension or savings program. Individuals in full-time elected positions may also have more difficulty than others in transitioning back into the workforce following their time in elected office.

Experience in Ontario and Quebec supports the view that such benefits may be of most interest to positions that require significant time commitments. In Ontario, the majority of municipalities with populations over 100,000 offer pensions to elected officials, whereas only 7% of centres with populations under 10,000 provide the benefit.⁶ It is generally the case that elected positions in larger centres are more demanding in terms of time than the same positions in smaller centres. In Quebec, the municipal pension plan is made available to all municipalities; however, local governments in centres with populations under 20,000 may choose to provide the benefit to the position of mayor only — the one position that typically requires a greater time commitment than others.

⁶ Metro Vancouver, *Board Remuneration Review Findings and Recommendations*, Board Remuneration Independent Review Panel, April 17, 2019, Page 9.

This *Guide* does not provide advice to local governments on whether or not to provide a transition allowance to departing, or serving, elected officials. The *Guide* recognizes, however, that the lack of such a benefit may discourage some individuals from considering public office, and may become more of a barrier in future years, at least in some centres. Local governments that wish to explore the development of a transition allowance, may want to consider the following questions:

- > Does the lack of a transition benefit stand as a significant barrier to participation? Which groups of individuals may view the benefit as being particularly important?
- > What is the primary purpose of the benefit? Is it to provide a bridge for departing elected officials to re-enter the workforce? Or is it to provide pension contributions in lieu of contributions that elected officials could earn outside of office?
- > What is a reasonable cap on the benefit, expressed either in terms of benefit paid, or eligible service time?
- > Is there any rationale for regional districts to provide the benefit to municipal directors, or should the issue of transition allowance to municipal elected officials be addressed directly by the local governments (i.e., the municipalities) to which the officials are elected?

BEST PRACTICES

- > *Local governments should consider providing access to extended health, dental, vision and insurance benefits to all local elected officials.*
- > *Local governments should consider contributing to the cost of benefit premiums on a pro-rated basis, in accordance with the full- or part-time nature of elected positions.*
- > *Local governments should consider extending benefits coverage to family members of elected officials, provided that the elected officials themselves pay the full incremental cost of such coverage.*
- > *Local governments should periodically re-examine the benefits provided to ensure that benefits programs reflect changing needs, and reduce barriers to participation.*

SECTION 5

COMMUNICATION

Local governments in British Columbia have long recognized the importance of strong communication in local governance. Municipalities and regional districts regularly communicate in proactive ways with their communities on a broad range of public policy, service, and governance matters. Remuneration for elected officials is one additional item on which clear communication is necessary. This section of the *Guide* highlights information that is important to communicate, identifies audiences with which to communicate, and provides advice on how to communicate.

As in all communication efforts, information on elected official remuneration is provided, in part, as a way to report on actions and decisions that are underway or that have been taken. Communication is also undertaken, however, to explain why initiatives are important to take, and to promote transparency in local government.

INFORMATION TO COMMUNICATE

The pieces of information that are important to communicate have been identified in the earlier sections of the *Guide*. In all, the key pieces are as follows:

- > *Nature of Elected Official Roles* — The level of knowledge in communities on the roles of local elected officials is not uniformly high across the province. Information to help residents understand the duties and responsibilities of the roles, the expectations on council members and regional board directors, and the time required to perform the jobs properly may provide important context for reviews of remuneration, and may help to pave the way for broad acceptance of their outcomes.
- > *Purpose of Remuneration* — The reasons for providing remuneration to elected officials, and the factors that inform the setting of remuneration levels, are important to communicate. Residents and prospective candidates, in particular, may find it helpful to understand the importance of representative decision-making bodies, and the need to identify and reduce barriers to participation that some groups in the community may encounter.

EXPLAINING IMPORTANCE

The Cariboo Regional District opens its Directors' Remuneration and Expenses Bylaw with a statement of principles. The statement begins as follows:

"It is important for local governments to ensure their elected official positions are compensated fairly and equitably to attract and encourage a variety of citizens from different economic and demographic backgrounds... to run for office and represent their communities..."

- > *Guiding Principles* — The communication of principles to guide council and board decisions on remuneration can help to speak to the purpose of remuneration, and can also minimize any suggestion of arbitrariness in the remuneration levels selected.
- > *Remuneration Details* — Clear and complete listings of base remuneration levels, supplemental payments, the situations in which supplemental payments are made, annual adjustments, eligible expenses and the process for claiming them, and benefit programs are important to communicate. Such details bolster transparency.
- > *Remuneration Reviews* — Where determined, the process and timing of remuneration reviews, along with any guiding principles for reviews to follow, can help to de-politicize the efforts. Details on reviews underway, as well as the results of such reviews, are also important.
- > *Expenditures Made* — Finally, efforts above and beyond basic statutory reporting requirements to make available information on remuneration received and expenses claimed can enhance transparency and build trust.

AUDIENCES TO REACH

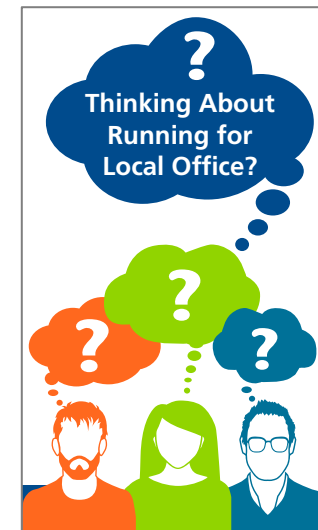
Residents in the community constitute the primary audience for communication efforts on elected official remuneration. Other audiences that may be targeted in communication strategies include ratepayer associations, business associations, and any other defined group that has expressed, or that may express, strong views on remuneration. An additional audience is the pool of prospective candidates for upcoming local government elections. This group should clearly understand the nature and level of the work involved, and the remuneration that is provided for the work.

COMMUNICATION TOOLS

Many local governments regularly make use of a range of different tools to connect with different audiences. For information on remuneration, councils and boards may find a combination of written materials, presentations, and information meetings to be most effective. Consider the following points:

UNDERSTANDING ROLES

Prospective candidates for local government elected office should clearly understand the nature and level of the work involved, and the remuneration that is provided for the work. Resources such as "Thinking About Running for Local Office?" can help.



- > *Written Materials* — Providing information in writing is a useful way to ensure accuracy of message, and to promote transparency. Written materials can also be made available in a number of formats in order to allow for distribution to various audiences. Examples of written materials to provide include:
 - remuneration policies and bylaws, complete with user-friendly introductions to explain the purpose and contents of the documents
 - information pamphlets on the reasons for, importance of, and principles in place to guide elected official remuneration
 - education booklets on the duties and responsibilities of local elected officials, as well as the time commitment involved
 - terms of reference to guide remuneration reviews
 - reports on the outcomes of remuneration reviews
 - regular disclosure of remuneration and expenses paid

Public surveys represent an additional written item that can be used not only to solicit public views on remuneration, but also to communicate the reasons for remuneration, and the existing remuneration, expense, and benefit programs in place.

- > *Presentations* — Public presentations (i.e., at open council and board meetings) of the results of remuneration reviews are effective communication methods, particularly when reviews have been completed by an independent panel, and presentations are made by the panel chair.
- > *Information Meetings* — Information meetings are used in several local governments to help prospective candidates understand the duties and responsibilities of the elected official jobs. Where not already the case, these meetings could include a component on remuneration. The reasons for remuneration, and the principles guiding remuneration, would be important to communicate in addition to the remuneration levels.

PUBLIC INVOLVEMENT

Kamloops' Council Remuneration Task Force solicited input from the public through a carefully-constructed and -implemented engagement program. Five community events were attended by Task Force members. A survey was also provided for all interested residents.

Information meetings can also be used as part of remuneration reviews. Such meetings are held in some centres to educate audiences on elected official remuneration, and to solicit views on appropriate packages to provide.

BEST PRACTICES

- > *Local governments should consider including in their communications programs information on the nature of elected official roles, the purposes of remuneration, principles to guide the setting of remuneration, details on remuneration levels, remuneration reviews, and expenditures made.*
- > *Local governments should consider using a range of tools to communicate information, including written materials, presentations, and information meetings.*

SECTION 6

BEST PRACTICES SUMMARY

This *Guide* has presented a series of best practices to assist local governments in setting elected official remuneration. Figure 6.1 pulls the best practices together into one table.

Figure 6.1
Remuneration Best Practices

Section	Topic	Best Practices
Section 2: Conducting Reviews	Independent Task Force	<ul style="list-style-type: none"> > Local governments should consider establishing an independent task force to conduct reviews of elected official remuneration.
Section 3: Timing and Frequency	Timing of Reviews	<ul style="list-style-type: none"> > Local governments should consider conducting remuneration reviews, and reporting the results, at least one year before the next election.
	Frequency of Reviews	<ul style="list-style-type: none"> > Local governments should consider conducting remuneration reviews once per term. > Local governments should consider setting out the timing for subsequent reviews in remuneration policies or bylaws.
	Annual Adjustment	<ul style="list-style-type: none"> > Local governments should consider including in their policies or bylaws provision for an automatic cost-of-living adjustment, using the CPI, to elected officials' base remuneration.
	Implementation of Changes	<ul style="list-style-type: none"> > Local governments should consider having changes to base levels, determined through remuneration reviews, take effect at the beginning of the following term. > Local governments should consider allowing for immediate implementation of changes to remuneration that are designed to protect elected officials from financial loss that would otherwise occur as a result of tax system shifts.

Section	Topic	Best Practices
Section 3: Timing and Frequency	Implementation of Changes	<ul style="list-style-type: none"> > Local governments should consider allowing for immediate implementation of annual cost-of-living adjustments.
Section 4: Setting Remuneration	Bases of Comparison	<ul style="list-style-type: none"> > Local governments should consider using remuneration paid to elected officials in similar local government jurisdictions as the preferred basis for determining remuneration.
	Comparison Group	<ul style="list-style-type: none"> > Local governments should consider establishing comparison groups using population, combined — as deemed necessary — with other factors that influence elected official workload and level of responsibility. > Local governments should consider including at least five jurisdictions (preferably more) in the comparison groups.
	Using the Data	<ul style="list-style-type: none"> > Local governments should consider using simple formulas that make the calculation of remuneration levels as straightforward as possible, easy to explain, and easy to understand.
	Regional District Supplemental Payments	<ul style="list-style-type: none"> > Local governments should consider targeting supplemental payments to non-core meetings, and structuring base remuneration levels to include attendance at board and committee of the whole meetings.
	Eligible Expenses	<ul style="list-style-type: none"> > Local governments should consider including in their expense policies and/or bylaws the principle that elected officials should not themselves be expected to pay expenses that are incurred in order to perform their roles. > Local governments should recognize that the range of legitimate expenses incurred to perform the roles of mayor and board chair will be greater than that incurred to perform the roles of councillor and board director.

Section	Topic	Best Practices
Section 4: Setting Remuneration	Eligible Expenses	<ul style="list-style-type: none"> > Local governments should provide clarity in regional district expense policies/bylaws to ensure that municipal expenses incurred by municipal directors are reimbursed by the appropriate municipal governments. > Local governments should ensure that lists of eligible expenses reflect unique local conditions. > Local governments should periodically re-examine decisions on eligibility to ensure that lists of eligible expenses evolve to reflect changing needs and to reduce barriers to participation.
	Benefits	<ul style="list-style-type: none"> > Local governments should consider providing access to extended health, dental, vision and insurance to all local elected officials. > Local governments should consider contributing to the cost of benefit premiums on a pro-rated basis, in accordance with the full- or part-time nature of elected positions. > Local governments should consider extending benefits to family members of elected officials, provided that the elected officials themselves pay the full incremental cost of such coverage. > Local governments should periodically re-examine the range of benefits provided to ensure that benefits programs reflect changing needs, and reduce barriers to participation.
Section 5: Communications	Information to Communicate	<ul style="list-style-type: none"> > Local governments should consider including in their communications programs information on the nature of elected official roles, the purposes of remuneration, principles to guide the setting of remuneration, details on remuneration levels, remuneration reviews, and expenditures made.
	Methods of Communication	<ul style="list-style-type: none"> > Local governments should consider using a range of tools to communicate information, including written materials, presentations, and information meetings.



The Corporation of the District of North Cowichan

Council Remuneration Bylaw

Bylaw 3709

*[Consolidated and printed by authority of the Corporate Officer under section 139 of the Community Charter.
Current to November 2, 2020. Last amended October 21, 2020. Amendments: 3788, 3780]*

Contents

Section

- 1 Remuneration
- 2 Effective date
- 3 Repeal

The Council of The Corporation of the District of North Cowichan enacts as follows:

Remuneration

- 1
 - (1) The annual remuneration for the Mayor shall be \$77,854.
 - (2) The annual remuneration for each Councillor shall be \$28,025.
 - (3) An additional amount of \$358 per month shall be paid to each Councillor while serving as Acting Mayor.
 - (4) The remuneration for the Mayor, Councillors and Acting Mayor shall be adjusted each year by the same percentage change as the Consumer Price Index for British Columbia over the preceding year.
 - (5) Benefits for extended health and dental services similar to those provided to North Cowichan employees and officers shall be available to each member of Council.
 - (6) Council members shall have access at no cost to North Cowichan's employee and family assistance program.
 - (7) [BL3788]
 - (8) Where a member of Council has been found by a Third Party Investigator appointed under the Council Standards of Conduct Policy, as amended or replaced from time to time, to have breached the Policy, the remuneration to which the member of Council would otherwise be entitled to under this bylaw shall be adjusted in accordance with the following:
 - (a) where the member of Council has been found to have breached the Policy for a first time, the remuneration to which the member of Council would otherwise be entitled to under this bylaw shall be reduced by 10%, for a period of 12 months

from the date of the breach;

- (b) where the member of Council has been found to have breached the Policy for a second time, the remuneration to which the member of Council would otherwise be entitled to under this bylaw shall be reduced by 15%, for a period of 12 months from the date of the second breach;
- (c) where the member of Council has been found to have breached the Policy for a third or subsequent time, the remuneration to which the member of Council would otherwise be entitled to under this bylaw shall be reduced by 25%, for a period of 12 months from the date of third or subsequent breach;
- (d) for certainty, where a member of Council has been found to have breached the Policy more than once in a 12-month period, the reductions in the remuneration to which the member of Council would otherwise be entitled to under this bylaw shall be cumulative for any period of overlap in the duration of each reduction (e.g., if a member of Council is found to have first breached the Policy on January 1 of a calendar year, and is subsequently found to have breached the Policy again on July 1 of that year, the remuneration to which the member of Council would otherwise be entitled to under this bylaw shall be reduced by 10% from January 1 to June 30 of that year, by 25% from July 1 to December 31 of that year, by 15% from January 1 to June 30 of the following year, and thereafter be fully reinstated. [BL3780])

Effective date

2 This Bylaw takes effect November 1, 2018.

Repeal

3 The following bylaws are repealed:

- (a) "Remuneration for Mayor & Aldermen Bylaw (#2) 1972", No. 1478;
- (b) "Remuneration for Mayor & Aldermen Bylaw 1991", No. 2578;
- (c) "Council Remuneration Bylaw 1998", No. 3001.

Read a first, second and third time on August 15, 2018
Adopted on September 5, 2018

Report No. CM 011-2016

EXECUTIVE COMMITTEE

Date: September 28, 2016
File No: 0530-01

To: Mayor and Council
From: Jake Rudolph, Deputy City Manager
Subject: Mayor and Council Remuneration and Expense Policy Review

RECOMMENDATIONS

1. THAT Council receive the Final Report of the Council Remuneration Working Group, referenced as Attachment A to Report No. CM 011-2016;
2. THAT Council select one of the following Council Remuneration implementation options:

Option A: The recommendations of the Final Report of the Council Remuneration Working Group be adopted for immediate implementation as submitted; or

Option B: The recommendations of the Final Report of the Council Remuneration Working Group be adopted for immediate implementation with the following modifications to BASE SALARY recommendation A.1 and A.2 as contained in the Final Report:

- i. Adjustments be applied for 2016, 2017, and 2018 in accordance with the existing Council Remuneration Policy; and
 - ii. Recommended formula calculations be implemented January, 2019; and
3. THAT the staff be directed to prepare an updated Council Remuneration and Expense Policy in accordance with approved Council recommendations.

SUMMARY OF THE ISSUE

The purpose of this report is to provide Council with the Final Report on Mayor and Council Remuneration as submitted by the Council Remuneration Working Group (**Attachment A**).

BACKGROUND

On February 15, 2016, at the Executive Committee meeting of Council, staff presented Report No. COR 004-20016 (**Attachment B**) regarding the Mayor and Council Remuneration and Expense Policy, recommending a compensation review and the establishment of a Council Remuneration Working Group to undertake this review. At that time, staff brought forward the report as part of the corporate review process for all City policies being undertaken in 2016. Council subsequently approved the Terms of Reference for the Council Remuneration Working Group and the composition of the Selection Committee to review applicants and to select the members of the Working Group.

On May 9, 2016, by way of Report No. COR 035-2016 (**Attachment C**), staff provided Council with an update regarding the appointment of Working Group members and timeline for reporting back to Council with their findings and recommendations.

DISCUSSION

The Working Group Final Report outlines their review process and methodology. Staff's primary role has been to assist in the provision of background information.

Recommendations from the Working Group propose a new method to establish and adjust Mayor and Council remuneration. The recommendations are intended to "fit with Abbotsford and its economy." The Final Report states the guiding philosophy of the Working Group is to recommend:

"compensation sufficient enough to attract quality candidates from all walks of life and to ensure there is a broad representation of the Community on City Council."

In addition, the report includes recommendations to address monetary and other matters incidental to Council remuneration.

The recommended formula calculations in Recommendation A.2 in Attachment A are a significant departure from the practice of benchmarking with other municipalities. Should the recommendation be implemented, it is anticipated the new methodology will be of interest to other jurisdictions undertaking similar remuneration reviews. The new benchmark of Council remuneration would be local average salaries rather than other municipalities.

It is noted that the working group report recognizes the position of Mayor is a full time job and that the position of a Councillor, to be effective, requires 30 hours per week. The report does not distinguish the work load of Deputy Mayor from that of a Councillor.

Option A has been provided should Council wish to immediately implement the Final Report. Alternatively, Council could accept the recommendations but direct implementation of the new formula to be effective for the incoming Council following the election in 2018 (Option B). Should that be the determination, staff would recommend the current policy of CPI adjustments be implemented for 2016, 2017, and 2018. The recommendations for either Option A or Option B can be implemented within the budget.

IMPACTS ON COUNCIL POLICIES, STRATEGIC PLAN AND/OR COUNCIL DIRECTION

Implementation of the Council Remuneration Working Group Final Report recommendations is achieved through the adoption of the revised policy on Mayor and Council Remuneration.

Review of Council remuneration is in accordance with the Strategic Plan – Organizational Alignment pillar.

SUBSTANTIATION OF RECOMMENDATION

The Council Remuneration Working Group volunteered their time and energy with a high level of dedication and competency in preparing their recommendations. They have functioned with autonomy and have conducted their review objectively as citizens of the community.

Implementation of the recommendations is achieved through approval of an updated Mayor and Council Remuneration Policy in accordance with the selected option. This will be submitted to Council for consideration at a subsequent meeting.



Jake Rudolph
Deputy City Manager

ATTACHMENTS

Attachment "A": Final Report on Mayor & Council Remuneration submitted by Council
Remuneration Working Group

Attachment "B": Report No. COR 004-2016 re Mayor and Council Remuneration & Expense
Policy dated February 2, 2016

Attachment "C": Report No. COR 035-2016 re Mayor and Council Remuneration & Expense
Policy Review dated April 29, 2016

Final Report on Mayor & Council Remuneration

Submitted by Council Remuneration Citizen Working
Committee

Douglas MacAdams, Laughie Bell, Barb Schimnowsky, Mike Welte

July 2016

Final Report – Mayor & Council Remuneration

COMMITTEE MANDATE

Council set the mandate of the Council Remuneration Working Group (CRWG) in Terms of Reference approved by Council and dated February 25, 2016. Council asked CRWG (initially called Council Remuneration Citizen Working Committee) to review the current remuneration and expense policy for Mayor and Council, and to provide recommendations regarding:

- Annual remuneration
- Annual and monthly expense allowance and indemnities
- Annual adjustment calculations
- Benefits
- Options to making periodic adjustments to establish compensation

CRWG Members

Members of the CRWG were appointed by a panel of senior City staff and consisted of the following individuals:

- Douglas MacAdams, Lawyer – Chair
- Laughie Bell, Community Volunteer
- Barb Schimnowsky, Certified Management Consultant and Family Enterprise Advisor
- Mike Welte, Commercial Banker and Community Volunteer

CRWG Guiding Philosophies

CRWG sought to ensure that compensation fairly reflected the level of duties and responsibilities of the role of elected officials, and not the time needed to fulfill the role. CRWG also wanted to ensure that their recommendations are fiscally responsible and provide pay sufficient to attract high-quality candidates without being at a level whereby individuals would seek office simply for financial gain. CRWG also wanted to recommend a method of calculating compensation that is simple and easily understood by the citizens of Abbotsford.

Final Report – Mayor & Council Remuneration

CRWG ACTIVITIES

CRWG met four times between April and June 2016. At the fact gathering stage, City of Abbotsford Staff, Jake Rudolph and Katie Karn were present during these meetings. They were prompt and thorough in supplying CRWG with information and in responding to questions, and CRWG wants to acknowledge their support during this review process. In addition to reviewing written materials and receiving information from George Murray, Jake Rudolph, Susan Bahry, Rachel McAvoy, Bill Flitton, and Katie Karn, members of CRWG met with three past Mayors and four past Council members to ask them a series of questions.

The activities that took place during this time frame are as listed below.

1. Reviewed Existing Data

CRWG reviewed Report No. COR 004-2016 and related Attachments, as well as Compensation Reviews for Elected Officials prepared by Tim Dillon & Associates dated January 19, 2011 and October 22, 2014. Other information that was reviewed included Report COR 44-2013 regarding the 2014 Remuneration Adjustment. CRWG also reviewed the structure of City of Abbotsford committees and which members of Council serve on each of these, as well as the participation of members of Council on boards and committees of related governmental and non-governmental bodies such as the Fraser Valley Regional District.

The Council Remuneration and Expense Policy C001-05 was also reviewed, along with a summary of conference expenses, community event expenses, and meeting expenses incurred by Mayor and Council during the years 2011 to 2015. CRWG also reviewed the City's Travel Expenditure Policy 8.5 that has been in effect since January 5, 1982 with subsequent per diem reviews to ensure that the policy remains fair.

2. Research and Data Collection

With assistance from Jake Rudolph and other City staff, information was collected and analyzed regarding Mayor and Council remuneration at other BC municipalities from 2011 to 2016, with a particular focus on those municipalities with a population similar to Abbotsford's population. Other information CRWG reviewed included:

- Remuneration for the FVRD Board and Committee Members
- Fraser Valley Regional Hospital District Directors' Remuneration Bylaw No 0059, 2014
- Metro Vancouver's SOFI Report for 2013 and 2014
- FVRD SOFI Report 2013
- Council Report COR 039-2016 regarding the City's SOFI Report

Final Report – Mayor & Council Remuneration

- GVRD Board and Committee Remuneration Amending Bylaw No. 1183, 2013
- CRA's Municipal Officer's Expense allowance
- City of Abbotsford's Elected Officials benefits package.

CRWG especially focused on compensation practices from other municipalities across Canada and noted a number of news articles related to pay increases approved or vetoed by other municipalities. In addition, we reviewed Statistics Canada data for Abbotsford regarding average wages and Consumer Price Index data for Vancouver.

3. Obtained input from previous Mayors & past Council Members

CRWG obtained input from previous Mayors and members of Council to learn their responses to questions that related to their term and compensation relative to the job. These questions are attached as Appendix I. CRWG wished to find out if former members of Council considered past remuneration to have been fair.

4. Reviewed the Legislative Role of Council Members

Standard compensation practices are based on valuing a position based on a job description. However, since there is no job description for a Mayor or Councillor, CRWG reviewed an extract from the Community Charter related to Council roles and responsibilities and meeting attendance requirements to gain a better understanding of basic minimum statutory obligations. CRWG noted that members of Council are required to attend meetings during normal workday business hours (which impacts employed and self-employed members of Council). Members of Council must also allocate time during evenings and weekends and CRWG notes that members of Council generally do much more than fulfill the minimum statutory obligations. Members of Council can, and do, allocate significant time and energy to interacting with constituents, reading background materials, carrying out research in preparation of meetings, and taking other steps to ensure they are fully informed when analyzing, advocating, and voting on issues.

5. Drafting Recommendations

During our review, we discovered that Council has not implemented existing remuneration policy and that Mayor and Council's salaries have not been adjusted since 2012. CRWG thinks and feels it is important to apply the existing policy and to implement accrued CPI increases prior to making any new recommendations. CRWG has also developed recommendations related to determining annual remuneration, expense allowances, and benefits, which are presented in this report.

Final Report – Mayor & Council Remuneration

RATIONALE FOR SALARY RECOMMENDATIONS

CURRENT PRACTICE

The City of Abbotsford Council Remuneration and Expense Policy No. 200-2-01 was last updated in January 2012 and establishes the framework for Council compensation and other expenses. Commencing December 1, 2011, the policy established a baseline compensation of \$94,500 for the Mayor and \$37,200 for Councillors. Schedule B of the policy provides for CPI adjustments on an annual basis and stipulates a comprehensive formal review should occur every three years. At the time of implementing the policy the Council term was three years, which has now been changed to four years.

As indicated in the Table below, Mayor and Council compensation has not followed the existing policy and there have been no CPI increases since 2012. Report No. COR 44-2013 dated November 22, 2013 is the last record of any formal documentation related to an adjustment to Council remuneration. The CPI for Vancouver between October 2012 and October 2013 was 0% and the above-noted report advised of such. Therefore, there was no change to Mayor and Council's remuneration. There is no formal or informal documentation or recollection on why the CPI adjustments for 2014 and 2015 didn't occur automatically as per the current Policy No. 200-2-01.

Mayor and Council Remuneration Adjustments 2011-2015

Year	Mayor	Council	CPI	Comments
2011	\$94,500	\$37,200		Policy established
2012	\$95,200	\$37,500	.07%	Increase applied
2013	\$95,200	\$37,500	0%	No change
2014	\$95,200	\$37,500	1.09%	No increase implemented
2015	\$95,200	\$37,500	1.74%	No increase implemented

Historically, the City of Abbotsford has based compensation levels on those being paid by surrounding municipalities that have a similar size population. Abbotsford has a current population of approximately 138,501. Using the existing practice, municipalities that compare most closely in size to Abbotsford are outlined below:

Municipality	Estimated Population	Mayor's salary	Councillor's Salary
Coquitlam	141,132	\$132,258	\$57,562
Abbotsford	138,501	\$95,200	\$37,500
Kelowna	121,422	\$90,587	\$32,055
Langley Township	114,647	\$112,602	\$45,041
Saanich	110,767	\$97,719	\$38,625
Chilliwack	77,936	\$93,285	\$31,176
Mission	36,426	\$71,997	\$28,799

Final Report – Mayor & Council Remuneration

CRWG discussed whether the existing policy should be applied retroactively, which would result in outstanding pay for Mayor and Council, or whether the base salaries should simply be adjusted to the levels they would be if the existing policy had been implemented. We determined that the CPI increases should be applied immediately for the balance of 2016. We are not recommending retroactive pay. In our view, retroactive pay would be politically unpalatable both for Council and for the residents of Abbotsford.

CRWG recognizes that our recommendation for a relatively small increase for the balance of 2016 may seem inconsequential. However, we recommend this increase for the following reasons:

- The 2012 remuneration policy was carefully thought out and was approved in good faith.
- To fail to implement the policy is inconsistent with good governance.
- Remuneration of Mayor and members of Council should become a normal ordinary part of civic life in Abbotsford.

To follow our recommendation for the balance of 2016 will indicate that Council is prepared to treat remuneration of Mayor and Council as an ordinary matter to be treated in an ordinary way.

RATIONALE FOR CHANGING THE CURRENT APPROACH

The CRWG believe Abbotsford is quite distinct in significant ways compared to the municipalities in the table above. Our population is more diverse and is increasing in size. Our City has institutions that others do not, and our commercial activities are more varied. CRWG felt the approach of using population size as a basis for determining compensation may no longer be appropriate. Geographic proximity is not a reliable criteria and alternatives should therefore be considered.

CRWG also notes that historically, Mayor and Council in Abbotsford have been hesitant rather than robust in dealing with salary increases. While this may be honorable and position elected officials in a positive light with taxpayers, particularly when it comes to election time, the end result is that salary levels are falling behind what's being paid by other municipalities. Salary levels are also falling behind what is appropriate pay for the responsibilities assumed by Mayor and members of Council. The further salaries lag behind, the greater the eventual salary increase must be to bring remuneration in line. Significant salary increases are never viewed positively by constituents and are distasteful to members of Council. Not applying the existing policy and/or voting against recommended salary increases and/or failing to deal with the issue of salaries puts a greater burden on future Councils.

As stated previously, one of the CRWG's guiding philosophies is to recommend compensation sufficient enough to attract quality candidates from all walks of life and to ensure there is broad representation of the community on City Council. In the opinion of the CRWG, this isn't currently the case given the current levels of compensation. In the view of CRWG, service as a member of Council is difficult for many and, in particular, for those whose sole income is from full-time employment.

Final Report – Mayor & Council Remuneration

CRWG felt a new approach was needed that would sit well with elected officials and constituents, and fit with Abbotsford and its economy. An approach that has been used in Vancouver and Halifax is to link the compensation of elected officials to the average salary of a full-time employed person who lives in the respective City. The rationale behind this approach is that there should be a logical relationship between remuneration paid and the people for whom the Mayor and Council work, namely the residents of Abbotsford. CRWG recommends adopting this approach to remuneration for elected officials.

COMPENSATION FOR COUNCILLORS

The average salary of a full-time worker is available from Stats Canada. <http://www12.statcan.gc.ca/nhs-enm/2011/dp-pd/prof/details/Page.cfm?Lang=E&Geo1=CMA&Code1=932&Data=Count&SearchText=Abbotsford%20-%20Mission&SearchType=Begins&SearchPR=01&A1=All&B1=All&GeoLevel=PR&GeoCode=10>

The most recent data now available is based on the 2011 National Household Survey. In Abbotsford, the average income for population aged 15 and over who worked full year, full-time and had employment income was \$52,152. In the absence of more current Statistics Canada information, we adjusted this amount by the Vancouver CPI to obtain an estimate of what the average full-time worker likely earns as of 2015. This is illustrated in the table below.

NHS Survey -- Average Salary of a Full-Time Worker in Abbotsford 2011

Year	Vancouver CPI	Average Salary
2011		\$52,152
2012	1.3%	\$52,830
2013	.02%	\$52,840
2014	1.1%	\$53,421
2015	1.2%	\$54,061

Based on the CRWG review of information during the research and analysis phase of this review, we think being a Councillor isn't a full-time job, but to be effective requires at least 30 hours per week. Using this as our basis, the CRWG determined the formula to calculate compensation for Councillors should be 75% rounded to the nearest one hundred dollars of the average wage for all people working full-time in Abbotsford as reported by Statistics Canada.

Some might argue that the work of a Councillor exceeds the expectations of an average full-time worker. However, the CRWG felt that any extraordinary demands that may result from serving in public office are offset by one-third of remuneration paid to elected officials being tax-free to compensate for incidental expenses incurred while performing their civic duties.

Final Report – Mayor & Council Remuneration

COMPENSATION FOR DEPUTY MAYOR

CRWG felt there was insufficient evidence to support a substantial increased workload for the Deputy Mayor, other than to serve as the Mayor's back up on an as-needed basis. As such, no salary increase for this position is being recommended.

COMPENSATION FOR MAYOR

The position of Mayor is a full-time job and often requires more than a 40-hour week. Based on our research regarding compensation in other municipalities in British Columbia, the differential between what a Mayor earns versus a Councillor can range between 1.5 to 3.5 times a Councillor's salary. The CRWG determined that paying the Mayor 2.5 times that of a Councillor, rounded to the nearest one hundred dollars, would be a fair formula to calculate the Mayor's salary.

Final Report – Mayor & Council Remuneration

RECOMMENDATIONS

A. BASE SALARY

RECOMMENDATIONS:

1. IMMEDIATE APPLICATION OF EXISTING COUNCIL & REMUNERATION POLICY

It is recommended that the existing Council & Remuneration Policy 200-2-01, whereby salaries are adjusted annually based on the Vancouver CPI, be applied October 1, 2016. The last year this policy was applied was in 2013, at which time there was no increase in the CPI and hence no change in compensation. Applying the 2014 CPI of 1.09% and 1.74% for 2015 will increase salaries immediately as set out below, and be consistent with current remuneration policy that has not been followed:

- Councillor salary - \$38,600
- Mayor salary -- \$97,900

2. RECOMMENDED FORMULA CALCULATIONS EFFECTIVE JANUARY 1, 2017

2.0 It is recommended that the existing formula for Mayor and Council compensation be eliminated and replaced with the following formula, effective January 1, 2017.

- Councillor salary = 75% (rounded to the nearest one hundred dollars) of the average salary of a full time worker in Abbotsford in December 2015
- Deputy Mayor salary = 75% (rounded to the nearest one hundred dollars) of the average salary of a full time worker in Abbotsford in December 2015
- Mayor salary = Councillor salary x 2.5

Position	Formula	Calculation	2017 Salary
Councillor	Councillor salary = 75% of the average salary of a full-time worker in Abbotsford (2015)	75% of \$54,061 Rounded	\$40,500
Deputy Mayor	No additional stipend for Deputy Mayor	75% of \$54,061 Rounded	\$40,500
Mayor	Mayor salary = Councillor salary x 2.5	\$40,546 x 2.5 Rounded	\$101,250

Final Report – Mayor & Council Remuneration

The most recent available data from Statistics Canada for the average wages and salaries of individuals who worked full-year, full-time in Abbotsford will be used as the base year. Currently, the most recent data is from 2011. Using the annual Vancouver CPI for years 2012 through to 2015, this amount has been adjusted to estimate the current average salary for a full-time worker in Abbotsford. This base amount will be reset when actual census data becomes available in 2017 and then adjusted each year by the annual change in the Vancouver CPI.

To further support our recommendation, the CRWG obtained the median salary for City of Abbotsford employees, exclusive of Police, which is \$68,869. Based on this information, CRWG believes that the salaries recommended for Mayor and Councillors are fair and reasonable.

- 2.1 It is recommended that the existing Council & Remuneration Policy be updated to reflect the recommended formula. There should also be an internal process put in place to ensure automatic application of this salary review and calculation process by City Staff.

B. ANNUAL MONTHLY EXPENSE ALLOWANCE AND INDEMNITIES

Current Practice

The current practice as specified in C0001-05 Council Remuneration and Expense Policy is that Members of Council who attend conventions, conferences, and seminars, as authorized by the Mayor, shall be provided by an annual conference allowance of \$4,000 for the Mayor and \$2,000 for each Councillor for expenses including: accommodation, transportation, car mileage and other allowable expenses, to be supported by receipts. Meals and incidental expenses shall be reimbursed up to the maximum daily allowance as set out in the City's Travel Expenditure Policy.

Rationale for Change

The CRWG reviewed conference expenses incurred by Mayor and Council for the years 2011 through to 2015. Due to inflation and escalating costs of conferences, every Mayor and Councillor exceeded the annual allowance for conferences in at least one, but in most instances, two or three of the five years, particularly for those individuals who were newly elected. Collectively, the annual allowance was exceeded in three of the five years. In addition, it is our understanding that one of Council's strategic goals is to be more involved in developing relationships with other jurisdictions. We understand there will be other ways of conducting business beyond attending seminars, conferences, and conventions. Any expenses related to conducting regular Council business aren't included in this recommendation.

RECOMMENDATIONS

- 3.0 It is recommended that the annual allowance to attend conventions, conferences and seminars be increased to \$5,500 for the Mayor and \$3,500 for each Councillor.

Final Report – Mayor & Council Remuneration

3.1 It is further recommended that the Policy be updated to reflect this change.

C. ANNUAL BUDGET TO ATTEND COMMUNITY EVENTS

Current Practice

Members of Council who attend community events are provided an annual allowance of \$2,500 for the Mayor and \$1,000 for each Councillor, and receipts must support expense claims.

Rationale for No Change

We reviewed Community Event Expenses for Mayor and Council for the years 2011 through to 2015. There were only four times during this five-year period when the annual allowance was exceeded by an individual, and never by more than \$255. Collectively, the actual expenses incurred each year have been well below the annual allowance.

RECOMMENDATION

4.0 It is recommended that there be no change to the allowed expense budget to attend community events.

D. MAYOR'S AUTOMOBILE ALLOWANCE

Current Practice

The Mayor is eligible for:

- a) A vehicle allowance of \$700 per month
- b) the use of a City vehicle for civic business use
- c) the use of a city vehicle for civic business use and personal use; or
- d) mileage reimbursement of their personal vehicle on civic business at a rate consistent with CRA's current rate per km

Tax considerations regarding the preferred choice are the responsibility of the Mayor.

Rationale for No Change

The CRWG believes the options provided and the monthly allowance is reasonable, nor have there been any issues brought forward by the current or previous Mayors that the automobile allowance isn't adequate.

Final Report – Mayor & Council Remuneration

RECOMMENDATION

- 5.0** It is recommended that there be no change to the maximum automobile allowance as set out in paragraph 4, or to the Vehicle Allowance/Use of City Vehicle set out in paragraph 5 of Policy 200-2-01.

E. BENEFITS

Current Practice

There is an Extended Health and Dental Plan for Elected Officials that is provided through Pacific Blue Cross that has been in effect since February 1, 2012. Premiums for this plan are paid 100% by the City of Abbotsford and all elected officials are currently enrolled. In addition, Mayor and Council are eligible to have their monthly MSP premiums paid 100% by the City. No life insurance, STD or LTD coverage is provided.

Rationale for No Change

The CRWG determined that no issues regarding health benefits have been brought forward by elected officials or by the public. The coverage provided is basic and in line with what is typically offered by other municipalities.

RECOMMENDATION

- 6.0** It is recommended that there be no change to the current benefits offering being provided to Mayor and Council.

F. OUTPLACEMENT ASSISTANCE

Current Practice

Currently, there is no outplacement assistance in place for Mayor or Council if they choose not to rerun for office or, if they do, are unsuccessful in the election.

Rationale for Change

Given that the Mayor's position is a full-time job, once elected the individual may be giving up a full-time job to serve the residents of Abbotsford. As such, the CRWG believe that the position of Mayor should in one aspect (outplacement assistance), be treated like any full-time employee who is terminated from their position without cause. The CRWG recommends against providing other benefits (and in particular, severance pay) to Mayors who do not rerun for office or who are unsuccessful in an election.

Final Report – Mayor & Council Remuneration

RECOMMENDATION

- 6.0** It is recommended that outplacement assistance be provided to a Mayor at the end of their term in office, on the same basis that is provided to City staff.

G. REVIEW OF POLICY

Current Practice

In the past, Council has struck working groups of citizens to provide recommendations for compensation for Mayor and members of Council, or has retained consultants to provide reports. CRWG recommends continuing the tradition of having citizens review remuneration.

Rationale for Change

CRWG recommends a change in the frequency of reviews to parallel the change in the term of members of Council from 3 years to 4 years. CRWG recommends that a citizens review working group be struck in early 2020 to report to Council in Fall 2020, with any changes to be effective January 1, 2021. Further review working groups would be struck in 2024, 2028 and at four year intervals thereafter, with any changes to be effective on January 1st of the year following the review. This pattern of review will insulate the process from electoral considerations given that elections are expected in fall 2018, 2022, and 2026 and in every fourth year thereafter.

Recommendation

- 7.0** It is recommended that citizen review working groups be established in early 2020, 2024 and 2028 and every four years thereafter, to provide Council with advice regarding remuneration for Mayor and members of Council.

Final Report – Mayor & Council Remuneration

Final Report – Mayor & Council Remuneration

APPENDIX I

Questions asked of previous Mayors and members of Council

1. What was your average weekly time commitment?
2. Do you feel you were paid fairly for the job?
3. Was your expense budget to attend community events adequate? If no, did this prevent you from attending events or did you pay out of your own pocket?
4. Were you ever in a position to vote for a wage increase? If so, how did you vote and why?
5. Do you feel the timing within the election cycle has any impact on how people vote on proposed salary increases?
6. What was the personal financial cost to you by taking on this position?
7. Knowing what you know now, would you have put your name forward to run for office?
8. What was your motivation for running?
9. Most of Council are retired or self-employed – do you believe compensation or the lack thereof is a deterrent to people running?
10. In your opinion, do you feel Council would benefit from having representation from a younger age demographic?
11. Did you feel the benefit offering was sufficient?
12. What was the consequence to you of not being re-elected?
13. Would you have benefited from transition counseling?
14. Anything else you'd like to add that's relevant.

Final Report – Mayor & Council Remuneration



COUNCIL REPORT

Report No. COR 004-2016

Executive Committee

Date: February 2, 2016

File No: 0530-01

To: Mayor and Council
 From: Jake Rudolph, Deputy City Manager
 Subject: Mayor and Council Remuneration and Expense Policy

RECOMMENDATIONS

1. THAT Council approve the attached Terms of Reference for the 2016 Council Remuneration Citizen Task Force;
2. THAT Council approve a Selection Committee comprising the City Manager, Deputy City Manager and Director, Legislative Services to review applicants and to select the members of the Task Force, in accordance with the selection criteria as contained in the Terms of Reference; and
3. THAT staff be directed to advertise for interested applicants to serve on the Task Force.

SUMMARY OF THE ISSUE

A review of City policies and procedures is being undertaken in 2016. The Council Remuneration and Expense Policy No.200-2-01 (**Attachment A**) is being brought forward to establish a review process.

BACKGROUND

The Council Remuneration and Expense Policy No. 200-2-01 was last updated in January, 2012, following a consultant review in 2011 (**Attachment B**). Prior to that, Council compensation was reviewed by a citizen committee in July 2007.

Schedule 'B' of the Council Remuneration and Expense Policy No 200-2-01 states:

"4. Remuneration Review

The City will undertake a comprehensive formal compensation review every three years. For the non-survey (in between) years, the City will make adjustments based on the average Consumer Price Index for Vancouver."

The following summarizes Mayor and Council remuneration for the 2011-2015 time frame:

Table 1 – Mayor and Council Remuneration 2011-2015

Year	Mayor	Council	CPI	COMMENTS
2011	94,500	37,200		Policy established
2012	95,200	\$37,500	0.7%	Increase applied
2013	95,200	\$37,500	0.0%	No change
2014	95,200	\$37,500	1.09%	No increase implemented
2015	95,200	\$37,500	1.74%	No increase implemented

As indicated in Table 1, Mayor and Council remuneration has not been adjusted since the beginning of 2012. Had CPI adjustments occurred since this time, remuneration for Mayor and Council would have been adjusted by 2.83%.

For additional background information, staff have conducted research on a number of comparator municipalities. Table 2 presents the 2015 Mayor and Council remuneration for municipalities of comparable size. The City of Abbotsford ranks eighth in both the Mayor and Council categories.

Table 2 - Comparator Market Analysis, 2015

Municipality	Estimated Population	Mayor (Ranking) \$	Councillor (Ranking) \$
Coquitlam	141,132	\$132,258 (1)	\$57,562 (3)
Delta	101,000	\$117,841 (4)	\$50,117 (4)
Kelowna	121,422	\$90,587 (11)	\$32,055 (11)
Langley Township	114,647	\$112,602 (5)	\$45,041 (5)
Maple Ridge	80,434	\$92,310 (10)	\$37,285 (9)
Nanaimo	88,869	\$95,103 (9)	\$35,447 (10)
New Westminster	69,860	\$96,871 (7)	\$38,154 (7)
Richmond	205,262	\$128,219 (2)	\$58,196 (2)
Saanich	110,767	\$97,719 (6)	\$38,625 (6)
Surrey	513,322	\$123,000 (3)	\$67,700 (1)
Abbotsford	138,501	\$95,200 (8)	\$37,500 (8)

DISCUSSION

The City of Abbotsford Council Remuneration and Expense Policy establishes the policy framework for Council compensation and other expenses. The policy establishes a baseline compensation of \$94,500 for Mayor and \$37,200 for Councilors commencing December 1, 2011. As indicated above, Schedule 'B' of the policy provides for CPI adjustments on an annual basis and stipulates a comprehensive formal review should occur every three years. At the time of implementing the policy, the Council term was three years which has now been changed to four years.

Compensation for elected officials is intended to recognize the significant time commitment involved to serve the public interest. Elected officials attend many Council, committee, liaison and other meetings. Often these meetings occur during various times of the day, involve preparation time, and sometimes travel. In addition, elected officials attend numerous functions,

receive emails, phone calls, engage in social media, and interact with citizens and stakeholders on a regular basis. The time commitment and the impacts on family life can be very significant.

It is recognized that elected officials do not serve office for financial reasons. Nonetheless, the time and energy required to fulfill responsibilities do impact the incumbent's income potential from other employment. Elected official compensation provides an offset for lost employment income. It also enables a broader cross section of citizens, from differing income levels and age categories, to run for office.

Establishment of an elected official compensation policy is necessary for good governance. There are various methods to establish an elected official compensation policy which include:

1. In house development of a Policy (ie. Staff review)
2. Consultant review (ie. 2011)
3. Citizens review (ie. 2007)

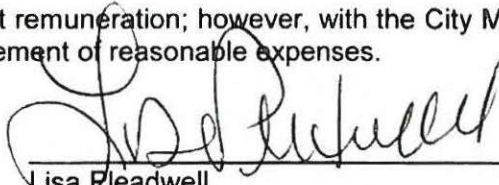
Given that the most recent review considered by Council was conducted in 2011 by consultants, it is suggested that a citizen review committee would be the appropriate method to undertake the next formal compensation policy review. A proposed Terms of Reference for the Council Remuneration Citizen Task Force is attached to this report (**Attachment C**). The Terms of Reference provides Task Force guidelines, outlines the diversity of the Task Force composition, and references pertinent legislation, bylaws, and policies to guide the Task Force in its mandate.

The Task Force will function at arm's length and without the involvement of Council. A staff selection panel consisting of the City Manager, Deputy City Manager, and Director of Legislative Services will review and select Task Force members in accordance with the selection criteria.

The Deputy City Manager will serve as the staff liaison to the Task Force. The function of the staff liaison will be to provide guidance and any necessary resources to support the independent work of the Task Force. Because the purpose of the Task Force will be to address matters related to labour, the work of the Task Force will be closed and confidential until the presentation of its findings in September 2016.

FINANCIAL PLAN IMPLICATION

Members of the Task Force shall serve without remuneration; however, with the City Manager's approval, members will be entitled to reimbursement of reasonable expenses.



Lisa Pleadwell
Chief Financial Officer

IMPACTS ON COUNCIL POLICIES, STRATEGIC PLAN AND/OR COUNCIL DIRECTION

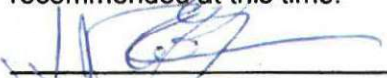
A review and update of the Council Remuneration and Expense Policy is in accordance with fiscal discipline and organizational alignment in the Strategic Plan. This review forms a

component of the comprehensive policy review process in 2016. It is also in accordance with the current policy which calls for a comprehensive form review every three years.

SUBSTANTIATION OF RECOMMENDATION

A comprehensive review of the Council Remuneration and Expense Policy is being recommended in accordance with Policy No. 200-2-01. This review is intended to ensure a sound governance policy framework for Council Remuneration is established and maintained. A Citizen Task Force is a common method for municipalities to periodically undertake a remuneration review. The last citizen review occurred in 2007. The Citizen Task Force provides an impartial and objective review process to develop recommendations.

Council does have the option of referring the issue to staff or a consultant to undertake this review. However, given the time lag from the previous Citizen review, the Task Force method is recommended at this time.




Jake Rudolph
Deputy City Manager

ATTACHMENTS

Attachment "A": Council Remuneration and Expense Policy No. 200-2-01

Attachment "B": 2011 Consultant Review

Attachment "C": Proposed Terms of Reference – Council Remuneration Citizen Task Force

 ABBOTSFORD		POLICY MANUAL	
		No. C001-05	Page 1 of 4
CHAPTER:	COUNCIL		
SECTION:	REMUNERATION AND EXPENSES		
SUBJECT:	COUNCIL REMUNERATION AND EXPENSE		
APPROVED BY:	COUNCIL		
EFFECTIVE DATE:	2011 11 21	REVISION DATE:	2012 01 23

PURPOSE:

Members of Council are entitled to remuneration and expenses

AUTHORITY:

Council

POLICY:

1. **Remuneration**
 - (a) Members of Council shall be entitled to the remuneration as contained in Schedule "B", attached to and forming part of this Policy.
 - (b) One-third of the remuneration paid to members of Council pursuant to this Policy shall be paid as an allowance for expenses incidental to the discharge of the duties of their offices, and shall be in addition to other expenses specified in this Policy.
 - (c) All remuneration shall be paid from annual revenue of the City.
 - (d) The annual remuneration shall be paid pursuant to the provisions and policies of the City's payroll system.
2. **Benefits**

Members of Council shall be entitled to enroll in basic health and extended health (including dental) for the duration of their elected term.
3. **Reimbursement of Additional Expenses**
 - (a) Members of Council, who are appointed as representatives of the Council to outside bodies, shall be reimbursed for expenses, including: accommodation, transportation, car mileage and other allowable expenses, to attend the meetings and business of such bodies conducted outside the City, unless the expenses are paid by the outside bodies.
 - (b) Members of Council, who attend conventions, conferences, and seminars, as authorized by the Mayor, shall be provided an annual conference allowance of \$4,000 for the Mayor and \$2,000 for each Councillor for expenses, including: accommodation, transportation, car mileage and other allowable expenses, to be supported by receipts. Meals and incidental expenses shall be reimbursed up to the maximum daily allowance.

- (c) Members of Council, who attend community events, as authorized by the Mayor, shall be provided an annual allowance of \$2,500 for the Mayor and \$1,000 for each Councillor and must be supported by receipts.

4. Maximum Allowance

The maximum allowance to cover travel expenses, including meals, gratuities, local telephone calls, and minor entertainment costs, for trips lasting more than one day away from the City, shall be \$90 per day, to be supported by receipts. Receipts are not required for expenses up to \$60 per day.

Where meals are included as part of a conference, training seminar, or other business conducted on behalf of the City, which exceed one day, the maximum daily allowance shall be reduced as follows:

- (a) \$15.00 if breakfast is included;
- (b) \$15.00 if lunch is included; or
- (c) \$30.00 if dinner is included.

For travel expenses incurred in the United States, the per diem allowance shall be paid in U.S. funds or the Canadian equivalent.

5. Vehicle Allowance/Use of City Vehicle

The Mayor is eligible for:

- (a) a Vehicle Allowance of \$700.00 per month;
- (b) the use of a City Vehicle for civic business use;
- (c) the use of a City Vehicle for civic business and personal use; or
- (d) mileage reimbursement of their personal vehicle on civic business shall be reimbursed at a rate consistent with Canada Customs and Revenue Agency's current mileage rate per kilometer.

Tax considerations regarding choice of options are the responsibility of the Mayor.

Schedule "A"

1. Accommodation

Actual cost for single accommodation shall be paid, subject to the provision of a receipt.

2. Transportation

Actual air fare at economy or lowest available fare, supported by a receipt, or if travel is by personal car, the lesser of economy fare or mileage may be claimed.

3. Other Allowable Expenses

Other allowable expenses supported by the receipts shall be reimbursed, including:

1. Airport limousine costs, taxis, or car rentals;
2. Parking costs;
3. Long distance telephone calls (details required); and
4. Extra entertainment costs (names of persons entertained and company name must be provided).

4. Car Mileage

The use of a Council member's personal vehicle on civic business outside of the City shall be reimbursed at a rate consistent with Canada Customs and Revenue Agency's current mileage rate per kilometer.

Schedule "B"

1. Mayor

Commencing December 1, 2011, the Mayor of the City of Abbotsford shall receive remuneration in the amount of \$94,500 per year pro rated per term of office.

2. Councillors

Commencing December 1, 2011, the Councillors of the City of Abbotsford shall receive remuneration in the amount of \$37,200 per year pro rated per term of office.

3. Deputy Mayor

The Deputy Mayor shall receive, in addition to remuneration received as Councillor, 10% of the Mayor's remuneration per year pro rated per term of office.

4. Remuneration Review

The City will undertake a comprehensive formal compensation review every three years. For the non-survey (in-between) years, the City will make adjustments based on the average Consumer Price Index for Vancouver.

*Tim Dillon & Associates
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Vancouver BC V6H 1A6
604.909.1176
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City of Abbotsford

Compensation
Review for Elected Officials

January 19, 2011

For questions about this report, please
contact:

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Compensation Consultant
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INTRODUCTION & BACKGROUND

The City of Abbotsford (the City) wishes to conduct a compensation review to measure the competitiveness of its elected official compensation opportunities. The City has asked for assistance from Tim Dillon & Associates to conduct this review. The City also wishes to develop a formal process and policy for guiding and determining elected official compensation in the future.

METHODOLOGY

We drafted a questionnaire to capture data on base salary, allowances, benefits, and perquisites for the mayor and councilor positions. We emailed the questionnaire to the ten municipalities that make up the City's existing defined comparator market. We then reviewed the data, identified anomalies, and followed up where necessary.

The following municipalities are currently defined as the City of Abbotsford's comparator market:

- | | |
|--------------------|-----------------------|
| 1. Coquitlam | 2. Delta |
| 3. Kelowna | 4. Langley (Township) |
| 5. Maple Ridge | 6. Nanaimo |
| 7. New Westminster | 8. Richmond |
| 9. Saanich | 10. Surrey |

A summary profile of the municipalities is shown in Table 1. The measures of comparison (i.e., annual expenses and population) were collected from government websites (www.cd.gov.bc.ca) to ensure a consistent and reliable comparison of the most recent data available.

All compensation data collected from the comparator market municipalities reflects a common effective date of January 1, 2010.

The data in this report has been rounded and summarized using tables. Averages and medians have been used throughout the report to provide an overview of the data:

- An average is the sum of all data divided by the number of observations included.
- A median value is the number that falls within the middle of a series of observations (e.g., if there are seven data observations and they are ranked in order of highest to lowest, the number or observation that is in the fourth position is the middle value and represents the median value).
- The 25th and 75th percentiles (P25 and P75), also referred to as the first and third quartiles, offer an indication as to the "spread" or range of the data. At the 75th percentile, 75 percent of the observations are at this level or below. Similarly, at the 25th percentile, 25 percent of the observations are at this level or below.
- It is important to note that a minimum number of observations is required to report data and still maintain confidentiality. A minimum of three observations is required to report the average, four to report the median, and five to report the quartiles (i.e., P25 and P75).
- The number of observations indicates the number of organizations that provided data.

Table 1 – Summary Profile of Comparator Municipalities

BC Municipality	BC Stats Population Estimates (2008)	BC Consolidated Expenses as of December 31, 2008 (\$ millions)	Number of full-time employees	Number of elected officials
Surrey	433,924	345.7	2,200	9
Richmond	189,027	230.4	1,243	9
Kelowna	118,507	164.0	769	9
Delta	99,508	134.7	860	7
Coquitlam	121,452	131.2	868	9
Abbotsford	133,556	126.4	838	9
Saanich	113,209	110.9	746	9
New Westminster	63,745	100.4	575	7
Nanaimo	82,937	98.7	630	9
Langley Township	101,342	95.0	498	9
Maple Ridge	73,957	71.1	338	7
Summary (does not including Abbotsford information)				
P25	87,100	99.1	590	8
P50 (Median)	107,300	121.0	760	9
P75	120,700	156.7	870	9
Average	139,800	148.2	870	8

FINDINGS – BASE SALARY COMPENSATION FOR MAYOR & COUNCILORS

Table 2 provides a summary of the base salary findings for the mayor and councilor positions from the ten municipalities. The table also indicates the comparison to the current base salary rates at the City of Abbotsford.

Table 3 summarizes the ratio of annual base salary of the mayor position relative to the councilor position. The table also indicates the current ratio at the City of Abbotsford.

All ten municipalities indicated the base salaries for mayor and councilor positions were one-third tax free. It is our understanding that the City of Abbotsford positions have their base salaries one-third tax free.

Four municipalities do not compensate councilors with an acting mayor allowance. Of the six municipalities that do compensate councilors with an acting mayor allowance, it is done one of two ways: a percentage of the mayor's base salary added to their own base salary or a lump sum (e.g., monthly or daily rate).

Table 2 – Summary of 2010 Annual Base Salary Findings for Mayor & Councilors

	Mayor Annual Base Salary (\$)	Councilors Annual Base Salary (\$)
P25	87,400	33,800
P50 (median)	91,700	36,100
P75	105,400	49,300
Average	96,300	40,000
City of Abbotsford (effective January 2007)	86,600	34,700
City of Abbotsford current base salaries as percent of median 2010 findings	94%	96%

Table 3 – Summary of Ratio of Base Salary Findings between Mayor & Councilors

	Ratio of Mayor Base Salary : Councilor Base Salary
Minimum	2.0 : 1
Maximum	3.0 : 1
P50 (median)	2.5 : 1
Average	2.5 : 1
City of Abbotsford	2.5 : 1

FINDINGS – CAR ALLOWANCE FOR MAYOR & COUNCILORS

Five municipalities offer a car allowance to the mayor. Three of these five municipalities extend the car allowance to councilors.

Municipalities that do not offer a car allowance do reimburse for mileage at a rate of \$0.52 per kilometre or at a rate set by the Canada Revenue Agency.

Table 4 – Summary of Car Allowance Findings for Mayor & Councilors

	Mayor Annual Car Allowance	Councilors Annual Car Allowance
Count	5	3
P50 (median)	\$7,500	-
Average	\$8,800	\$4,200
City of Abbotsford	No car allowance provided	No car allowance provided

FINDINGS – BENEFITS & PERQUISITES

It is our understanding that the City of Abbotsford does not offer any benefits or perquisites to its mayor and councilor positions. Table 5 indicates how many of the ten municipalities offer the benefit or perquisite surveyed. We did not collect information on the value of the benefits or perquisites. Typically, the benefit or perquisite offered to the mayor and councilor positions is at the same level as offered to staff.

Table 5 – Summary of Prevalence of Benefits & Perquisites Offered to Mayor & Councilors

	Mayor	Councilors
Pension/RRSP	0	0
Provincial health care	8	8
Extended health plan	8	8
Dental care	8	8
Vision care	8	8
Short-term disability	0	0
Long-term disability	2	1
Life insurance	8	7
Parking	8	8

FINDINGS – OTHER ALLOWANCES & EXPENSES

None of the municipalities pay any honorariums, allowances, or stipends for meetings related to their own municipal work (e.g., Council meetings, committee meetings etc.). All lower mainland

municipalities indicated the mayor and/or councilors are paid to attend meetings held by the Metro Vancouver Regional District. The regional district pays the mayor and/or councilors. It is our understanding that the Fraser Valley Regional District pays the mayor and councilors of the City of Abbotsford to attend its meetings.

All municipalities reimburse elected officials for expenses incurred while on official municipal business. Most municipalities have an expense policy that aligns to the staff expense policy. In the case of conferences, most municipalities have a per diem rate.

With regard to community events or special events (e.g., fundraisers, charitable events) that elected officials pay to attend, there are three main ways municipalities handle these costs:

- In some municipalities the one third tax free base salary is expected to cover the cost of these events.
- Some municipalities have a specific annual budget allocated to each elected official that covers the costs of these events (with proof of receipts).
- Some municipalities have an annual budget that collectively covers the costs of these events (with proof of receipts).

FINDINGS – PROCESS FOR SETTING COMPENSATION FOR MAYOR & COUNCILORS

The majority of municipalities use a combination of market surveys and average annual adjustments to set their compensation levels for their mayor and councilor positions.

Most survey a number of similar sized municipalities to set the base salary. Those municipalities that do not survey every year typically will review their compensation yearly and make adjustments based on some or all of the following factors:

- Staff (CUPE, IAFF, and/or exempt) adjustments
- Average adjustments given in other municipalities
- CPI (Consumer Price Index)
- The overall economy

While a couple of municipalities have established a formal compensation policy for elected officials, most have not.

FINDINGS – PAST AND FUTURE ADJUSTMENTS TO COMPENSATION FOR MAYOR & COUNCILORS

Seven municipalities either froze or adjusted by just one percent, the base salary for their elected officials in 2010. The average for the other three municipalities was 3.4 percent and 3.8 percent for mayor and councilors respectively.

For 2011, five municipalities indicated any adjustment was yet to be determined. One municipality intends to follow the staff increase (4 percent) and one municipality intends to adjust by the CPI. Most municipalities indicated that any adjustments would take place in the first quarter of 2011 with the majority effective the first of January (or retroactive to the first of January). The average adjustment for the five municipalities that have already made adjustments for 2011 is 3.0 percent.

RECOMMENDATIONS

Base Salary

Table 6 presents our recommended base salary for mayor and councilor positions to be implemented December 1, 2011. Our recommendations reflect the 2010 median level of the defined market place plus a three percent adjustment for 2011 (as previously stated, the average of the five municipalities that have already made adjustments for 2011 is three percent).

It is our understanding that the current rates of pay for the City of Abbotsford's mayor and councilor positions were implemented in January 2007. Therefore, the recommended base salaries for implementation on December 1, 2011 will represent an *average annual* increase of less than two percent over the nearly five year time period since base salaries were last adjusted.

In the future, we recommend the City of Abbotsford continue to undertake a comprehensive formal compensation review every three years. For the non-survey (in between) years we recommend the City make adjustments based on the average annual Consumer Price Index for Vancouver.

Table 6 – Recommended December 1, 2011 Annual Base Salaries for Mayor & Councilors

City of Abbotsford	Mayor	Councilors
December 1, 2011 Recommended Annual Base Salary	\$94,500	\$37,200
January 1, 2007 – November 30, 2011 Annual Base Salary	\$86,600	\$34,700

Benefits

Currently the City of Abbotsford does not offer any benefits to its elected officials. Most of the comparator municipalities offer basic health and extended health (including dental and vision) as minimum benefits. Therefore, we are recommending the City of Abbotsford offer basic health and extended health (including dental) to its elected officials for the duration of their elected term only.

The City's human resources department has contacted its benefit provider (AON) and obtained 2011 estimated premium rates. The sum of the estimated monthly (exempt) premium rates (and therefore estimated cost to the City) for MSP, extended health, and dental care is \$154.00 for a single person.

Vehicle Allowance

We are recommending the City of Abbotsford maintain the current mileage reimbursement. We are not recommending a vehicle allowance since so few municipalities in the comparator group follow this practice. We believe that the current arrangements in place are fair and equitable.

Community / Special Events Allowances

After discussion with Council on the current allowance arrangements in this area, we are recommending an annual fixed allowance of \$2,500 for the mayor and \$1,000 for each councilor to be used for attendance at community events. This represents no additional cost to the City as costs are currently aggregated for Council on an annual basis. We are recommending formalizing this allowance on a per elected official basis.

Conference Allowance

After discussion with Council, we are recommending an annual conference allowance of \$4,000 for the mayor and \$2,000 for each councilor to be used for attendance at conferences. Once again, there is no additional cost for this allowance as it is currently part of the budget; however, we are recommending formalizing this allowance on an individual elected official basis.

SUMMARY

The findings summarized in this report clearly indicate there is not a single or even consistent manner in which to determine elected official compensation. We certainly tend to see more consistency across municipalities when determining compensation for exempt staff in BC.

In our experience, a formal documented compensation policy is extremely helpful in communicating an organization's goals and strategies for determining compensation. We have attached a draft compensation policy for elected officials for the City of Abbotsford.

ATTACHMENT 1 – CITY OF ABBOTSFORD COMPENSATION POLICY FOR ELECTED OFFICIALS (DRAFT)

The purpose of this compensation policy is to detail the City of Abbotsford's goals and principles in regard to elected official's compensation.

This policy is subject to review and change at least every three years when we will undertake a comprehensive review of elected official's compensation. We will hire an external consultant to conduct the review and present the findings to council.

Our compensation strategy is to pay fair and equitable salaries to our elected officials: we aim to pay at the middle (i.e., median or 50th percentile) of our defined marketplace. We will review this target level to ensure it remains competitive and valid. This target level may be adjusted as business and market conditions change. Our defined marketplace consists of other similar sized municipalities in the geographic area of British Columbia. This marketplace also serves as the defined marketplace for the exempt staff at the City. The ten municipalities include:

1. Coquitlam
2. Delta
3. Kelowna
4. Langley (Township)
5. Maple Ridge
6. Nanaimo
7. New Westminster
8. Richmond
9. Saanich
10. Surrey

Within the three year cycle, the City will adjust elected official's compensation on January 1st by the annual CPI for Vancouver (for the previous year).

Councilors designated as acting mayor will receive an additional ten percent in addition to their regular salary.

The mayor will receive an annual fixed allowance of \$2,500 and each councilor will receive \$1,000 to be used for attendance at community events.

The mayor will receive an annual conference allowance of \$4,000 and each councilor will receive \$2,000 to be used for attendance at conferences.

Elected officials will be eligible to receive basic health and extended health (including dental) benefits for the duration of their elected term only.

ABBOTSFORD**Terms of Reference**

CRCTF

Page 1 of 3

CHAPTER: COUNCIL**SECTION:** COMMITTEES, COMMISSIONS AND BOARDS**SUBJECT:** COUNCIL REMUNERATION CITIZEN TASK FORCE**APPROVED BY:** COUNCIL**EFFECTIVE DATE:** 2016-02-15**REVISION DATE:****PURPOSE**

The purpose of the Council Remuneration Citizen Task Force ("Task Force") is to review the current remuneration and expense policy for the City of Abbotsford ("City") Mayor and Councillors; and to provide recommendations for a remuneration structure for implementation in January 2017.

AUTHORITY

Community Charter, Council

MANDATE

1. The mandate of the Council Remuneration Citizen Task Force is to make the following recommendations:
 - (a) annual remuneration;
 - (b) annual and monthly expense allowance and indemnities;
 - (c) annual adjustment calculations;
 - (d) benefits; and
 - (e) options for making periodic adjustments to establish compensation.
2. The Task Force will provide a report to the City Manager with its recommendations, no later than August 2016. Recommendations will be presented to Council at a Regular meeting of Council, as soon as possible, following the City Manager's receipt of the Task Force's recommendations.

GUIDELINES

1. The Task Force will research and consider all aspects of compensation that it believes is relevant to making its recommendations, but will specifically consider the following matters:
 - (a) compensation paid to Councillors must be sufficient to attract individuals from all walks of life to offer to stand for election to municipal public office;
 - (b) the functions and responsibilities of Mayor and Councillors, the level of community engagement and the time commitment required of individuals holding municipal public office, including, but not limited to, meetings, events, preparation time, and communication with the public;
 - (c) public expectations of the roles and commitment required of Mayor and Councillors; and the City's corporate objective to be fiscally responsible in allocating City resources;
 - (d) alternate formulas to replace the current remuneration structure, taking into consideration costing formulas used by other municipalities;
 - (e) the full remuneration package for Mayor and Councillors, including, but not limited to, the tax free expense allowance, travel and other allowable expenses, and any other benefits; and
 - (f) the need for a mechanism to make periodic adjustments to compensation.

2. The Task Force is permitted to use a variety of resources and techniques to complete its review, including, but not limited to,
 - (a) research and review of current trends and approaches used to set Mayor and Councillors remuneration levels;
 - (b) conducting interview with persons thought to be appropriate;
 - (c) review of existing and past policies; and
 - (d) discussions with City staff to gather technical information and data.

MEMBERSHIP

1. Appointment of members to the Council Remuneration Citizen Task Force shall be made by a panel of senior City staff.
2. The appointments to the Task Force will expire once the final recommendations are provided to the City Manager.
3. The Task Force will be composed of up to five (5) voting members selected from the community and appointed by a Senior Management Selection Panel on the basis of their experience and credentials in one (1) or more of the following areas:
 - (a) management experience of a large or complex organization;
 - (b) business experience;
 - (c) legal expertise;
 - (d) human resources experience; and
 - (e) Community service or engagement.
4. The Chair of the Task Force will be the appointed by the City Manager.
5. The staff liaison appointed to the Task Force will be the Deputy City Manager. Other staff resources will provide support as required and with the coordination of the Deputy City Manager.
6. From time to time, other City staff may be required to attend to provide technical advice and assistance.

MEETING SCHEDULE

The Chairperson will convene a Task Force meeting upon appointment. The purpose of the inaugural meeting will be to review the Terms of Reference, establish a meeting schedule and establish preliminary research requirements.

POLICY

1. The Task Force will operate in accordance with the *Community Charter*, the *City's Council Procedure Bylaw, 2015*, the *City's Committee Protocol Policy*, and any other applicable enactments, bylaws or policies, as amended or replaced from time to time.
2. Meetings will be held at the call of the Chair.
3. Quorum will be determined in accordance with the *City's Committee Protocol Policy*. Vacancies (but not absences) are excluded when counting the voting members in order to establish the quorum.

4. Task Force members must avoid conflicts of interest, in accordance with the City's *Committee Protocol Policy* and the *Community Charter*.

CONFIDENTIALITY

Task Force members are expected to maintain confidentiality throughout the term of the Task Force. Discussions and votes that take place at the Task Force meetings are in confidence, and final recommendations will not be publicly discussed until the report is submitted and presented to Council at a Regular meeting of Council.



COUNCIL REPORT

Report No. COR 035-2016

EXECUTIVE COMMITTEE

Date: April 29, 2016

File No: 0530-01

To: Mayor and Council
 From: Jake Rudolph, Deputy City Manager
 Subject: Mayor and Council Remuneration and Expense Policy Review

RECOMMENDATION

THAT Report No. COR 035-2016, dated April 29, 2016, from the Deputy City Manager, regarding the Mayor and Council Remuneration and Expense Policy review, be received for information.

SUMMARY OF THE ISSUE

The purpose of this report is to advise Council that the Mayor and Council Remuneration and Expense Policy Working Group has been selected and the review process has commenced.

BACKGROUND

At its Executive Committee meeting held February 15, 2016, Council carried the following motion:

"Moved by Councillor Gill, seconded by Councillor Blue, that (1) Council approve the Terms of Reference for the Council Remuneration Citizen Task Force as referenced in Report No. COR 004-2016; (2) Council approve a Selection Committee comprising of the City Manager, Deputy City Manager and Director, Legislative Services to review applicants and to select the member of the Task Force, in accordance with the selection criteria as contained in the Terms of Reference; and (3) staff be directed to advertise for interested applicants to serve on the Task Force."

DISCUSSION

The Council Remuneration Citizen Task Force Terms of Reference (Attachment A) calls for a task force of up to five voting members with a range of experiences and credentials. The Public notice (Attachment B) period concluded on March 9, 2016 and the staff panel appointed the following individuals as voting members:

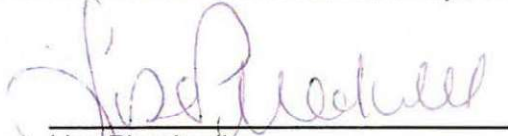
1. Laughie Bell – Community representative and dedicated volunteer having contributed to various organizations and committees in Abbotsford.

2. Douglas MacAdams – Local lawyer with experience having served on the Abbotsford City Council Remuneration Review Select Committee in 2007.
3. Barb Schimnowsky – Certified Management Consultant with 25 years of executive search and Human Resources consulting experience.
4. Mike Welte – Commercial banker and active community volunteer.

Over the coming months the working group will focus on research and fact finding with the intent of submitting their findings and recommendations to the City Manager for presentation to Council in September.

FINANCIAL PLAN IMPLICATION

Members of the working group shall serve without remuneration; however, with the City Manager's approval, members will be entitled to reimbursement of reasonable expenses.




Lisa Pleadwell
Chief Financial Officer

IMPACTS ON COUNCIL POLICIES, STRATEGIC PLAN AND/OR COUNCIL DIRECTION

A review and update of the Council Remuneration and Expense Policy is in accordance with fiscal discipline and organization alignment in the Strategic Plan. This review forms a component of the comprehensive policy review process in 2016. It is also in accordance with the current policy which calls for a comprehensive review every three years.

SUBSTANTIATION OF RECOMMENDATION

A comprehensive review of the Council Remuneration and Expense Policy is being recommended in accordance with Policy No. 200-2-01. This review is intended to ensure a sound governance policy framework for Council Remuneration is established and maintained. A Citizen working group is a common method for municipalities to periodically undertake a remuneration review. The last citizen review occurred in 2007. The Citizen working group provides an impartial and objective review process to develop recommendations.



Jake Rudolph
Deputy City Manager

ATTACHMENTS

- Attachment A: Council Remuneration Citizen Task Force Terms of Reference
Attachment B: Attachment B Council Remuneration Task Force Public Notice

ABBOTSFORD		Terms of Reference	
		CRCTF	Page 1 of 3
CHAPTER:	COUNCIL		
SECTION:	COMMITTEES, COMMISSIONS AND BOARDS		
SUBJECT:	COUNCIL REMUNERATION CITIZEN TASK FORCE		
APPROVED BY:	COUNCIL		
EFFECTIVE DATE:	2016-02-15	REVISION DATE:	

PURPOSE

The purpose of the Council Remuneration Citizen Task Force ("Task Force") is to review the current remuneration and expense policy for the City of Abbotsford ("City") Mayor and Councillors; and to provide recommendations for a remuneration structure for implementation in January 2017.

AUTHORITY

Community Charter, Council

MANDATE

- The mandate of the Council Remuneration Citizen Task Force is to make the following recommendations:
 - annual remuneration;
 - annual and monthly expense allowance and indemnities;
 - annual adjustment calculations;
 - benefits; and
 - options for making periodic adjustments to establish compensation.
- The Task Force will provide a report to the City Manager with its recommendations, no later than August 2016. Recommendations will be presented to Council at a Regular meeting of Council, as soon as possible, following the City Manager's receipt of the Task Force's recommendations.

GUIDELINES

- The Task Force will research and consider all aspects of compensation that it believes is relevant to making its recommendations, but will specifically consider the following matters:
 - compensation paid to Councillors must be sufficient to attract individuals from all walks of life to offer to stand for election to municipal public office;
 - the functions and responsibilities of Mayor and Councillors, the level of community engagement and the time commitment required of individuals holding municipal public office, including, but not limited to, meetings, events, preparation time, and communication with the public;
 - public expectations of the roles and commitment required of Mayor and Councillors; and the City's corporate objective to be fiscally responsible in allocating City resources;
 - alternate formulas to replace the current remuneration structure, taking into consideration costing formulas used by other municipalities;
 - the full remuneration package for Mayor and Councillors, including, but not limited to, the tax free expense allowance, travel and other allowable expenses, and any other benefits; and
 - the need for a mechanism to make periodic adjustments to compensation.

2. The Task Force is permitted to use a variety of resources and techniques to complete its review, including, but not limited to,
 - (a) research and review of current trends and approaches used to set Mayor and Councillors remuneration levels;
 - (b) conducting interview with persons thought to be appropriate;
 - (c) review of existing and past policies; and
 - (d) discussions with City staff to gather technical information and data.

MEMBERSHIP

1. Appointment of members to the Council Remuneration Citizen Task Force shall be made by a panel of senior City staff.
2. The appointments to the Task Force will expire once the final recommendations are provided to the City Manager.
3. The Task Force will be composed of up to five (5) voting members selected from the community and appointed by a Senior Management Selection Panel on the basis of their experience and credentials in one (1) or more of the following areas:
 - (a) management experience of a large or complex organization;
 - (b) business experience;
 - (c) legal expertise;
 - (d) human resources experience; and
 - (e) Community service or engagement.
4. The Chair of the Task Force will be the appointed by the City Manager.
5. The staff liaison appointed to the Task Force will be the Deputy City Manager. Other staff resources will provide support as required and with the coordination of the Deputy City Manager.
6. From time to time, other City staff may be required to attend to provide technical advice and assistance.

MEETING SCHEDULE

The Chairperson will convene a Task Force meeting upon appointment. The purpose of the inaugural meeting will be to review the Terms of Reference, establish a meeting schedule and establish preliminary research requirements.

POLICY

1. The Task Force will operate in accordance with the *Community Charter*, the City's *Council Procedure Bylaw*, 2015, the City's *Committee Protocol Policy*, and any other applicable enactments, bylaws or policies, as amended or replaced from time to time.
2. Meetings will be held at the call of the Chair.
3. Quorum will be determined in accordance with the City's *Committee Protocol Policy*. Vacancies (but not absences) are excluded when counting the voting members in order to establish the quorum.

ABBOTSFORD

Terms of Reference

CRCTF

Page 3 of 3

4. Task Force members must avoid conflicts of interest, in accordance with the City's *Committee Protocol Policy* and the *Community Charter*.

CONFIDENTIALITY

Task Force members are expected to maintain confidentiality throughout the term of the Task Force. Discussions and votes that take place at the Task Force meetings are in confidence, and final recommendations will not be publicly discussed until the report is submitted and presented to Council at a Regular meeting of Council.



COUNCIL REMUNERATION CITIZEN TASK FORCE APPOINTMENTS

The City of Abbotsford is seeking individuals who are interested in volunteering to participate in the Council Remuneration Task Force.

The purpose of the Task Force is to review the current remuneration and expense policy for the City of Abbotsford Mayor and Councillors; and to provide recommendations for a remuneration structure for implementation in January 2017. The appointments to the Task Force will expire once the final recommendations are provided to the City Manager.

Membership

The Task Force will be composed of up to five voting members selected from the community and appointed by a Senior Management Selection Panel on the basis of their experience and credentials in one or more of the following areas:

- management experience of a large or complex organization;
- business experience;
- legal expertise;
- human resources experience; and
- community service or engagement.

Eligibility, Requirements and Application Criteria

- Applicants must not be employees of the City of Abbotsford;
- Applicants must live in the City of Abbotsford; and
- Applicants should be able to serve for the full term of the appointment.

Remuneration:

As these are volunteer positions, successful candidates service without remuneration.

Applicants Process:

Applications can be submitted via any of the following methods:

- Complete the online application, available at abbotsford.ca/committee
- Download and complete the Application Package and
 - fax it to: 604-853-1934
 - email it to cityclerk@abbotsford.ca
 - mail or hand delivered to:
City of Abbotsford – City Clerk
32315 South Fraser Way
Abbotsford, BC V2T 1W7

Please be as concise as possible when filling out your application; and attach a resume.

Deadline for applications: March 9, 2016

Board Remuneration Independent Review Panel

Terms of Reference

PURPOSE

The Board Remuneration Review Panel was established by the Metro Vancouver Regional District Board to act as an independent, third party working group. The Review Panel will provide advice and recommendations to the Board on issues related to Board remuneration and benefits.

SCOPE OF WORK

At its April 27, 2018 Board meeting, the MVRD Board adopted the following resolution:

That the MVRD Board direct staff to prepare Terms of Reference for the establishment of an Independent Third Party Review Panel, with representation from both the public and private sector, and initiate a review of Board remuneration including benefits, and a summary of best practices across Canada, with findings and recommendations to be reported back to the new Board following the local government elections.

The Review Panel will review the existing information as a first step to assess the issues and practices associated with remuneration and benefits for elected officials on Metro Vancouver's boards and its committees. This will include the collection and review of:

- Internal Metro Vancouver records related to remuneration and benefits
- External research and publications on the topic, including best practices across Canada
- Current remuneration model - 4-year cycle (survey and annual CPI adjustments)
- Director benefits including transition or "retirement" allowances, and health and welfare benefits
- Regional Board Directors comparators to Metro Vancouver

The above information will form the basis of the Review Panel's findings.

MEMBERSHIP

The Review Panel is not a standing nor select committee of the Board; rather, it is an independent third party working group composed of representatives from both the public and private sectors. Membership will be limited to three (3) external representatives, and two (2) staff acting in an advisory role, as follows:

1. Public Sector Representative
2. Private Sector Representative
3. Former Elected Official
4. Chief Administrative Officer, Metro Vancouver
5. General Manager of Human Resources, Metro Vancouver

Others may be permitted to attend Review Panel meetings in an observer or advisory role, if expressly invited or authorized to attend by the Review Panel.

The Review Panel Chair will be selected from among the members at the first meeting.

MEETINGS

The Review Panel will meet at least 3 times, with additional meetings being scheduled at the call of the Review Panel Chair.

The findings of the Review Panel will be analyzed with the objective of developing a set of recommendations. With assistance, the Review Panel will prepare a report outlining the findings and its recommendations for consideration by the Board in early 2019.

Review Panel meetings will be held at Metro Vancouver offices located at 4730 Kingsway in Burnaby, British Columbia. If unable to attend a meeting in person, a member may participate via teleconference or other electronic means.

Records and information associated with the Review Panel's efforts are considered confidential, and members will hold them in confidence, until such time that the records and information is released.

MANAGEMENT AND SUPPORT

The Metro Vancouver Chief Administrative Officer serves as Manager for the Review Panel. In that capacity, the Manager is responsible for coordinating agendas and is the principal point of contact for members.

The Metro Vancouver General Manager, Human Resources, provides advice and research support.

Staff from Metro Vancouver's Board and Legislative Services division will provide minute-taking and record-keeping services, as well as providing procedural advice at the meetings, as required.

EXPENSES

Funding for the Review Panel is provided under Metro Vancouver's General Government function to cover incidental costs and meeting expenses.

External representative members will not receive compensation for their services on the Review Panel, but will be paid reasonable and necessary expenses that arise directly out of their participation.

Terms of Reference



Council Remuneration Advisory Group

BACKGROUND

The District of Tofino supports the practice of reviewing council member remuneration at the end of each Council term. Further, Council endorses the idea of an independent group of citizens reviewing remuneration to make a recommendation to Council. The Council Remuneration Advisory Group is tasked with this review and reporting its findings to Council.

ESTABLISHMENT

- The Council Remuneration Advisory Group (Advisory Group) is established and its members appointed by the District of Tofino Chief Administrative Officer.
- The Advisory Group is to act in an advisory capacity providing its findings, opinions and recommendations to Council on matters within its Terms of Reference;
- The Advisory Group automatically dissolves on report out to Council, with or without recommendations.

PURPOSE

The purpose of the Advisory Group is to consider the appropriate level of compensation for service on Council as Mayor or as a councillor, and to make recommendations to Council to be considered for implementation during the following Council term.

MEMBERSHIP

Composition

The Advisory Group will consist of three members:

- One person who has previously served on Council in the District of Tofino;
- One person who is a business owner within the District of Tofino;
- One member at large who resides within the District of Tofino.

Persons who are considering seeking election in the next general municipal election shall not be eligible to be members of the Advisory Group.

The Advisory Group will elect a Chairperson from their number.

The District Chief Administrative Officer and Director of Financial Services shall serve as non-voting resources to the Advisory Group.

Appointment and Term

- (a) Members will be appointed directly by the Chief Administrative Officer.
- (b) Members will be appointed for the duration of the remuneration review process, expected to last two to three months with report out to Council no later than September 10, 2018.
- (c) Members may resign at any time by providing written notice to the Advisory Group Chair with copy to the District's Chief Administrative Officer.

- (d) Appointments to fill any interim vacancies will be for the remainder of the term.

Responsibilities and Conduct

- a) Members are expected to attend all Advisory Group meetings.
- b) Members shall not speak on behalf of the Advisory Group or District of Tofino Council.

MEETINGS

Frequency

- a) The Advisory Group will meet a minimum of three times between June 15 and August 30, 2018.
- b) The Advisory Group will establish its schedule by consensus.

Meeting Procedures

- a) Meetings will be structured to encourage free and open discussion.
- b) Quorum is two members and is required to conduct Advisory Group business.
- c) Meetings are not open to the public, however agendas, minutes, and records will be available to the public upon request to the Chief Administrative Officer.

Agendas and Minutes

- a) Agendas and minutes will be prepared by District staff.

ADVISORY GROUP RESOURCES

- a) The Finance and Corporate Services Departments will provide administrative and technical support and may provide external resources where appropriate.

TERMS OF REFERENCE:

The Advisory Group will undertake the following:

- Review all indemnities, expenses and benefits as per the current Tofino remuneration bylaw;
- Review comparative rates and formats at other similar municipalities;
- Consider the workload required, expected and undertaken by Council members;
- Consider the responsibilities of the Mayor and Acting Mayor to attend meetings, ceremonies and community events as the District of Tofino's representative;
- Consider the responsibilities of the Mayor, Acting Mayor and Councillors during emergencies;
- Consider pertinent data relating to indemnities;
- Consider policies for attendance at internal committee/external body meetings, conferences and workshops;
- Consider the approach of a comprehensive indemnity compared to an indemnity plus a stipend for attending special meetings;
- Consider the implications to elected officials with respect to changes to Canada Revenue Agency tax exemption.

Adopted: June 12, 2018

Revised:



Alberni-Clayoquot Regional District

Board Remuneration Review Policy

Policy Issued by: Board of Directors
 Date Adopted: February 12, 2014
 Dates Amended: May 9, 2018

Purpose

To establish a process, which is reasonable, independent and transparent, to be used in determining the remuneration, expenses and benefits provided to Regional District Directors.

Policy

1. The Regional District provides remuneration, expenses and benefits to Directors under provisions of the *Local Government Act*.
2. The ACRD Board sets the remuneration, expenses and benefits by bylaw cited as "*Board Remuneration, Expenses and Benefits Bylaw*".
3. The *Board Remuneration, Expenses and Benefits Bylaw* is reviewed every four years on general election year. An independent "Board Remuneration Review Committee" is established by the ACRD Board to conduct the review. The Committee is to assess the workload of the Chairperson, Vice-Chairperson and Directors for the ACRD and to recommend an independent unbiased reasonable level of remuneration for members of the Board.

Procedure

1. Every **four years** in **March** of general election year, the ACRD Board will appoint three independent members to sit on a "Board Remuneration Review Committee".
2. Two of the appointed members will be previous Directors of the ACRD Board. The third will be a member at large from the region. The Regional District will put out a call for submissions for a member at large to sit as a volunteer on the Committee. The ACRD Board will review the submissions and select an individual with a good understanding of local government in the region.
3. As per the Terms of Reference below, the Board Remuneration Review Committee will prepare recommendations for the Board's consideration on or before **the end of July** in the year of the general election.

4. Recommendations on remuneration, expenses and benefits accepted by the ACRD Board will be set by bylaw and will come into effect in **December** following the general election.

Committee Terms of Reference

The Board Remuneration Review Committee will undertake the following:

- Review all existing indemnities, expenses and benefits as per the current Bylaw;
- Review comparative rates and formats for other Regional District Boards;
- Consider the workload required, expected and undertaken by members of the Board;
- Consider processes for approval;
- Consider the different roles, members and appointments and how they should be resourced;
- Interview all current Directors to identify issues/ideas;
- Consider Chairperson and Vice-Chairperson's authority to attend meetings, ceremonies, community events etc. on behalf of the Regional District without prior approval from the Regional District Board;
- Consider any other pertinent data relating to indemnities;
- Consider applicable policies for attendance at conferences, workshops;
- Recommend any formula which may provide a reasonable basis for establishing remuneration on an ongoing basis;
- The Committee may call upon the Chief Administrative Officer, Manager of Administrative Services or Manager of Finance as resource persons;
- **Consider compensation for Directors' role in the event of an emergency;**
- **Consider implications to elected officials with respect to the changes to the Canada Revenue Agency tax exemption**

CONSUMER PRICE INDEX (2002 = 100) - 12-MONTH MOVING AVERAGE

Month-Year	CANADA		BRITISH COLUMBIA		VANCOUVER		VICTORIA	
	12-Month Average All-Items Index	12-Month Average % Change	12-Month Average All-Items Index	12-Month Average % Change	12-Month Average All-Items Index	12-Month Average % Change	12-Month Average All-Items Index	12-Month Average % Change
Jan-17	128.6	1.4	122.7	1.9	124.8	2.1	120.9	1.8
Feb-17	128.8	1.5	122.9	1.9	125.0	2.2	121.2	1.9
Mar-17	129.0	1.5	123.1	2.0	125.2	2.1	121.4	1.9
Apr-17	129.2	1.5	123.3	2.0	125.4	2.1	121.6	2.0
May-17	129.3	1.5	123.5	2.0	125.6	2.1	121.8	2.0
Jun-17	129.4	1.5	123.7	2.0	125.8	2.0	122.0	2.0
Jul-17	129.5	1.5	123.9	2.0	126.0	2.0	122.2	2.0
Aug-17	129.7	1.5	124.1	2.0	126.2	2.0	122.4	2.0
Sep-17	129.9	1.5	124.3	2.0	126.5	2.0	122.5	2.0
Oct-17	130.0	1.5	124.5	2.0	126.7	2.0	122.7	1.9
Nov-17	130.2	1.6	124.8	2.1	127.0	2.1	122.9	2.0
Dec-17	130.4	1.6	125.0	2.1	127.3	2.2	123.0	1.9
Jan-18	130.6	1.6	125.2	2.1	127.6	2.2	123.2	1.9
Feb-18	130.8	1.6	125.5	2.1	127.9	2.3	123.4	1.9
Mar-18	131.1	1.6	125.8	2.1	128.2	2.4	123.6	1.8
Apr-18	131.3	1.7	126.0	2.2	128.6	2.5	123.8	1.8
May-18	131.6	1.8	126.3	2.3	128.9	2.6	124.0	1.8
Jun-18	131.8	1.9	126.6	2.3	129.2	2.7	124.2	1.8
Jul-18	132.2	2.0	126.9	2.5	129.6	2.9	124.5	1.9
Aug-18	132.5	2.2	127.2	2.5	129.9	2.9	124.8	2.0
Sep-18	132.7	2.2	127.5	2.6	130.1	2.9	125.0	2.0
Oct-18	133.0	2.3	127.8	2.7	130.4	2.9	125.3	2.1
Nov-18	133.2	2.3	128.1	2.6	130.7	2.9	125.6	2.2
Dec-18	133.4	2.3	128.4	2.7	131.0	2.9	125.9	2.3
Jan-19	133.5	2.2	128.6	2.7	131.3	2.9	126.2	2.4
Feb-19	133.7	2.2	128.9	2.7	131.5	2.8	126.4	2.4
Mar-19	133.9	2.2	129.2	2.7	131.8	2.7	126.7	2.5
Apr-19	134.1	2.1	129.4	2.7	132.0	2.7	127.0	2.6
May-19	134.4	2.2	129.7	2.7	132.3	2.7	127.3	2.6
Jun-19	134.6	2.1	130.0	2.7	132.6	2.6	127.6	2.7
Jul-19	134.9	2.0	130.2	2.6	132.9	2.5	127.8	2.7
Aug-19	135.1	2.0	130.4	2.5	133.1	2.5	128.0	2.6
Sep-19	135.3	1.9	130.7	2.5	133.3	2.5	128.3	2.6
Oct-19	135.5	1.9	130.9	2.4	133.6	2.4	128.5	2.6
Nov-19	135.7	1.9	131.2	2.4	133.8	2.4	128.7	2.5
Dec-19	136.0	1.9	131.4	2.3	134.1	2.3	129.0	2.4
Jan-20	136.2	2.0	131.6	2.3	134.3	2.3	129.2	2.4
Feb-20	136.5	2.1	131.9	2.4	134.5	2.3	129.5	2.4
Mar-20	136.6	2.0	132.0	2.2	134.6	2.2	129.6	2.3
Apr-20	136.6	1.8	132.0	2.0	134.7	2.0	129.6	2.1
May-20	136.5	1.6	132.0	1.8	134.6	1.8	129.6	1.8
Jun-20	136.6	1.5	132.1	1.6	134.7	1.5	129.7	1.7
Jul-20	136.6	1.3	132.1	1.4	134.6	1.3	129.7	1.5
Aug-20	136.6	1.2	132.1	1.3	134.6	1.1	129.7	1.3
Sep-20	136.7	1.0	132.2	1.1	134.6	1.0	129.8	1.2
Oct-20	136.8	0.9	132.2	1.0	134.7	0.8	130.0	1.2
Nov-20	136.9	0.8	132.3	0.9	134.8	0.7	130.2	1.2
Dec-20	137.0	0.7	132.4	0.8	134.9	0.6	130.4	1.1
Jan-21	137.1	0.6	132.6	0.7	135.0	0.5	130.6	1.1
Feb-21	137.2	0.5	132.7	0.6	135.1	0.4	130.7	0.9
Mar-21	137.5	0.6	132.9	0.6	135.3	0.5	130.8	0.9
Apr-21	137.8	0.9	133.2	0.9	135.6	0.7	131.2	1.2
May-21	138.2	1.3	133.5	1.1	135.9	0.9	131.5	1.5
Jun-21	138.6	1.5	133.8	1.3	136.1	1.1	131.7	1.6
Jul-21	139.0	1.8	134.1	1.5	136.5	1.4	132.0	1.8
Aug-21	139.5	2.1	134.5	1.8	136.9	1.7	132.3	2.0
Sep-21	140.0	2.4	134.9	2.1	137.3	2.0	132.6	2.1
Oct-21	140.5	2.7	135.3	2.3	137.7	2.3	132.9	2.2
Nov-21	141.1	3.1	135.7	2.5	138.1	2.4	133.2	2.3

Produced by BC Stats using Statistics Canada CANSIM Table 18-10-0004-01 (formerly 326-0020)

Note: The 12-month average % change is calculated using **unrounded** 12-month averages, not the rounded figures that appear in this document.

Note also: December figures are annual averages published by Statistics Canada; all other months are calculated by BC Stats.

Report

Date December 7, 2021

File: 4200

Subject Review of 2022 General Local Election Procedures and Related Bylaws

PURPOSE

To consider whether any amendments to the procedures, established by bylaw, or past practices for conducting an election are necessary for the 2022 General Local Election.

BACKGROUND

While [Part 3](#) of the *Local Government Act* (the "LGA") governs the procedures for conducting municipal elections, the *Community Charter* (the "CC") dictates the procedures following the general voting day, such as administering the elected officials' oath of office and inaugural meetings. [Sections 52](#) and [56](#) of the LGA have established that general local elections are to be held on the third Saturday in October every four years, starting in 2014, therefore, the next general local election in North Cowichan will take place on Saturday, October 15, 2022.

Any amendments to [Election Bylaw No. 3544](#) (Attachment 1) or [Sign Bylaw No. 3479](#) regarding election signs or advertisements must be adopted at least 56 days before the first day of the nomination period for the election. For the 2018 general local election, Council:

- Appointed Alyssa Meiner as the Chief Election Officer ("CEO") and Kristy Convery as the Deputy Chief Election Officer ("DCEO") on June 20, 2018;
- Adopted [Elected Officials Oath of Office Bylaw No. 3711](#) (Attachment 2) on August 15, 2018;
- Adjusted the salaries for the mayor and councillors, including annual adjustments and additional remuneration for a councillor when performing the duties of the acting mayor when adopting [Council Remuneration Bylaw No. 3709](#) (Attachment 3) on September 5, 2018;
- Authorized the Mayor and Corporate Officer to execute the Election Cost Sharing Agreement with the Cowichan Valley School District No. 79 ("SD 79") on August 15, 2018;
- Authorized the Mayor and Corporate Officer to execute the Election Cost Sharing Agreement with the Cowichan Valley Regional District (the "CVRD") on September 5, 2018; and
- Did not make any changes to [Election Bylaw No. 3544](#) or the [Sign Bylaw No. 3479](#) (Attachment 4) regarding regulations related to election signs and advertisements.

On [December 6, 2017](#) Council released their decision to have a review of their compensation conducted in 2018 in conjunction with the review of management staff compensation. The results of that review were presented to Council at the [August 15, 2018](#) regular meeting, where [Council Remuneration Bylaw No. 3709](#) was given first three readings and directed that the next review of Council's remuneration be conducted in April 2022 prior to the election.

On [April 15, 2020](#), Council resolved to reduce their compensation for a six month period (i.e., from May 1, 2020 to October 31, 2020) to assist in reducing the 2021 tax increase. The amendment to the Council Remuneration Bylaw was given three readings and was adopted at the [April 29, 2020](#) meeting.

The following table (Table 1: 2018 Council Remuneration Adjustments) reflects the remuneration adjustments that became effective on November 1, 2018.

Table 1: 2018 Council Remuneration Adjustments

	Mayor's Remuneration	Councillor Remuneration	Acting Mayor Remuneration
2017 Compensation	\$62,450.00	\$22,800	\$317.00
Market adjustment to bring compensation in line with average	\$6,585.00	\$2,053	\$0.00
Loss of 1/3 non-taxable allowance (11%)	\$7,593.00	\$2,734	\$35.00
CPI (BC) Adjustment @ 1.6%	\$1,226.00	\$ 438	\$ 5.63
2018 Compensation	\$77,854.00	\$28,025.00	\$357.63¹

DISCUSSION

There will be a considerable amount of staff resource time required to undertake the key tasks (Attachment 5) leading up to and for conducting the 2022 general local election. Using the Date Calculator tool provided as part of the municipality's subscription with Quickscribe Services Ltd., the General Election Day timeline (Attachment 6) reflects the main tasks that must be completed, prior to and following the 2022 general local election, to help illustrate that workload.

Appointment of Chief Election Officer (CEO) and Deputy CEO (DCEO)

[Section 58](#) (1) of the LGA allows for local government elections and assent voting, Council must, by resolution at an open meeting, appoint a CEO and a DCEO to conduct an election, a by-election and/or assent vote. [Section 90](#) (1)(a) of the *Community Charter*, which states that part of a Council meeting may be closed to public if Council is discussing personal information (e.g., employment history contained within a CV) about a person(s) they are considering for the CEO or DCEO positions. However, the actual appointments must be made in an open meeting.

The CEO and DCEO should be appointed early in the general election year so that they can guide the process from start to finish. The CEO is responsible for appointing other election officials (see [LGA s.58\(2\)](#)) and coordinating all notices, forms, supplies and equipment, reserving polling places, updating the website, managing information and orientation sessions, and conducting all voting. [Section 59](#) of the LGA sets out the powers and duties of the CEO.

Historically the appointment of the CEO and DCEO has varied amongst staff members who have held positions such as a Deputy Clerk, Director of Administration and Deputy CAO, Information Management Officer, or Records and Information Management Assistant. The practice of appointing staff to the CEO and DCEO positions or contracting out the services varies across the province and is dependent upon

¹ This amount was rounded up to the nearest dollar in the bylaw, to \$358.

the staff resources available to fill these positions as they will take significant staff resource time. Given that North Cowichan manages six separate polling stations on general voting day, it is important that whomever Council appoints as the CEO and DCEO for 2022 General Local Election have significant experience conducting an election.

- (i) *Recommended Action:* that the Committee of the Whole Council appoint the following election officials for the purpose of conducting the 2022 General Local Election:
- (a) *The Corporate Officer, Michelle Martineau, as the Chief Election Officer;*
- (b) *The Deputy Corporate Officer, Tricia Mayea, as the Deputy Chief Election Officer.*

Election Procedures Comparison

Staff conducted a comparison of North Cowichan's general local election procedures with other local governments, located in the south or central part of Vancouver Island, whose election bylaws are provided on their website (Table 2: Election Procedure Comparison).

Table 2: Election Procedure Comparison

	Voter Registration	Advance Voting	Special Voting	Voting Machines	Mail Ballots	Nomination Deposits	Election Sign Restrictions
North Cowichan	Prov. List (87 days prior)	10 th day 4 th Day	No	Yes	No	No	\$100 deposit ²
CVRD	Prov. List (52 days prior)	10 th Day 4 th Day	Yes	Yes	Yes	No	No
Duncan	Prov. List (52 days prior)	10 th Day 4 th Day	Yes	Yes	No	\$100	Size restrictions ³
Ladysmith	Prov. List (52 days prior)	10 th Day CEO decision ⁴	Yes	Yes	Yes	No	\$10 fee + \$100 bond and size restrictions ⁵
Nanaimo	Prov. List (52 days prior)	10 th Day 3 rd Day	Yes	Yes	Yes	\$100	No
Oak Bay	Prov. List (52 days prior)	10 th Day 3 rd Day	Yes	Yes	Yes	No	Placement prohibitions ⁶
Port Alberni	Prov. List (52 days prior)	10 th Day 3 rd Day	Yes	Yes	No	No	Placement restrictions ⁷
Saanich	Prov. List	10 th Day	Yes	Yes	Yes	No	Policy ⁸

² \$100 security deposit required prior to posting any political signs.

³ Duncan restricts political signs to a maximum of 2m² (21ft²) and 2.4m (7.8ft) in height, however it does not require a permit or security deposit

⁴ Although Ladysmith's bylaw cites section 108 of the LGA as their authority to authorize the CEO to establish the date for the additional voting opportunity that would be inconsistent with section 107 as section 108 is in relation to additional opportunities that are in addition to the statutory ones required under section 108.

⁵ Ladysmith regulates when elections signs may be placed on private lands or municipal boulevards, the maximum size to 4ft x 8ft and requires that they obtain a temporary sign permit (\$10 fee + \$100 bond)

⁶ Oak Bay prohibits election signs on public property and when they can be placed (30 days prior to election and must be removed within 7 days of election)

⁷ Port Alberni regulates when election signs may be placed (30 days prior to election and must be removed within 4 days of election)

⁸ Policy regulates size and placement of election signs in Saanich, including where they are prohibited.

Table 2: Election Procedure Comparison

	Voter Registration	Advance Voting	Special Voting	Voting Machines	Mail Ballots	Nomination Deposits	Election Sign Restrictions
	(52 days prior)	5 th Day					
Sooke	Prov. List (52 days prior)	10 th Day 3 rd Day	Yes	Yes	Yes	No	Removal ⁹
Victoria	Prov. List (52 days prior)	10 th Day 5 th Day	Yes	Yes	Yes	\$100	No

Review of Election Bylaw No. 3544

Although provincial legislation establishes many of the standard rules that apply to local elections in British Columbia, Council may adopt an election bylaw and make decisions about how to administer some aspects of the local election in a way that best suits North Cowichan's circumstances, such as:

- how voter registration will be conducted both on voting day and in advance of voting day or on voting day only
- if additional advance voting opportunities will be offered
- if voting machines will be used and the procedures governing their use
- if mail ballot voting will be allowed and the procedures governing its use
- if nomination deposits will be required
- how ties between two or more candidates will be broken

An election bylaw (including any amendments thereto) must be adopted by Council at least eight weeks (i.e., by July 4, 2022) before the first day of the nomination period (i.e., August 30, 2022) for the election. The latest an amendment could be introduced (without having to call a special meeting) for first three readings would be the June 1, 2022 regular Council meeting and adopted at the June 15, 2022 regular meeting.

(1) Voter Registration

Since North Cowichan is required to hold at least two advance voting opportunities (as population exceeds 5,000), **a register of electors must be maintained**. Under [sections 75](#) and [76](#) of the LGA, North Cowichan can maintain their own voters list or use the Provincial list of voters as its register of resident electors. Use of the Provincial list of voters is common practice in British Columbia and has been North Cowichan's past practice for previous elections.

[Section 76](#) of the LGA stipulates that **if the Provincial list of voters is used then it must be made available no later than 52 days before the general voting day** (i.e., by August 24, 2022), however, Section 1 [Register of resident electors] of [Election Bylaw No. 3544](#) has established that Provincial list of voters will become North Cowichan's register of resident electors 87 days (i.e., by July 20, 2022) before general voting day (i.e., October 15, 2022).

[Subsection 77](#) (3) of the LGA, mandates that the **list of registered electors must be made available**

⁹ Sooke requires election campaign signs to be removed within 5 days of election

for public inspection between August 30, 2022 [46th day before general voting] and October 15, 2022 [general voting day], therefore, requiring the list to be prepared well in advance (July 20, 2022) of the statutory requirement (August 24, 2022) does not provide any added bonus for the public or the candidates who are provided with a copy once they submit their nomination papers (Nomination Period opens on August 30, 2022 and ends on September 9, 2022).

[Elections BC](#) updates names and addresses on the voters list on a monthly basis, using information from voters, the Insurance Corporation of British Columbia (ICBC), Elections Canada and local election officials. This means that if someone moves into or out of the municipality and changes their name or address on their driver's licence, BCID or BC Services card, the change would be automatically made on the Provincial Voters List. Therefore, the longer that North Cowichan can hold off on requesting the list the lower the number of new registrations that have to be added to the register of resident electors.

- (ii) *Recommended Action:* that the Committee of the Whole direct staff to amend Election Bylaw No. 3544 to change the requirement for the Provincial list of voters to become the register of resident electors from 87 days before general voting day to 52 days.

Although section 2 [Voting day registration only] of [Election Bylaw No. 3544](#) declares registration as an elector to be limited to **registration at the time of voting for bi-elections**, it is not clear in the bylaw that it applies to bi-elections only unless one also reads [section 54](#) of the LGA.

- (iii) *Recommended Action:* that the Committee of the Whole direct staff to amend Election Bylaw No. 3544 to update the language in section 2 so that it is clear that voting day registration applies to bi-elections only.

(2) Advance Voting Opportunities

[Section 107](#) of the LGA requires **at least two advance voting opportunities to be held for municipalities with a population of over 5,000**. The LGA requires that one must be held on the 10th day before the general voting day (Wednesday, October 5, 2022) and the other to be a date established by bylaw. Section 3 (1) of [Election Bylaw No. 3544](#) has established that the other advance voting opportunity be held on the 4th day before general voting day (Tuesday, October 11, 2022). Of the local governments listed in Table 2, the City of Duncan and the CVRD are the only two other local governments which hold their additional advance voting opportunity on the 4th day, 40% of those listed hold it on the 3rd day before the general voting day, 20% on the 5th day and 10% at the discretion of the CEO.

Although staff would not recommend changing the date of this second statutorily required voting opportunity as the 4th day before the general voting day is what the community is familiar with, the procedures for conducting advance voting opportunities are lacking in the bylaw. Staff would recommend repealing subsection 3(2) which states that **if an advance voting opportunity falls on a statutory holiday** that the advance voting opportunity would be held on the following day as this violates [section 48](#) of the LGA which asserts that [Sections 25 \(3\) and \(4\)](#) and [25.5 \(1\) and \(2\)](#) of the *Interpretation Act* for extending an act that falls on a holiday does not apply to a voting day.

[Sections 106](#) and [108](#) of the LGA enables Council, by bylaw, to establish **additional advance voting opportunities** (in addition to those required under Section 107) or authorize the CEO to establish additional voting opportunities for in advance of or on the general voting day. Council has authorized the CEO to establish additional voting opportunities for general voting day under Section 4 of [Election Bylaw No. 3544](#) but not in advance of the general voting day. Staff would recommend either removal of the clause or expand it to allow the CEO to consider additional voting opportunities in advance of the general voting day.

- (iv) *Recommended Action:* that the Committee of the Whole direct staff to amend Election Bylaw No. 3544 to establish procedures for advance voting opportunities, including what steps the presiding election official must follow at the close of each advance voting opportunity and remove Subsection 3(2) from the bylaw.
- (v) *Recommended Action:* that the Committee of the Whole direct staff to amend section 4 of Election Bylaw No. 3544 to include additional voting opportunities in advance of the general voting day.

(3) Special Voting Opportunities

[Section 109](#) of the LGA enables Council, by bylaw, to provide residents who are unable to attend a voting opportunity, such as those who reside in a long-term care facility, to establish one or more special voting opportunities. [Election Bylaw No. 3544](#) has not provided for any special voting opportunities other than authorizing the CEO to establish additional voting opportunities for the general voting day. Technically the CEO could establish a care facility as a polling location under this section, but the residents would have to leave their beds to attend the polling station, election officials would not be able to go room to room as they could if such a special voting opportunity were established. Allowing for special voting opportunities will become beneficial in the future after the new hospital is built for residents who would otherwise be unable to vote in a bi-election or during a future general local election in 2026 or later because they are in the hospital recovering from surgery or some other injury or trauma.

- (vi) *Recommended Action:* that the Committee of the Whole direct staff to amend Election Bylaw No. 3544 to authorize special voting opportunities for electors, who for medical reasons are unable to leave their residence to vote, establish procedures for special voting opportunities, and authorize the CEO to establish the date, time and place of where the special voting opportunities are to be conducted.

(4) Use of Voting Machines

[Section 112](#) of the LGA authorizes Council, by bylaw, to use automated voting machines and establish the procedures for their use. Section 5 of [Election Bylaw No. 3544](#) provides instructions on how an elector casts their vote, spoiled and returned ballots, and what to do if the voting machine is not functioning. The language in this section is somewhat open to interpretation with the use of the word “may”, for example, subsection 5(4) states that an election official may explain the proper method of voting to an elector if asked, whereas if “shall” was used, then it would be construed as imperative, that the election official provide that explanation. In addition, the bylaw lacks direction on how ballots are stored if the voting machine is not functioning.

(vii) *Recommended Action*: that the Committee of the Whole direct staff to amend Election Bylaw No. 3544 to update section 5 to modernize the language and include procedures for storing ballots during any period when the voting machine is not functioning.

(5) Mail Ballot Voting

[Section 110](#) of the LGA enables Council, by bylaw, to permit voting to be done by mail ballot and establish procedures for voting by mail. Although it will take some additional staff resource time to assemble mail ballot packages, the associated costs are minimal (e.g. postage costs, including prepaid return envelopes) and it can increase the number of electors able to vote.

Although North Cowichan does not provide this service, 70% of the local governments researched under Table 2 do. For example, during the City of Nanaimo's [2018 general local election](#) approximately 1% of the votes cast were through mail-in ballot. Given that we are still in a pandemic, Council may wish to include this service for the 2022 general local election. Given the general trend towards allowing mail ballot voting and that we are still in a pandemic, staff would recommend including in the bylaw to increase voter turnout.

(viii) *Recommended Action*: that the Committee of the Whole direct staff to amend Election Bylaw No. 3544 to include provisions for mail ballots.

(6) Nomination Deposits

[Section 88](#) of the LGA enables Council, by bylaw, to require that a candidate submit a nomination deposit with their nomination documents. The maximum amount that may be required is \$100, which would be returned to the candidate if the person is not declared as a candidate or after the candidate has submitted their disclosure statement required under the [Local Elections Campaign Financing Act](#) ("LECFA"), otherwise the deposit is forfeited. 30% of the local governments researched under Table 2 require a \$100 nomination deposit to be made at the time documents are submitted. Prior to LECFA being enacted in 2014, candidates were required to submit their disclosure statement to the Corporate Officer, which would be a reason for requiring a deposit to provide an incentive for candidates to submit them. Under LECFA those disclosure statements are required to be filed with Elections BC. Therefore, staff recommends that Council continue the current practice.

(7) Recounts and Ties between Candidates

[Section 151](#) of the LGA enables Council, by bylaw, to determine the results of a tie vote by lot if the results of the election cannot be declared after the completion of a judicial recount. Unless authorized by bylaw, a runoff election, with just the names of the candidates who are tied on the ballot, would be required.

The CEO, at their discretion, can conduct an informal recount if the results of the vote are close. However, there is no obligation to conduct an informal count or to apply for a judicial recount unless there is a tie vote for two or more candidates in which case the CEO must apply for a judicial recount. Because the cost to conduct a runoff election would cost just as much as conducting the general local election, staff would not recommend removing Section 6 from [Election Bylaw No.](#)

[3544](#). However, staff would recommend adding procedures for recounts, which shall reduce any anxieties on general voting day, and provide clear direction to the CEO to direct an informal recount.

(ix) *Recommended Action: that the Committee of the Whole direct staff to amend Election Bylaw No. 3544 to include recount procedures.*

(8) Other Potential Amendments

In addition to the updates recommended above, additional procedures for the following areas should be considered:

- **After the Close of Voting.** Establishing clear procedures for each presiding election official in the bylaw will help avoid challenges of vote tampering and reduce any confusion or errors made on general voting day.

(x) *Recommended Action: that the Committee of the Whole direct staff to amend Election Bylaw No. 3544 to include procedures for after the close of voting on general voting day.*

- **Number of Nominators.** [Section 86](#) of the LGA enables Council, by bylaw, to set the minimum number of qualified electors at either 10 or 25, otherwise at least 2 qualified nominators are required. Nominators must be electors of the municipality for which the candidate is nominated. If one of the nominators is not qualified, the nomination could still be valid if it is made by at least the minimum number of qualified nominators. The minimum number of qualified nominators required in the City of Nanaimo and the District of Saanich is 10 and it is 25 for the City of Victoria. Given that there were 3 candidates for Mayor in the 2018 election and 14 candidates for Councillor, increasing the number of number from 2 to 10 would have required the CEO and DCEO to verify 170 nominators rather than 34 within a very short time period. Therefore, staff is not recommending that Council increase the number of nominators required.
- **Voting Divisions.** [Section 113](#) of the LGA enables Council, by bylaw, to establish municipal voting divisions and specify which voting place electors may vote by attaching a map detailing each of the divisions. Although the use of divisions would reduce the CEO's time spent verifying that an elector has not voted more than once (i.e., at more than one polling place) before declaring the official election results (by October 19, 2022), the consequence of a potential elector not going to their correct voting division place to cast their vote after being turned away from the wrong polling place would outweigh that benefit.
- **Order of Names on the Ballot.** [Section 117](#) of the LGA enables Council, by bylaw, to have the order of names on the ballot determined by lot, rather than the default under [Section 116](#) which requires names to be listed alphabetically by last name (as is our current practice). Of the 10 local governments researched under Table 2, only the City of Duncan has established the order by lot. Some argue that candidates with last names beginning with A, B or C have an unfair advantage and that a random draw would be more democratic. However, based upon the 2018 election results (Table 3: Election Results in Order by Last Name), that did not seem to be the

case and staff would not recommend changing the order of names on the ballot as it would add an additional 5 to 10 hours of staff time to coordinate and undertake the draw.

Table 3: 2018 Election Results in Order by Last Name

Office of the Mayor								
Last Name	Advance	Chemainus	Crofton	Maple Bay	Mt. Prevost	Mun. Hall	Quamichan	Total
Behnsen	252	355	160	280	385	133	309	1874
Lefebure	431	468	166	642	549	169	582	3007
Siebring	389	532	312	558	543	225	458	3017
Office of Councillor								
Last Name	Advance	Chemainus	Crofton	Maple Bay	Mt. Prevost	Mun. Hall	Quamichan	Total
Caumanns	178	208	97	265	222	82	178	1230
Douglas	592	769	341	795	696	252	778	4223
Fletcher	360	363	194	529	600	194	546	2786
Haywood	302	313	170	356	337	148	343	1969
Hrushowy	223	249	137	308	268	115	259	1559
Justice	491	538	248	796	570	200	643	3486
Koury	368	455	241	554	515	211	474	2818
Manhas	385	520	220	550	580	217	538	3010
Marsh	520	671	264	726	713	231	696	3821
Palmer	354	439	211	731	462	169	514	2880
Pastula	172	264	112	197	292	109	205	1351
Rusland	273	318	144	364	364	144	302	1909
Sawrie	383	541	246	565	621	168	485	3009
Toporowski	440	549	271	469	559	164	464	2916

- **Number of Scrutineers.** [Subsection 120\(3\)](#) of the LGA enables Council, by bylaw, to permit more than one scrutineer per candidate to be present for each ballot box in use at a polling place. None of the ten local governments listed in Table 2 allow more than one scrutineer per candidate. Staff would not recommend deviating from the current practice, this would avoid any potential capacity issues at a polling if the COVID-19 restrictions were still in place during the election.

Review of Sign Bylaw No. 3479

Under the [Local Elections Campaign Financing Act](#) ("LECFA"), Elections BC is responsible for administering the campaign financing provisions and election advertising requirements for local elections and assent voting in British Columbia. This includes overseeing campaign financing disclosure requirements, conducting investigations and enforcing campaign financing and third party advertising provisions set out in LECFA. It is Elections BC's responsibility to educate participants on the campaign financing and election advertising requirements set out in LECFA. This responsibility extends to by-elections and assent voting held by local authorities outside of the general local election cycle (Attachment 7).

[Section 56](#) (1) (c) of the LGA enables Council, by bylaw, to regulate election signs and advertising for the 2022 General Local Election, such as sign placement and size restrictions. Although [Sign Bylaw No. 3479](#) does not require a candidate to obtain a permit to place an election sign within the municipal

boundary, it does require a candidate to remove their signs within 7 days in order for their deposit to be returned. See footnotes 3, and 5 to 9 which provide examples of some of the limitations other Vancouver Island local governments have established.

[Section 163](#) (4) of the LGA prohibits election advertising or canvassing for votes within 100 metres of a voting place, including special voting places. The CEO is not required to monitor election advertising as the BC Chief Electoral Officer is responsible for administering compliance with LECFA and its regulations. Election officials will, however, remove any election items found within the 100 metre vicinity of voting places.

Although Elections BC is responsible for administering compliance with LECFA regarding sign contents, Any amendments to Sections 2 (2) (e) (see Figure 1) or 8 (see Figure 2) of [Sign Bylaw No. 3479](#) must be adopted at least 56 days (i.e., by July 5, 2022) before the first day of the nomination period (i.e., August 30, 2022) for the 2022 election.

Permit requirements and exemptions

- 2** (1) A person must not erect a sign without first obtaining a permit. [BL3527]
- (2) Despite subsection (1), a permit is not required to erect or place the following:
- (e) a political sign for a candidate or issue in connection with an election or other voting opportunity;

Figure 1. Excerpt of Section 2 (2) (e) of Sign Bylaw No. 3479

Political posters and bills

- 8** Before a person may post a political poster or bill, the person must deposit security with North Cowichan, in the amount of \$100, to ensure that their election posters or bills are removed within 7 days after general voting day.

Figure 2. Excerpt of Section 8 of Sign Bylaw No. 3479

7 out of the 10 local governments researched provided some restrictions in their bylaws regarding size (e.g. the Town of Ladysmith limits maximum size to 4ft x 8ft, which is slightly larger than what the City of Duncan allows) and placement (e.g. municipal boulevards only) and only one, the Town of Ladysmith collected a \$100 security deposit similar to that of North Cowichan. Additional red tape has been established under Section 8 of [Sign Bylaw No. 3479](#), which would require:

- candidates to deposit \$100 with the CEO prior to placing any election signs within the municipality;
- staff to patrol the municipality on a daily basis to determine if any election signs have been placed without the candidate first depositing a \$100 security deposit;
- Bylaw Compliance Officers to determine if a \$100 fine should be issued under the [Municipal Ticket Information System Bylaw](#) or the [Bylaw Offence Notice Enforcement Bylaw](#); and
- staff to investigate which signs were still in place on the morning of Saturday, October 22, 2022 in order to determine which candidates were entitled to have their security deposit returned.

The process would be less cumbersome if the \$100 security deposit was removed and the offence became a simple failure to remove the signs after seven days.

(xi) *Recommended Action*: that the Committee of the Whole direct staff to amend Sign Bylaw No. 3479 to remove the security deposit requirement under section 8.

Review of Council Remuneration Bylaw No. 3709

Council Remuneration Bylaw No. 3709, which was adopted on September 5, 2018, established the following remuneration for Mayor and Council:

- \$77,854 annual remuneration for the Mayor
- \$28,025 annual remuneration for each Councillor
- \$358 per month to each Councillor while serving as the Acting Mayor

The following table (Table 4: Council Remuneration Adjustments) reflects the annual rate adjustments based upon the same percentage change as the [Consumer Price Index \(CPI\) for British Columbia](#) over the preceding year.

Table 4: Council Remuneration Adjustments

	Mayor's Remuneration	Councillor Remuneration	Acting Mayor Remuneration
2018 Compensation	\$77,854.00	\$28,025.00	\$4,296.00
2019 Compensation with 2.7% CPI adjustment	\$79,956.00	\$28,784.16	\$4,412.04
2020 Compensation with 2.3% CPI adjustment (less the 6-month 10% compensation reduction as per 2020-04-15 decision)	\$77,705.22	\$27,973.86	\$4,287.90
2021 Compensation with 0.8% CPI adjustment	\$82,449.35	\$29,681.77	\$4,549.68
2022 Compensation Estimate (using the 2.3% CPI adjustment from October 2020 to October 2021 ¹⁰)	\$84,345.66	\$30,364.45	\$4,654.32

The 2021 CPI for British Columbia annual change should be published in mid to late January 2022. The 2022 rates will then be used to complete the review in April as directed by Council on August 15, 2018. When determining the best method for conducting the review in April 2022, Council should consider the impact to staff resource time and costs, which could require a budget amendment.

At the November 23, 2021 special Committee of the Whole meeting where Council was presented with 2022 departmental business plans and supplemental budget requests that will be considered by Council on December 14, 2021, the Human Resource and Corporate Planning department introduced a supplement budget request for additional funding to contract a consultant to conduct an exempt compensation review. Should Council approve that request and direct that a compensation consultant be contracted to complete the Council review, these two reviews could be completed as one project to lower the overall cost of completing them independently.

¹⁰ The CPI percentage change difference between October and December for 2019 was the same, slightly higher in 2020 (2.4% compared to 2.3%) and 20% higher in 2021 (1.0% compared to 0.8%). However, that rate has continued to increase each month beginning in April 2021.

(xii) *Recommended Action*: that the Committee of the Whole direct that the Council compensation review that is to be performed in April 2022 be conducted by:

- (a) municipal staff using the data from the same municipalities that were used in 2018 for the comparison (i.e., Campbell River, Courtenay, Langford, Langley City, Mission, Penticton, Port Moody, Vernon and West Kelowna), OR
- (b) striking an independent task force made up of community members, OR
- (c) hiring a compensation consultant.

Review of Oath of Office Bylaw No. 3711

[Section 120](#) (2) of the CC authorizes Council to establish a different oath of office for the mayor and the office of councillor. If no bylaw exists, then the oath prescribed under the [Local Government Elections Regulations](#) is the oath that is to be made (see Figure 3).

Oath of office
<p>1 (1) The following oath of office with the necessary changes in form, as applicable, is prescribed for the purposes of section 120 (3) of the Community Charter, section 202 (6) of the Local Government Act and section 140 (6) of the Vancouver Charter:</p> <p>I,[name of person elected or appointed]....., do [swear] [solemnly affirm] that:</p> <ul style="list-style-type: none"> • I am qualified to hold the office of[office]..... for the[jurisdiction]..... to which I have been [elected] [appointed]; • I have not, by myself or any other person, knowingly contravened the[applicable Act]..... respecting vote buying or intimidation in relation to my election to the office; [not applicable to persons who have been appointed] • I will faithfully perform the duties of my office, and will not allow any private interest to influence my conduct in public matters; • as required by the[applicable Act]....., I will disclose any direct or indirect pecuniary interest I have in a matter and will not participate in the discussion of the matter and will not vote in respect of the matter.

Figure 3. Excerpt of Oath of Office taken from *Local Government Elections Regulation*.

The oath of office established by Council under [Elected Officials Oath of Office Bylaw No. 3711](#) includes the four affirmations prescribed under the [Local Government Elections Regulations](#) plus an additional affirmation to honour and abide by the [Standards of Conduct Policy](#) for Council and Committee Members (see Figure 4).

The Corporation of the District of North Cowichan
Oath of Office

I, _____ [name], do solemnly swear/affirm [circle one] that:

1. I am qualified to hold the office of Mayor or Councillor, as applicable for the Corporation of the District of North Cowichan to which I have been elected;
2. I have not, by myself or any other person, knowingly contravened the *Local Government Act* respecting vote buying or intimidation in relation to my election to the office;
3. I will faithfully perform the duties of my office, and will not allow any private interest to influence my conduct in public matters;
4. As required by the *Community Charter*, I will disclose any direct or indirect pecuniary interest I have in a matter and will not participate in the discussion of the matter and will not vote in respect of the matter;
5. I will honour and abide by the Standards of Conduct Policy for Council and Committee Members, as amended from time to time.

Sworn/Affirmed [circle one] by me, at Duncan, B.C., this _____ day of _____, 20__.

Witnessed by, _____ [witness name], at Duncan, B.C.,
this ____ day of _____, 20__.

Figure 4. Excerpt of Oath of Office taken from the Elected Officials Oath of Office Bylaw No. 3711.

The Oath of Office, as prescribed under Bylaw No. 3711, would not only be consistent with the Ministry of Municipal Affairs' intent for local governments to publicly consider developing codes of conduct in accordance with the amendments to the CC and the LGA that were enacted under [Bill 26](#), it has gone a step further in making it a part of their oath or solemn affirmation that members of Council must make before taking office. Therefore staff recommends no changes to this Bylaw.

Joint Election Process Agreements

[Section 57](#) (2) of the LGA enables Council to share the election costs, by agreement, with the CVRD and SD 79. Historically North Cowichan has entered into joint election process agreements with both the CVRD and SD 79 to share the election costs.

(1) Under the 2018 CVRD joint agreement:

- Each Party appointed its own CEO and DCEO;
- The CVRD identified the number of assent voting opportunities which North Cowichan will conduct on their behalf for electors who are qualified to vote in North Cowichan;
- The list of registered electors for North Cowichan became the list of electors for the CVRD's assent voting;
- North Cowichan was responsible for publishing all notices and making arrangements for all voting opportunities for the assent voting, including advance and special voting opportunities;
- North Cowichan was responsible for conducting the assent voting for the CVRD for North Cowichan electors; and

- The CVRD paid North Cowichan one-third of the following costs:
 - Rental of vote tabulating units including technical support
 - Printing ballots;
 - Total labour costs for advance voting and general voting day opportunities; and
 - Election supplies including printed material and stationary supplies.

If the 2018 election had been acclaimed, then the CVRD would have paid 100% of the above costs.

(2) Under the 2018 SD 79 joint agreement:

- Each Party appointed its own CEO and DCEO;
- North Cowichan was responsible for preparing all election materials and conducting the election on behalf of SD 79, including providing SD 79 with all ballot accounts after completion of the count and access to the municipality's records created for the school trustee election;
- SD 79 provided copies of maps outlining the school district's boundaries and register of resident electors
- SD 79 provided use of the Crofton and Maple Bay elementary schools, and the Mount Prevost and Quamichan schools for use on the general voting day at no cost; and
- SD 79 paid North Cowichan the following costs:
 - 1/2 costs of rental of vote tabulating units including technical support;
 - 1/2 costs of ballots;
 - 1/2 total labour costs for advance voting and general voting day opportunities;
 - 1/2 costs of election supplies including printed material and stationary supplies; and
 - any legal costs which can be specifically attributed to the school trustee election.

(xiii) Recommended Action: that the Committee of the Whole Council direct staff to initiate discussions with the Cowichan Valley Regional District and School District 79 about entering into a joint agreement for sharing the costs associated with the 2022 General Local Election.

OPTIONS

1. **(Recommended Option)** Endorse the recommended next steps for appointing election officials for the 2022 general local election, conducting Council's compensation review, and providing direction to staff on which bylaws to amend prior to the election.

THAT the Committee of the Whole:

- (1) Recommends that Council appoint the following election officials for the purpose of conducting the 2022 General Local Election:
 - (a) The Corporate Officer, Michelle Martineau, as the Chief Election Officer;
 - (b) The Deputy Corporate Officer, Tricia Mayea, as the Deputy Chief Election Officer.
- (2) Directs that staff issue a request for quotation for a compensation consultant to complete an independent review of Council's compensation prior to the 2022 general local election.

-
- (3) Directs staff to prepare an amendment to Elections Bylaw No. 3544 to:
 - (a) *[Council to identify which of the recommended actions, numbered (ii) to (x), to undertake]*
 - (b) *[Council to identify if they would like to increase the number of nominators required or the number of scrutineers permitted to be present at the polling station, establish voting divisions or the order of names on the ballot by lot, etc.]*
 - (4) Directs staff to prepare an amendment to Sign Bylaw No. 3479 to:
 - (a) *[Council to identify if they would like to proceed with recommended action numbered (xi)]*
 - (b) *[Council to identify if they would like to establish maximum election sign size and height restrictions, limit how many or where signs may be placed, etc.]*
 - (5) Direct staff to initiate discussions with the Cowichan Valley Regional District and School District 79 about entering into a joint agreement for sharing the costs associated with the 2022 General Local Election.
2. Identify who the Committee of the Whole would like to recommend to Council to appoint as the CEO and DCEO and refer any amendments to bylaws, agreements and/or remuneration to a future COW meeting for additional discussion prior to giving any direction to staff.
- THAT the Committee of the Whole:
- (1) Recommends that Council appoint the following election officials for the purpose of conducting the 2022 General Local Election:
 - (a) *[Council to identify individual]* as the Chief Election Officer;
 - (b) *[Council to identify individual]* as the Deputy Chief Election Officer
 - (2) Refers the review of the following bylaws to the Regulatory Review Committee for recommendation on what amendments, if any, Council should consider:
 - (a) Elections Bylaw No. 3544; and
 - (b) Sign Bylaw No. 3479
 - (3) Refers the Joint Election Process Agreements with the Cowichan Valley Regional District (CVRD) and School District 79 (SD 79) to a future Committee of the Whole meeting and direct staff to invite representatives from the CVRD and SD 79 to that meeting for further discussion.
 - (4) Directs that the Council compensation review that is to be performed in April 2022 be conducted by *[Council to identify if the review is to be conducted municipal staff using the data from the same municipalities that were used in 2018 for the comparison (i.e., Campbell River, Courtenay, Langford, Langley City, Mission, Penticton, Port Moody, Vernon and West Kelowna), OR striking an independent task force made up of community members, OR hiring a compensation consultant]*.
 - (5) Direct staff to initiate discussions with the Cowichan Valley Regional District and School District 79 about entering into a joint agreement for sharing the costs associated with the 2022 General Local Election.
-

IMPLICATIONS

Although striking a task force to complete the April 2022 Council compensation review would be more cost effective than hiring a consultant, it would require the largest amount of staff resource time to coordinate and it could become a timely process. Hiring a consultant to complete the review, which would have the least impact to staff resource time, would have the highest associated cost (approximately \$8,000 to \$15,000 for consultant fees), but would likely provide the most impartial results. Directing staff to complete the review would be the most cost effective, however it would require a significant amount of staff resource time and would place staff in a difficult position when making a recommendation, and the public could perceive a staff recommendation to be partial or biased.

From mid July to the end of the year, Legislative Services staff time will be consumed with conducting the election, leaving little time for any additional tasks that Council directs during that time period (see Attachments 5 and 6, and section 59 of the LGA for information on what election related tasks staff will be responsible for).

RECOMMENDATION

THAT the Committee of the Whole:

- (1) Recommends that Council appoint the following election officials for the purpose of conducting the 2022 General Local Election:
 - (a) The Corporate Officer, Michelle Martineau, as the Chief Election Officer;
 - (b) The Deputy Corporate Officer, Tricia Mayea, as the Deputy Chief Election Officer.
- (2) Directs that staff issue a request for quotation for a compensation consultant to complete an independent review of Council's compensation prior to the 2022 general local election.
- (3) Directs staff to prepare an amendment to Elections Bylaw No. 3544 to:
 - (a) *[Council to identify which of the recommended actions, numbered (ii) to (x), to undertake]*
 - (b) *[Council to identify if they would like to increase the number of nominators required or the number of scrutineers permitted to be present at the polling station, establish voting divisions or the order of names on the ballot by lot, etc.]*
- (4) Directs staff to prepare an amendment to Sign Bylaw No. 3479 to:
 - (a) *[Council to identify if they would like to proceed with recommended action numbered (xi)]*
 - (b) *[Council to identify if they would like to establish maximum election sign size and height restrictions, limit how many or where signs may be placed, etc.]*
- (5) Direct staff to initiate discussions with the Cowichan Valley Regional District and School District 79 about entering into a joint agreement for sharing the costs associated with the 2022 General Local Election.

Report prepared by:



Michelle Martineau
Manager, Legislative Services

Report reviewed by:



Ted Swabey
Chief Administrative Officer

Approved to be forwarded to Council:



Ted Swabey
Chief Administrative Officer

Attachment(s):

- (1) Election Bylaw No. 3544
- (2) Elected Officials Oath of Office Bylaw No. 3711
- (3) Council Remuneration Bylaw No. 3709
- (4) Sign Bylaw No. 3479
- (5) Key Tasks for 2022 General Local Election
- (6) BC Date Calculator for 2022 General Local Election
- (7) Elections BC FAQ on Election Signs

Council Remuneration Changes and Review - Historical Decisions

On December 6, 2017 Council released their decision to have a review of their compensation conducted in 2018 in conjunction with the review of management staff compensation.

It was moved and seconded:

That Council

1. increase exempt managers' wages as follows:
 - (a) 1%, effective January 1, 2017 (CUPE Increase);
 - (b) 1%, effective July 1, 2017 (CUPE Increase);
 - (c) 2%, effective January 1, 2018 (CUPE Increase);and that a Compensation Review be conducted for Directors, Deputy Directors, Managers, and Assistant Managers in 2018;
and further, that any salary adjustments for 2019 (resulting from the 2018 Compensation Review) be brought back for Council's consideration once the review is complete;
2. increase Council's remuneration as follows:
 - (a) 1%, effective January 1, 2017 (CUPE Increase);
 - (b) 1% effective July 1, 2017 (CUPE Increase);
 - (c) 2%, effective January 1, 2018 (CUPE Increase);and that a Compensation Review for Council's remuneration be conducted in 2018, in conjunction with the 2018 Compensation Review for management staff;
and further, that any salary adjustments for 2019 (resulting from the 2018 Compensation Review) be brought back for Council's consideration once the review is complete;
3. increase the Paid-on-Call Firefighter wages as follows:
 - (a) 1%, effective January 1, 2017 (CUPE Increase);
 - (b) 1%, effective July 1, 2017 (CUPE Increase);
 - (c) 2%, effective January 1, 2018 (CUPE Increase);and that a Compensation Review be conducted for Paid-on-Call Firefighters in 2018;
and further, that any salary adjustments for 2019 (resulting from the 2018 Compensation Review) be brought back for Council's consideration once the review is complete; and
4. increase exempt staff (including senior/technical experts, coordinators, executive and confidential administrators) wages to match the 2017-2020 CUPE Agreement as follows:
 - (a) 1% effective January 1, 2017 (CUPE Increase);
 - (b) 1%, effective July 1, 2017 (CUPE Increase);
 - (c) 2% effective January 1, 2018 (CUPE Increase);
 - (d) 2% effective January 1, 2019 (CUPE Increase); and
 - (e) 2%, effective January 1, 2020 (CUPE Increase).

CARRIED

At the August 15, 2018 regular meeting, staff presented Council with the results from the compensation review that was recently completed by the City of Campbell River to save North Cowichan the cost of contracting a consultant to repeat the same work. The City established an independent 'Council Remuneration Task Force', administered by a compensation consultant, to conduct the review using a comparator group of 'like' municipalities that were primarily based on population. The results from that review are reflected in Table 1 below (as presented in the Aug.15/18 staff report¹). The data has been sorted from high to low based on population.

Table 2 (data presented to Council on Aug.15/18 was presented in the table below in the Dec.7/21 staff report) reflects the adjustments made to Council's remuneration in 2018 that were based upon the averages calculated by the City of Campbell River which included adjustments for loss of the one-third non-taxable allowance and an increase using the Consumer Price Index (CPI).

On August 15, 2018, Council Remuneration Bylaw No. 3709 was given first three readings and staff was directed to conduct the next review of Council's remuneration in April 2022, prior to the election.

It was moved and seconded:

That effective November 1, 2018, the annual salary for the Mayor be adjusted to \$77,854 to reflect the "average" of the comparator group of municipalities (as outlined in the report of the Chief Administrative Officer) which includes an adjustment for the loss of the one-third non-taxable allowance for elected officials and CPI (BC) adjustment (1.6%);

And That effective November 1, 2018, the annual salary for Council members be adjusted to \$28,025 to reflect the "average" of the comparator group of municipalities (and for setting the percentage that a Council member would get paid relative to the Mayor's remuneration (36%) which includes an adjustment for the loss of the one-third non-taxable allowance for elected officials and CPI (BC) adjustment (1.6%);

And That effective November 1, 2018, the annual Acting Mayor salary be adjusted to \$358.00 for each month that a Council member performs the duties of the Acting Mayor;

And That an annual CPI (BC) adjustment continue to be applied to the Mayor's salary effective January 1, 2019, and each year thereafter through 2022, and that Councillor's salary be adjusted accordingly based on 36% of the Mayor's salary;

And That the next review of Council's remuneration be conducted in April, 2022 (prior to the 2022 municipal election);

And That Council direct staff to draft a bring forward a report and policy regarding Council access to municipal tools, equipment and personal costs associated with the performance of their work not currently covered by existing municipal policy;

And Further That Council read a first, second and third time "Council Remuneration Bylaw", No. 3709.

(Opposed: Behnsen)

CARRIED

¹ The calculation by the City of Campbell River of the averages for the same figures was slightly different than those noted above, which were \$69,035 for Mayor (a difference of \$720), \$24,989 for Councillors (a difference of **-\$965**) and 36% for the Councillor to Mayor Ratio (a difference of 2%). In addition, corrections were made to some of the Councillor to Mayor %'s and population data from the 2016 Census was added.

Council subsequently adopted the bylaw on at their regular meeting held on September 5, 2018.

It was moved and seconded:

That Council adopt "Council Remuneration Bylaw", No. 3709.

(Opposed: Behnsen)

CARRIED

On April 15, 2020, Council resolved to reduce their compensation for a six month period (i.e., from May 1, 2020 to October 31, 2020) to assist in reducing the 2021 tax increase.

IT WAS MOVED AND SECONDED:

That the budgeted compensation for Mayor and Council be reduced by 10% from May 1, 2020 – October 31, 2020;

And That the Council Remuneration Bylaw be amended to include the reduction in compensation.

(Opposed: Siebring)

CARRIED

The amendment to the Council Remuneration Bylaw was given three readings and adoption at the April 29, 2020 special meeting.

IT WAS MOVED AND SECONDED:

That Council give first, second and third readings to Council Remuneration Amendment Bylaw No. 3788, 2020.

CARRIED

IT WAS MOVED AND SECONDED:

That Council adopt Council Remuneration Amendment Bylaw No. 3788, 2020.

CARRIED

On December 7, 2021, the Committee of the Whole was presented with three options for conducting the compensation review:

- (1) municipal staff using the same comparator group of 'like' municipalities used in 2018;
- (2) striking an independent task force made up of community members; or
- (3) hiring a compensation consultant.

Council was presented with an estimate of the 2022 compensation rates, at that time, using the CPI (BC) from October 2020 to October 2021 at that meeting (see Table 3 that was presented in the Dec.7/21 staff report), with option 3 (as noted above) as the recommended option.

IT WAS MOVED AND SECONDED:

THAT the Committee of the Whole directs that staff issue a request for quotation for a compensation consultant to complete an independent review of Council's compensation prior to the 2022 general local election.

(Opposed: Douglas, Toporowski, Justice, Siebring, Manhas, Sawrie)

DEFEATED

After the motion was defeated, the CAO advised Council that staff had to act on the August 15, 2018 decision and would have to proceed with the Council compensation review in April 2022, unless otherwise directed by Council. Although Council considered deferring that review to a later date or rescinding their previous direction altogether, formal direction to staff was not provided. However, the Committee of the Whole came to consensus through their discussion (a motion was not introduced) that they would revisit the matter at their next meeting.

On December 14, 2021, the Committee of the Whole directed staff to include \$15,000 from appropriated surplus in the Financial Plan to complete an exempt compensation review in 2022.

IT WAS MOVED AND SECONDED:

THAT the Committee of the Whole direct staff to allocate the costs to fund the following one-time supplemental items, in the 2022-2026 Financial Plan Bylaw, from:

(1) Appropriated surplus, because of COVID-19, for 2022:

- (a) Biodiversity Protection Policy \$50,000;
- (b) Cemetery Services Plan \$75,000;
- (c) Mt. Prevost Road Maintenance \$20,000;
- (d) Sports Wall of Fame \$35,000; and
- (e) Exempt Compensation Review \$15,000.

(2) Gas Tax:

- (a) Integrating Natural Assets into the Asset Management Plan \$100,000. CARRIED

Council Compensation Review – Figures and Tables



Figure 1. UBCM Survey Results
(Source: UBCM Council & Board Remuneration Guide, page 12)

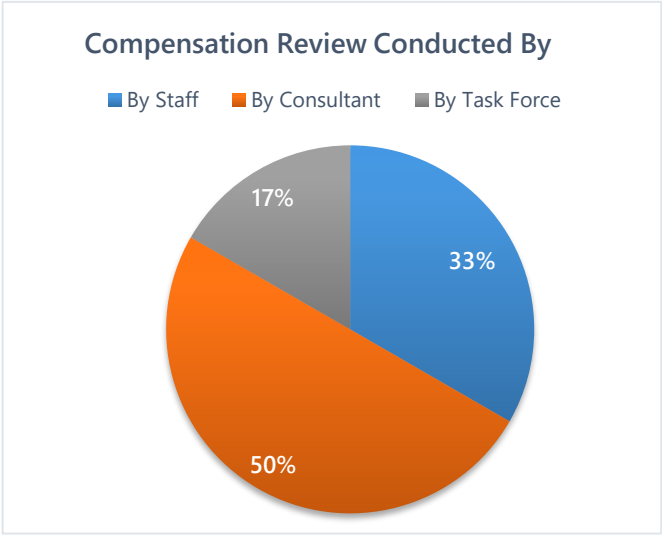


Figure 2. Vancouver Island Elected Officials Compensation Review
(Source: Staff survey)

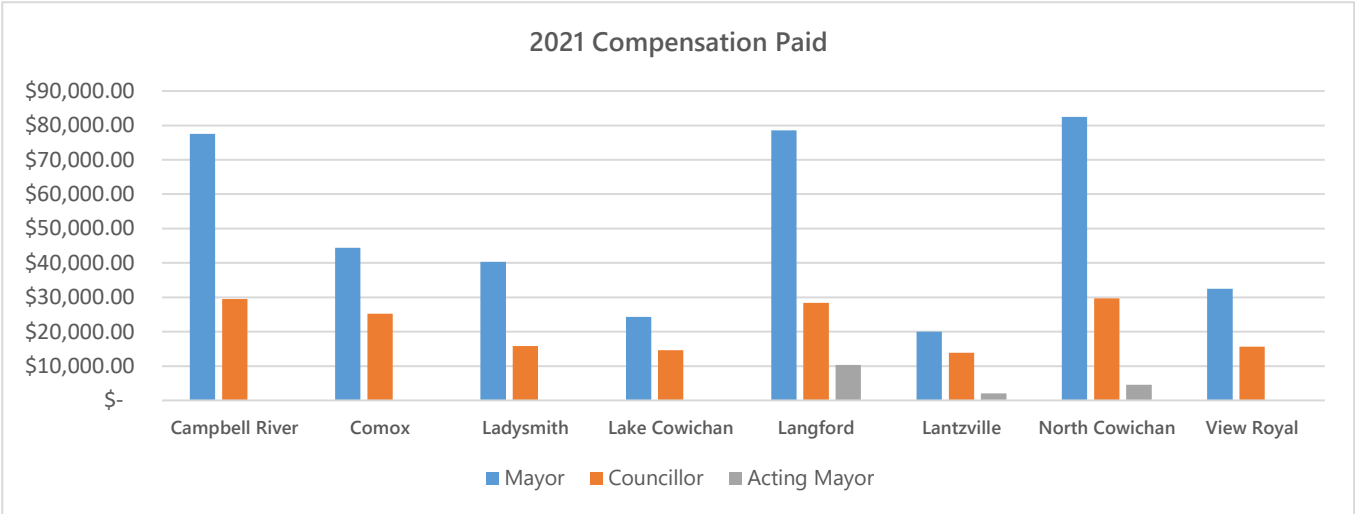


Figure 3. Vancouver Island Elected Officials Compensation Paid in 2021
(Source: Staff survey)

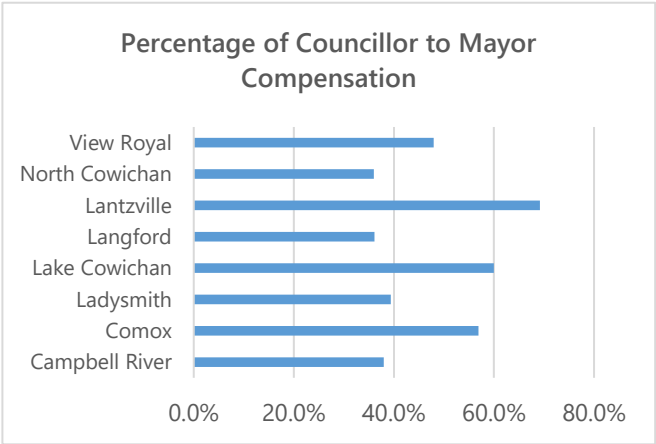


Figure 4. Councillor to Mayor Compensation Comparison
(Source: Staff survey)

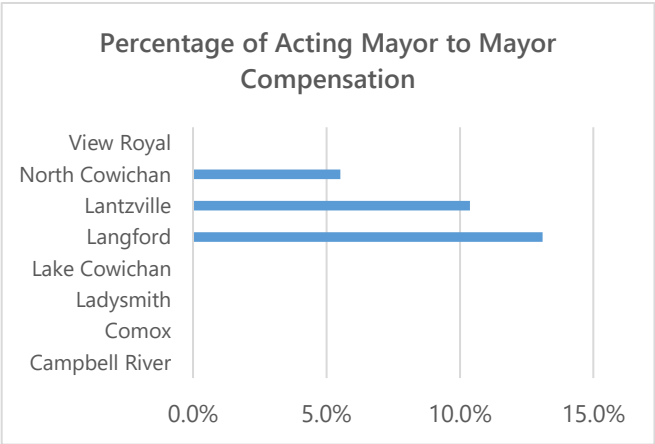


Figure 5. Acting Mayor to Mayor Compensation Comparison
(Source: Staff survey)

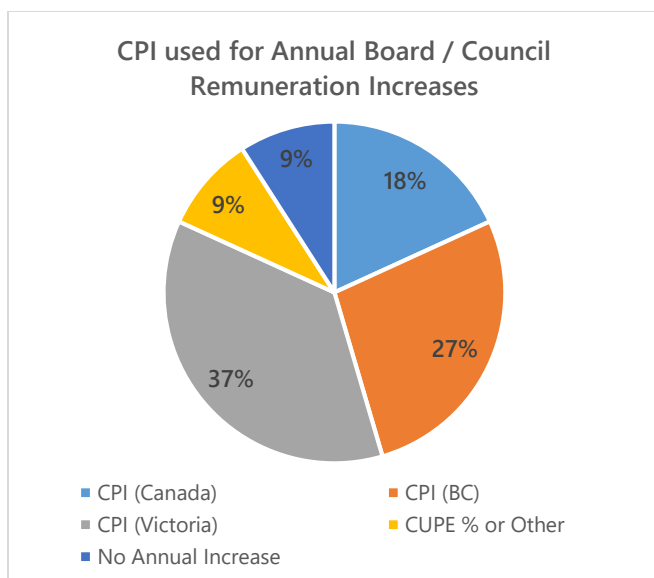


Figure 6. CPI Used for Annual Increase

(Source: Staff survey)

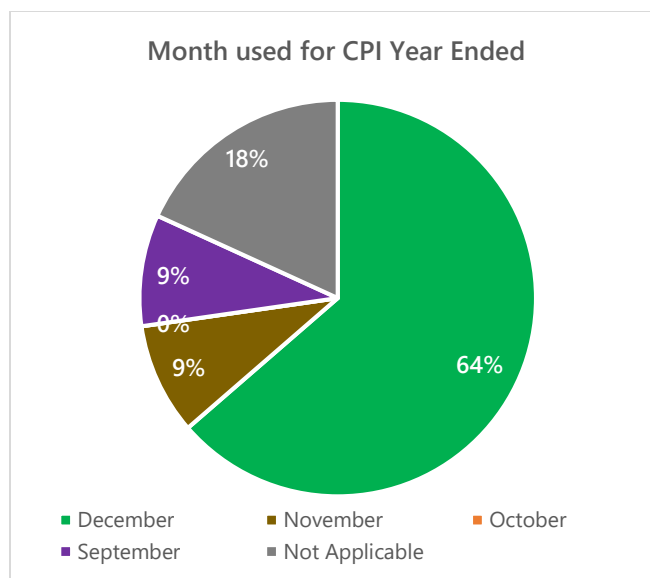


Figure 7. Month Used for CPI for Annual Increase

(Source: Staff survey)

Table 1: 2018 Remuneration Comparisons sorted by population

Municipality	Population	Mayor's Remuneration	Councillor Remuneration	Councillor to Mayor %
Vernon	40,116	\$71,580	\$23,091	32%
Mission	38,833	\$73,715	\$29,118	40%
Langford	35,342	\$36,677	\$17,247	47%
Penticton	33,761	\$63,427	\$21,578	34%
Port Moody	33,551	\$90,764	\$35,238	39%
West Kelowna	32,655	\$65,986	\$22,397	34%
Campbell River	32,588	\$62,551	\$22,959	37%
North Cowichan	29,676	\$62,450	\$22,800	37%
Langley City	25,888	\$94,190	\$42,385	45%
Courtenay	25,599	\$61,807	\$22,731	37%
AVERAGE	32,801	\$68,315	\$25,954	38%

Table 2: 2018 Council Remuneration Adjustments

	Mayor's Remuneration	Councillor Remuneration	Acting Mayor Remuneration
2017 Compensation	\$62,450	\$22,800	\$317.00
Market adjustment to bring compensation in line with the average calculated by the City of Campbell River	\$6,585	\$2,053	\$0.00
Loss of 1/3 non-taxable allowance (11%)	\$7,593	\$2,734	\$35.00
CPI (BC) Adjustment @ 1.6% ¹	\$1,226	\$ 438	\$ 5.63
2018 Compensation	\$77,854	\$28,025	\$357.63²

¹ The CPI adjustment for BC for 2018 over 2017 was 2.1%, whereas the 1.6% value was the Canada rate which was used by the City of Campbell River.

² This amount was rounded up to the nearest dollar in the bylaw, to \$358.

Table 3: Council Remuneration Adjustments

	Mayor's Remuneration	Councillor Remuneration	Acting Mayor Remuneration
2018 Compensation	\$77,854.00	\$28,025.00	\$4,296.00
2019 Compensation with 2.7% CPI adjustment	\$79,956.00	\$28,784.16	\$4,412.04
2020 Compensation with 2.3% CPI adjustment <i>(less the 6-month 10% compensation reduction as per 2020-04-15 decision)</i>	\$77,705.22	\$27,973.86	\$4,287.90
2021 Compensation with 0.8% CPI adjustment	\$82,449.35	\$29,681.77	\$4,549.68
2022 Compensation Estimate <i>(using the 2.3% CPI adjustment from October 2020 to October 2021³)</i>	\$84,345.66	\$30,364.45	\$4,654.32



2022 AGM & CONVENTION

RESOLUTIONS NOTICE REQUEST FOR SUBMISSIONS

The AVICC Executive is calling for resolutions to be considered at the 2022 AGM and Convention that, subject to public health order restrictions, will be held at the Victoria Conference Centre as an in-person event from April 1-3, 2022.

Members are now asked to submit resolutions for consideration at the 2022 Convention. The requirements for the resolutions are outlined below and in the following pages.

DEADLINE FOR RESOLUTIONS

AVICC must receive all resolutions by: **noon, Friday, January 28, 2022**

IMPORTANT SUBMISSION REQUIREMENTS

To submit a resolution to the AVICC for consideration please send:

1. One copy as a **word document** by email to avicc@ubcm.ca by the deadline; AND
2. One copy of the resolution by regular mail that may be received after the deadline to:
AVICC, 525 Government Street, Victoria, BC V8V 0A8

AVICC's goal is to have resolutions that can be clearly understood, and that have specific actions. If a resolution is endorsed, it's "therefore clause" will form the basis for advocacy work with other levels of government and agencies. Detailed guidelines for preparing a resolution are on the next pages, but the basic requirements are:

- Resolutions are only accepted from AVICC member local governments, and must have been endorsed by the board or council.
- Members are responsible for submitting accurate resolutions. AVICC recommends that local government staff assist in drafting the resolutions, check the accuracy of legislative references, and be able to answer questions from AVICC & UBCM about each resolution. Please contact AVICC & UBCM for assistance in drafting the resolution.
- Each resolution **must include a separate backgrounder** that is a maximum of 3 pages and specific to a **single** resolution. Do not submit backgrounders for multiple resolutions. The backgrounder may include links to other information sources and reports.
- Sponsors should be prepared to speak to their resolutions.
- Resolutions must be relevant to other local governments within AVICC rather than specific to a single member government.
- The resolution must have at least one "whereas" clause and should not contain more than two "whereas" clauses. Each whereas clause must only have **one sentence**.

LATE AND OFF THE FLOOR RESOLUTIONS

- a. A resolution submitted after the regular deadline is treated as a "Late Resolution". Late Resolutions need to be received by AVICC by noon on **Wednesday, March 30th**.
- b. Late resolutions are not included in the resolutions package sent out to members before the Convention. They are included in the Report on Late Resolutions that is distributed on-site.
- c. The Resolutions Committee only recommends late resolutions for debate if the topic was not known prior to the regular deadline date or if it is emergency in nature. Late resolutions require a special motion at the convention to admit for debate.
- d. Late resolutions are considered after all resolutions printed in the Resolutions Book have been debated. The time is set out in the program, and is normally on Sunday morning.
- e. Off the Floor resolutions must be submitted in writing to the Chair of the Resolutions Session, and copies must be made available to all delegates no later than Sunday morning.

UBCM RESOLUTION PROCEDURES

UBCM urges members to submit resolutions to Area Associations for consideration. Resolutions endorsed at Area Association annual meetings are submitted automatically to UBCM for consideration and do not need to be re-submitted to UBCM by the sponsor.

UBCM and its member local governments have observed that submitting resolutions first to Area Associations results in better quality resolutions overall. If absolutely necessary, however, local governments may submit council or board endorsed resolutions directly to UBCM by June 30. Should this be necessary, detailed instructions are available on the UBCM website.

UBCM RESOLUTIONS PROCESS

1. Members submit resolutions to their Area Association for debate.
2. The Area Association submits resolutions endorsed at its Convention to UBCM.
3. The UBCM Resolutions Committee reviews the resolutions for submission to its Convention.
4. Resolutions endorsed at the UBCM Convention are submitted to the appropriate level of government for response.
5. UBCM will forward the response to the resolution sponsor for review.

UBCM RESOLUTIONS GUIDELINES

The Construction of a Resolution:

All resolutions contain a preamble – the *whereas* clause(s) – and an enactment clause. The preamble describes ***the issue*** and the enactment clause outlines ***the action being*** requested of AVICC and/or UBCM. A resolution should answer the following three questions:

- a) **What is the problem?**
- b) **What is causing the problem?**
- c) **What is the best way to solve the problem?**

Preamble:

The preamble begins with "WHEREAS", and is a concise paragraph about the nature of the problem or the reason for the request. It answers questions (a) and (b) above, stating the problem and its cause, and should explain, clearly and briefly, the reasons for the resolution.

The preamble should contain no more than two "WHEREAS" clauses. Supporting background documents can describe the problem more fully if necessary. Do not add extra clauses.

Only one sentence per WHEREAS clause.

Enactment Clause:

The enactment clause begins with the phrase "Therefore be it resolved", and is a concise sentence that answers question (c) above, suggesting the best way to solve the problem. **The enactment should propose a specific action by AVICC and/or UBCM.**

Keep the enactment clause as short as possible, and clearly describe the action being requested. The wording should leave no doubt about the proposed action.

HOW TO DRAFT A RESOLUTION

1. Address one specific subject in the text of the resolution.

Since your community seeks to influence attitudes and inspire action, limit the scope of a resolution to one specific subject or issue. Delegates will not support a resolution if it is unclear or too complex for them to understand quickly. If there are multiple topics in a resolution, the resolution may be sent back to the sponsor to rework and resubmit, and may end up as a Late Resolution not admitted for debate.

2. For resolutions to be debated at UBCM, focus on issues that are province-wide.

The issue identified in the resolution should be relevant to other local governments across BC. This will support productive debate and assist UBCM to represent your concern effectively to the provincial or federal government on behalf of all BC municipalities and regional districts. Regionally specific resolutions may be referred back to the AVICC, and may not be entered for debate during the UBCM Convention.

3. Use simple, action-oriented language and avoid ambiguous terms.

Explain the background briefly and state the desired action clearly. Delegates can then debate the resolution without having to try to interpret complicated text or vague concepts.

4. Check legislative references for accuracy.

Research the legislation on the subject so the resolution is accurate. Where necessary, identify:

- the correct jurisdictional responsibility (responsible ministry or department, and whether provincial or federal government); and
- the correct legislation, including the title of the act or regulation.

5. Provide factual background information.

Even a carefully written resolution may not be able to convey the full scope of the problem or the action being requested. Provide factual background information to ensure that the resolution is understood fully so that members understand what they are debating and UBCM can advocate effectively with other levels of government and agencies.

Each resolution **must include a separate backgrounder** that is a maximum of 3 pages and specific to a single resolution. Do not submit backgrounders that relate to multiple resolutions. The backgrounder may include links to other information sources and reports.

The backgrounder should outline what led to the presentation and adoption of the resolution by the local government, and can link to the report presented to the council or board along with the resolution. Resolutions submitted without background information **will not be considered** until the sponsor has provided adequate background information. This could result in the resolution being returned and having to be resubmitted as a late resolution.

6. Construct a brief, descriptive title.

A title identifies the intent of the resolution and helps eliminate the possibility of misinterpretation. It is usually drawn from the "enactment clause" of the resolution. For ease of printing in the Annual Report and Resolutions Book and for clarity, a title should be no more than three or four words.

TEMPLATE FOR A RESOLUTION

Whereas << *this is the area to include an issue statement that outlines the nature of the problem or the reason for the request* >> ;

And whereas << *if more information is useful to answer the questions - what is the problem? what is causing the problem?>> :*

Therefore be it resolved that AVICC & UBCM << *specify here the action(s) that AVICC & UBCM are being asked to take on, and what government agency the associations should be contacting to solve the problem identified in the whereas clauses* >>.

If absolutely necessary, there can be a second enactment clause (the “therefore” clause that specifies the action requested) with the following format:

And be it further resolved that << *specify any additional actions needed to address the problem identified in the whereas clauses* >>.



2022 AGM & CONVENTION

CALL FOR NOMINATIONS FOR AVICC EXECUTIVE

AVICC members elect directors to the Executive Committee at the AGM. The Executive Committee ensures that the policies set by the general membership are carried forward, and provides direction for the Association between annual meetings. This circular is notice of the AVICC Executive Committee positions open for nomination, and the procedures for nomination.

1. POSITIONS OPEN TO NOMINATIONS

The following positions are open for nomination:

- President
- First Vice-President
- Second Vice-President
- Director at Large (3 positions)
- Electoral Area Representative

2. NOMINATION PROCESS AND QUALIFICATIONS FOR OFFICE

Candidates must be an elected official of an AVICC local government member and must be nominated by two elected officials of an AVICC local government member. Background information on the key responsibilities and commitments of an AVICC Executive member is provided following the nomination form. The Chair of the 2022 Nominating Committee is Past President Carl Jensen.

3. NEXT STEPS

The Nominating Committee will review the credentials of each candidate for eligibility. A Report on Nominations including a photo and biography will be prepared under the direction of the Nominating Committee, and distributed prior to the Convention.

**To be included in the Report on Nominations,
Nominations Must Be Received by noon, Friday, January 28, 2022**

4. AT CONVENTION

Candidates may also be nominated at the Convention from the floor. Candidates and their two nominators must be elected officials of an AVICC local government member.

5. FURTHER INFORMATION

All enquiries should be directed to:

Past President Carl Jensen, Chair, 2022 Nominating Committee
c/o AVICC
525 Government Street
Victoria, BC V8V 0A8
Phone: (250) 356-5122
email: avicc@ubcm.ca



BACKGROUND INFORMATION FOR CANDIDATES TO THE AVICC EXECUTIVE

1. RESPONSIBILITY OF AVICC EXECUTIVE

Under the AVICC Bylaws:

"The Executive shall manage or supervise the management of the Society"

See <http://avicc.ca/about-the-avicc/constitution-bylaws/> for a complete copy of the AVICC Constitution and Bylaws.

2. AVICC EXECUTIVE STRUCTURE

- President
- First Vice-President
- Second Vice-President
- Director at Large (three positions)
- Electoral Area Representative
- Past President

COMMITTEES

The President may appoint Executive members to AVICC committees and to external committees and working groups as required. The Nominating Committee is a standing committee and is comprised of the Past President and the Executive Director. All members of the Executive serve on the Resolutions Committee.

CONTRACTED EMPLOYEE

The Association contracts with UBCM for the provision of key services that support the Association. A staff person based in Victoria's Local Government House provides the key functions. The President is responsible for overseeing the regular activities of the Association and for providing direction to staff.

3. EXECUTIVE MEETINGS

The full Executive normally meets in person five times a year, following this pattern:

- During the last day of the annual Convention (less than 15 minutes)
- Mid June
- End of October
- Mid January
- Thursday before the Annual Convention

Executive meetings (other than those held in conjunction with the Convention) are generally held on a Friday or Saturday from 10:00 am to 3:00 pm and are typically held in Nanaimo. Online meetings usually occur 2-3 times per year on an as needed basis (60-90 minutes).

Travel expenses and a per diem are provided for Executive Meetings. For the meeting held on the Thursday before the Convention, reimbursement is only for the added expenses that would not normally be incurred for attending the annual Convention. AVICC does not provide Executive members with complimentary registration for the AGM and Convention.

NOMINATIONS FOR THE 2022-23 AVICC EXECUTIVE

We are qualified under the AVICC Constitution to nominate¹ a candidate and we nominate:

Candidate Name: _____

Local Government Position (Mayor/Councillor/Director): _____

Local Government Represented: _____

AVICC Executive Office Nominated For: _____

MEMBERS NOMINATING THE CANDIDATE:

Printed Name: _____ Printed Name: _____

Position: _____ Position: _____

Muni/RD: _____ Muni/RD: _____

Signature: _____ Signature: _____

CONSENT FORM

I consent to this nomination and attest that I am qualified to be a candidate for the office I have been nominated for pursuant to the AVICC Bylaws and Constitution². I also agree to provide the following information to avicc@ubcm.ca by **noon, Friday, January 28, 2022**.

- Photo in digital format
- Biographical information of approximately 300 words that may be edited by AVICC

Printed Name: _____

Current Position: _____

Muni/RD: _____

Signature: _____

Date: _____

¹ Nominations require two elected officials of local governments that are members of the Association.

² All nominees must be an elected official of an AVICC local government member. Nominees for the position of Electoral Area Representative must be an Electoral Area Director.

**Return To: Past President Carl Jensen, Chair, Nominating Committee,
c/o AVICC, 525 Government Street, Victoria, BC V8V 0A8
or scan and email to avicc@ubcm.ca**