

2017 to 2021 FINANCIAL PLAN



DRAFT

February 2017

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Introduction

Thank you for your interest in the Town of Ladysmith's draft 2017-2021 Financial Plan.

Each year, the municipality adopts a 5-year financial plan; the first year of which is the detailed budget. The financial plan is the key underpinning factor in everything the Town does - it allocates the resources necessary to carry out the work of staff, which has been carefully planned to support the implementation of Council's strategic priorities as determined (and reviewed annually) in their strategic planning.



Council began work on its strategic priorities in the fall of 2016 so that this year's financial planning process could begin earlier than in previous years, allowing for more time and opportunities to engage with residents about their thoughts and opinions related to municipal services and expenditures.

That is where you come in – Council wants to hear what you think about the Financial Plan, about what Council plans to achieve, and about how they plan to spend local tax dollars for your community.

The 2017-2021 Financial Plan – What You Need to Know:

- The main sources of revenue (income) for the Town are property taxes and user fees (water, sewer and garbage fees as well as recreation fees)

In determining annual property tax rates, Council must consider how much money is needed to deliver services that will meet the community's needs, along with how much is needed to fund capital projects and what should be set aside for long-term maintenance, renewal and expansion of infrastructure. The discussion about tax rates will take place in April, after the Assessment Roll is completed. The Assessment Roll is the final listing of all properties in the Town of Ladysmith, and their values, as determined by BC Assessment.

- At this time, the *draft* budget increase for 2017 is a reduction of 0.4% in assessment based taxes after non market change, though there are increases to the water and sewer parcel rate. For an average single family dwelling with an assessed value of 336,000, the overall increase including the proposed parcel tax increase is approximately \$108 or 5%.
- Council's direction is to focus on its key strategic priorities – the priorities and the details of this direction are contained in the following pages.

Join the Conversation!

Since January, there have been various Council meetings where the budget has been discussed. Like any financial decision, these meetings are held during an open session and the public input is sought during the discussion. We continue to encourage you to get involved, ask questions and let us know your thoughts. It is only through hearing from the community that we can improve, and it is only through getting involved that you can be heard.

Opportunities for involvement:

- Send feedback to Council directly by email
All input received through this process will be presented to Council for consideration as they work to finalize the 2017 - 2021 Financial Plan before the statutory date of May 15, 2017.
- Attend a Council meeting
The Regular Council meetings are on the first and third Monday each month at 7:00 p.m. Council may also schedule additional meetings to discuss the financial Plan. Check www.ladysmith.ca, or our Facebook page www.facebook.com/LadysmithBC, or call City Hall at 250.245.6400 to find out about any additional meetings.
- Add your name to our e-mail list to get up to date news and information from the Town. Send an e-mail to info@ladysmith.ca and ask to be put on the list.

Council Strategic Priorities

In 2016, Council established five strategic priorities to guide policies and decision-making between 2016 and 2019. In early 2017, Council confirmed a series of projects and actions for each of those priority areas.

The Town is also introducing a new tracking and reporting tool that will be rolled out in 2017 to provide accurate and up-to-date information about the status of Council's priorities and the projects and initiatives that support and advance those priorities as outlined in the Financial Plan.

EMPLOYMENT AND TAX DIVERSITY

Implement feedback mechanisms for continuous improvement of permit and approval processes

- Forums with Developers / Subdividers by 22nd Dec 2017

Promote an "Open for Business" climate

- Holland Creek Local Area Plan - adoption by 30th Jun 2016
- Building Permit information by 30th Dec 2016
- Small Business BC Webinar Program by 31st Dec 2016
- Development Services - Front Office Improvements by 31st Mar 2017
- 2017 Community Profile by 30th Jun 2017
- Film Policy update with Region by 31st Dec 2018
- Business Walk 2016 by 31st Oct 2019
- Industrial Lands Strategy (Visioning Report) by 31st Dec 2019

Update the Waterfront Area Plan and consider a heritage park concept in the vicinity of the Machine Shop

- Waterfront Area Plan by 31st Oct 2017
- Waterfront Zoning Update by 31st Oct 2018

Establish a downtown task force to look at ways to invigorate the downtown core (for example: public artwork, seating, flags, bollards)

Facilitate policies that will inject new life into the downtown core

Continue to provide tax incentives for building investment

Upgrade the road to the South Ladysmith Industrial Park

- Eco Industrial Project (Visioning Report) by 31st Dec 2018
- Industrial Access Road - South Ladysmith (split) by 1st Jan 2020

Streamline approval processes for building and development to expedite turnaround times

- Meetings with Builders and Report by 30th Dec 2016
- Building Bylaw Review by 29th Dec 2017

- Building Policy by 30th Jun 2018
- Open For Business - RFP by 30th Sep 2018

Enhance streetscapes, signage and accessibility within the downtown core

- Banners (Diversity and Legion) by 30th Jun 2016
- 49th Parallel Markers (Aggie Plaza) by 31st Mar 2017
- Heritage Building Plaques (for CHR buildings) by 31st May 2017
- Public Washroom -- determine appropriate location for public washroom in the downtown core. by 30th Jun 2017
- Investigate options for the installation of bollards or other safety improvements to prevent vehicles from running onto sidewalks by 31st Dec 2017
- Complete Streets Standards by 30th Dec 2019

Continue to encourage development of green industries

- Carbon footprint calculation / green business practices by 31st Dec 2018

Research the feasibility of establishing a downtown business improvement area

Install new welcome and directional signage

- 49th Parallel Markers (Aggie Plaza) by 31st Mar 2017
- Directional Signage by 31st Dec 2018
- Pursue environmental remediation of the waterfront lands by 30th Dec 2019

Continue to develop a permanent solution for derelict vessels in Ladysmith Harbour in line with Union of British Columbia Municipalities and Association of Vancouver Island and Coastal Communities

Explore legislative tools, partnerships and other initiatives that will generate new sources of revenue for the municipality to sustain infrastructure

- Servicing Agreements Historical Society by 30th Apr 2017
- DCC Review by 31st Dec 2017
- Sell Town-owned properties by 31st Dec 2017
- Explore opportunities to sell the Town-owned property in Cassidy while protecting the aquifer

NATURAL AND BUILT INFRASTRUCTURE

Complete the waste water treatment plant to secondary treatment

- WWTP Phase 3 by 31st Jul 2017

Review and complete improvements to Aggie Hall parking

- Aggie Parking Expansion area by 31st Dec 2017

Co-ordinate infrastructure projects in accordance with the Asset Management Strategy

- Fueling System Replacement by 30th Jun 2017

Ensure that an analysis of life cycle costs is included in decisions to acquire, build or rebuild infrastructure assets

- Energy & Facilities Condition Assessment by 15th Jun 2016
- Facility Condition Assessments by 30th Jun 2017

Prioritize maintenance of existing infrastructure before making commitments to new assets

- Machine Shop door to Arts Council by 31st Aug 2016
- FJCC Roof Repair (emergency) by 30th Sep 2016
- Bleachers Storage & Security for Base Ball fields - Aggie by 31st Dec 2016
- Machine Shop - Floor Replacement - LMS by 31st Mar 2017
- Machine Shop - Gutters by 31st Mar 2017
- Fire Hall Upgrade by 30th Apr 2017
- Transfer Beach Amphitheater Tank Lid replacement by 31st May 2017
- FJCC Sprinkler repairs by 30th Jun 2017
- FJCC Youth Zone heat pump replacement by 31st Jul 2017
- RCMP Building exterior staining by 31st Aug 2017
- Aggie Hall Playground replacement by 31st Aug 2017
- FJCC Change room improvements by 10th Sep 2017
- FJCC Oasis Pool Filter by 10th Sep 2017
- FJCC Sauna Heater replacement by 10th Sep 2017
- FJCC Hot Tub Boiler replacement by 10th Sep 2017
- RCMP building Paint exterior by 30th Sep 2017
- BC -Canada 150 Grant application by 31st Mar 2018
- Bleacher replacement program - High Street by 30th Apr 2018
- LRCA and Boys & Girls Club building exterior painting by 31st Aug 2018
- FJCC - UV sanitation system installation by 16th Sep 2018

- FJCC - Swimming pool deck replacement by 30th Sep 2018
- FJCC - whirlpool retiling by 30th Sep 2018
- Machine Shop repairs identified by 30th Dec 2019
- Aggie Hall floor project by 31st Aug 2020
- FJCC - Gymnasium floor replacement by 31st Aug 2020
- Tree replacement program by 30th Apr 2021
- FJCC - lower parking lot paving by 31st Jul 2021

Focus development where services exist or require developers to pay for new services, including life cycle cost considerations

Fund the Equipment Replacement and Civic Buildings Reserve

- AAP Fire Truck Borrowing by 31st Oct 2017
- 1995 Replace Fire Department's Chevy Truck - Utility Truck by 31st Oct 2022

Complete the design for Fourth Avenue upgrades

- Paving 4th Ave, Methuen to Belaire (Design) by 1st Dec 2017
- Paving 4th Ave, Methuen to Belaire by 31st Oct 2018

Complete the condition assessment of high priority assets, both above and below ground

- Facility Condition Assessments by 30th Jun 2017
- Asset Management by 31st Dec 2017

Enhance facilities at Transfer Beach, including improved signage and upgrades to the upper park area

- Playground Transfer Beach (Rotary) by 31st May 2016
- Upper Transfer Beach improvements & Horseshoe Pitch by 31st Mar 2017

Prioritize projects and prepare project design plans to leverage infrastructure grants from senior governments for infrastructure renewal and expansion

- Apply for grant for Water and Waste Water Fund by 23rd Nov 2016

Expand GIS mapping to support asset management

- Ortho Lidar by 31st Dec 2017
- GIS Stage II Implementation by 31st Dec 2018

Complete sidewalk projects in conjunction with ICBC

- Sidewalk Connecting by 31st Dec 2016
- Pedestrian Cross Walk by 1st Jun 2018

Complete scheduled water, sewer and storm main replacement

- Water main valve equipment by 31st Dec 2016

- Holland Supply Main Replacement: PW to Colonia by 1st Dec 2019
- Stocking Lake Supply Main by 31st Dec 2019
- Sewer Main Replacement by 31st Dec 2020
- Water Main Replacement Program by 31st Dec 2020

Evaluate options for treatment of waste water treatment plant sludge

- Upgrade Composting Facility at Public Works Yard, CVRD by 31st Dec 2017

Integrate asset management into long term financial planning, including funding sources

- Water and Sewer Rates Bylaw by 31st Mar 2017
- Asset Management by 31st Dec 2017

WATERSHED PROTECTION AND WATER MANAGEMENT

Start construction of a water filtration plant

- Borrowing Water by 30th Apr 2017
- Water Plant Communication Strategy by 30th Apr 2017
- AAP Water Filtration Plant Borrowing by 30th Apr 2017
- Water Filtration Project by 31st Mar 2019

Provide incentives for decreased water consumption

- Golf Course Greens irrigation system by 31st Aug 2016
- Sentinel upgrades by 31st Dec 2016

Research watershed security and protection initiatives

- Holland Dam Inundation Study by 31st Dec 2017
- Water Service transfer completion by 1st Nov 2018
- Water Quality Monitoring Equipment - Holland Lake, Stocking Lake, Chicken Ladder by 1st Jan 2020

Participate in round table discussions on watershed governance and stewardship at the local and regional levels

Negotiate a new water service agreement with the Diamond Water District

- Diamond Negotiations by 31st Dec 2016

Negotiate the next phase of the water and sewer service agreement with Stz'uminus First Nation (IR 13)

- First Nations Capacity Building (Grant) by 31st Aug 2016

Coordinate the leadership of a watershed stewardship group in partnership with the community

- Watershed management by 31st Dec 2021

Continue to implement the Sustainability Action Plan

- Inflow & Infiltration/ Main Replacement by 1st Nov 2019
- Stage 2 Environmental impact study by 1st Jun 2020

Achieve the Town's goal of using 20 per cent less than the published Canadian average single family consumption rate by 2018, through implementation of the Water Conservation Plan

- 2016 Annual Water Report

Plan and prepare detailed design for construction of additional water storage

- Holland to Stocking Supply Main (design) by 31st Dec 2018

- Holland Dam Storage Feasibility Study by 30th Dec 2019
- Holland Dam - Storage Upgrade by 31st Dec 2023

Investigate options and commence funding and construction of water storage

Explore options for eventual ownership of the watershed

COMMUNICATIONS AND ENGAGEMENT

Host semi-annual Town Hall meetings

Expand use of technology to deliver timely information

- Corporate Services Electronic Newsletter by 31st Oct 2016
- FJCC Surveillance System Upgrade by 31st Dec 2016
- Strategic Plan software implementation - Cascade by 31st Jan 2017
- Recreation Registration Software System by 31st Mar 2017
- Vadim upgrades to platform support by 30th Apr 2017
- Asset Management work-order program (W/S/G Split) by 31st Dec 2017
- SCADA System Upgrade (S & W Split) by 31st Mar 2019
- Fiber optics connection - Water by 1st Jun 2020

Maximize use of all communication methods, including social media, newsletters, e-mails and inserts in utility and tax bills

- Corporate Services Electronic Newsletter
- PlaceSpeak Public Engagement and Consultation Tool -- to be launched by 31st Mar 2017
- Communication Strategy Update to reflect Council priorities in 2017 by 28th Apr 2017
- CS 2016-086 Update Communications & IT Policies by 30th Apr 2017
- Website Redesign by 31st Dec 2017
- Brand Refresh for all communications materials, plus brand identity guide by 31st Dec 2016
- Mobile Version of Website by 30th Jun 2018

Implement a comprehensive information (records) management strategy

Continue to enhance the Annual Report, and distribute it to the community

- 2016 Annual Report by 31st May 2017

Install technology for live streaming and archiving of Council meetings

- Phase II Video Broadcasting - Reliability enhancement report to Council by 28th Feb 2017

Review vision, mission and values

Identify opportunities for increased participatory decision-making

- Grants in Aid 2017 by 31st Mar 2017

Engage the community in Town strategies such as the updated Parks, Recreation and Culture Master Plan

- Parks Recreation and Culture Advisory Committee by 31st Jan 2017
- Invasive Species Committee by 28th Feb 2017
- Parks Bylaw by 31st Mar 2017
- School District Joint Use Agreement (Facilities and Fields) by 31st Aug 2017
- FJCC Skate Park lighting by 31st Oct 2017
- FJCC Sports Fields lighting upgrades by 31st Oct 2017
- Community Partnership Policy by 31st Dec 2017
- Davis Road Site - Bike Skills Park by 31st Jul 2018
- Holland Creek Trail Switchback Trail (Bridge area) by 31st Aug 2018
- Lot 108 - Review site plan by 31st Dec 2018
- Youth Services Strategy by 31st Dec 2018
- Holland Creek parks site plan by 31st Dec 2018
- Update OCP Parks Policies by 31st Dec 2018
- Public Art Strategy by 15th May 2019
- Parks, Recreation & Culture branding/communication plan by 31st Dec 2019
- Outdoor Fitness Park by 31st Dec 2019
- Sports Tourism strategy by 31st Dec 2019
- Seniors Parks, Recreation & Culture Strategy by 15th May 2020

Upgrade information technology systems, including GIS and records management software

- Recreation Registration Software System by 31st Mar 2017
- Vadim upgrades to platform support by 30th Apr 2017
- SCADA System Upgrade (S & W Split) by 31st Mar 2019

Enhance communications/engagement with a comprehensive review of commissions/committees

- Parks Recreation and Culture Advisory Committee by 31st Jan 2017

- Invasive Species Committee by 28th Feb 2017
- Review Committees and Commissions by 1st Jun 2017

PARTNERSHIPS

Reinvest in the Partnership for an Economically Vibrant Community in collaboration with community partners such as the Ladysmith Chamber of Commerce, Ladysmith Downtown Business Association and Stz'uminus First Nation

- Davis Road School Lease agreement (exterior) by 31st Jul 2016
- School District Collaboration Agreement by 30th Nov 2016
- School District Joint Use Agreement (Facilities and Fields) by 31st Aug 2017

Partner with Stz'uminus First Nation through joint Council and Naut'sa Mawt Steering Committee meetings. Invest in initiatives of mutual benefit/concern (expanded service agreements, south end lands, DL 651 and environmental restoration of Ladysmith Harbour)

- 2016 Community 2 Community event (March 29, 2016) by 31st Mar 2016
- 2016 Naut 'sa mawt Steeting Committee meetings (4x/yr) by 30th Dec 2016
- SFN Water and Sewer Services Agreement by 30th Dec 2016
- SFN Building Inspection Service Agreement (IR13) by 31st Mar 2017
- 2017 Naut'sa Mawt Steering Committee meetings by 31st Dec 2017

Co-host annual community-to-community forum event with Stz'uminus First Nation

Pursue opportunities for First Nations public art installations

Update the Memorandum of Understanding with Stz'uminus First Nation

Articulate and support opportunities for further partnerships (economic and social) with community organizations

- Davis Road School Lease agreement (exterior) by 31st Jul 2016
- School District Collaboration Agreement by 30th Nov 2016
- Servicing Agreement LRCA by 30th Apr 2017
- School District Joint Use Agreement (Facilities and Fields) by 31st Aug 2017
- Canada 150 Celebrations Committee by 31st Dec 2017
- BC Summer Games 2018 -Cowichan by 31st Jul 2018

Continue to implement Information Technology Strategic Plan with municipal partnership

- Phase I Live Video Broadcast by 18th Jul 2016
- Phase II Video Broadcasting - Reliability enhancement report to Council by 28th Feb 2017

Partner with Stz'uminus First Nation, Ladysmith Maritime Society and government agencies responsible for clean-up of derelict vessels

Reduce curbside contamination of recyclable materials with Multi-Material BC

Work with regional partners to reduce water consumption and enhance watershed protection

Pursue regional equity in recreation services

- Regional Recreation Select Committee by 30th Nov 2018

Resolve nuisance property concerns through a multi-agency approach

- Establish multi-agency committee by 30th Dec 2016

Explore means through which the Town and Stz'uminus First Nation can support the recommendations of the Truth and Reconciliation Commission, including review of the current Memorandum of Understanding and Naut'sa Mawt Community Accord

Install First Nations place acknowledgments

- Transfer Beach History Pictorial by 30th Jun 2016
- Midden Sign at WWTP by 30th Nov 2016

A Message From the Chief Administrative Officer

A Financial Plan is the financial interpretation of Council's strategic priorities. Council has directed staff to accomplish these priorities with minimal impact on taxation. Overall, the budget increase in 2017 is a reduction of 0.4 per cent after non market change for assessment based municipal taxes, and a \$30 increase to sewer parcel tax and an increase in water parcel tax of \$84.

In 2015, Council directed more taxation and investment into the Town's infrastructure and services. The result of this action was:

- Greater funding for capital projects
- Setting aside funds for future asset replacement
- Investment in asset management practices

For 2017, Council amended its strategy of investing in infrastructure, by reducing the allocation of taxes to capital projects from 10% to 8% (such as roads and sidewalks) and 5 per cent to reserves for future projects.

With the intention of providing more information to the public and to support the goal of transparency, we have created this document to increase understanding about how the Town of Ladysmith operates and manages its finances and the property taxes it collects.

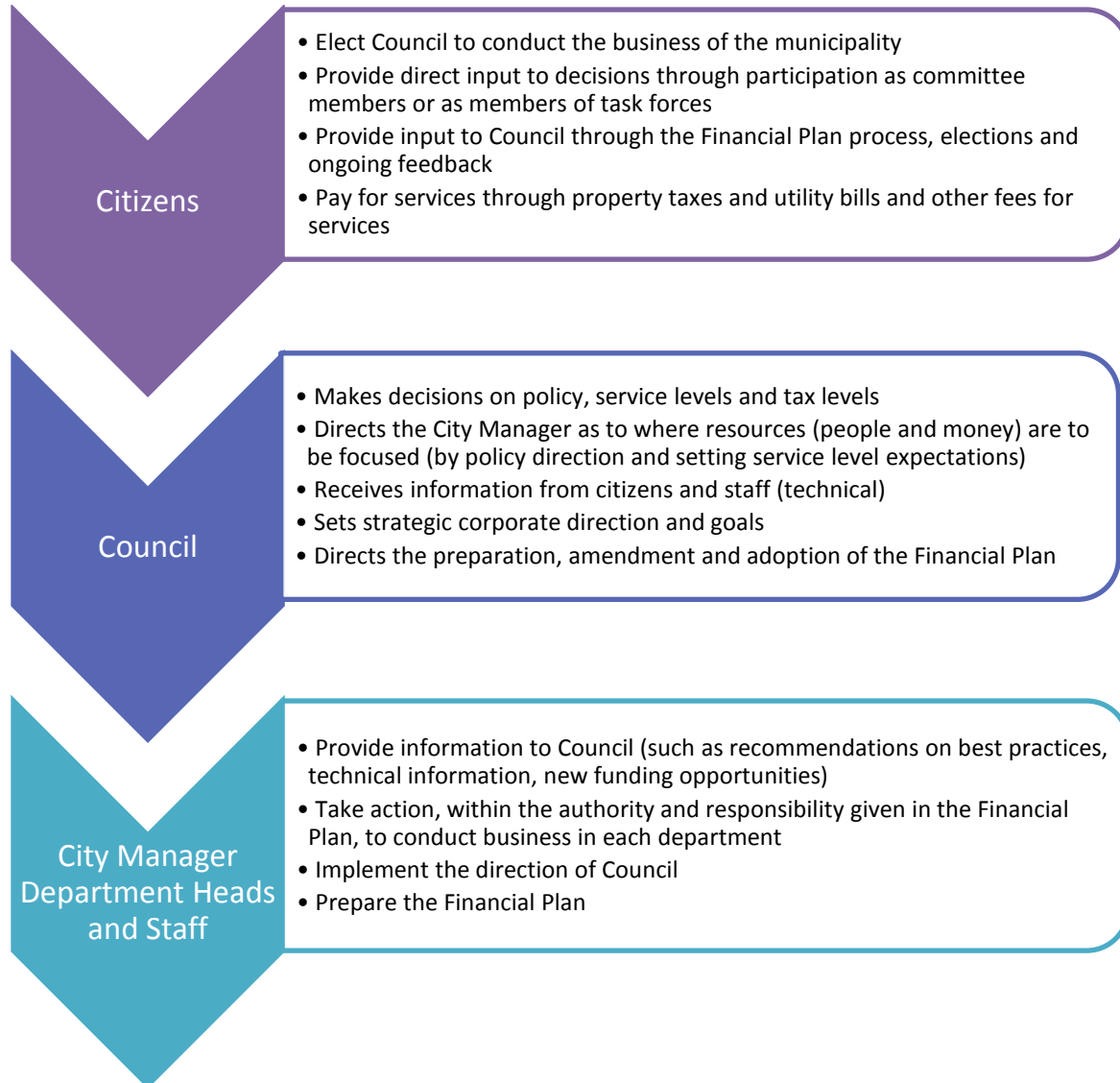
This document is intended to be a high level reference document for use during the budget discussions and to help explain why the Town does business in a certain way, to help you understand the type and level of service delivered and how the budget is determined and managed. It gives some basic information about the operations of the Town, its budget principles and processes, and some basic budget facts.

How does the Town fund services? The main source of funding for the Town is Property Taxation. It is through the *Community Charter* that the Town has the authority to levy taxes. Other sources of funds include user fees (water, sewer and garbage fees as well as recreation fees). This revenue is in direct correlation to the service provided.

Running a town is not cheap. Each year, Council spends considerable time to establish a Financial Plan. From there, the tax rates and user fees to cover service costs are calculated. Taxation and utility fees make up the majority of the Town's total revenues. Therefore, taxation is an important Council consideration. Council must also take into account the cost of *not* providing a service. For example, if the Town did not provide easy and accessible garbage collection, garbage would become scattered around our community, and not only become an eye-sore to the community, but could also present costly health hazards.

In summary, for 2017, it is Council's desire to begin the budget discussions earlier than in previous years, to maintain the investment in infrastructure and to keep the taxation impact to a minimum. We believe that this draft Financial Plan achieves these objectives and look forward to your comments.

Responsibilities in the Financial Planning Process



Financial Plan Guiding Principles

The Financial Plan integrates and aligns resources (staff and funding) with policy directions outlined in the Town's three key guiding documents: the Official Community Plan, the Strategic Plan, and the Sustainability Plan.



Vision

Ladysmith is a spirited community that values its small town quality of life, where we work together as stewards of our heritage, environment and economy.

Mission

A safe, caring, and vibrant community.

Values

We lead with courage, respect, and integrity.

Our Past, Our Future

Naut'sa Mawt (Working Together). Our community has a rich history spanning more than five thousand years, and a commitment to future generations.

Sustainability Goals

1. Reduce greenhouse gas and other air emissions;
2. Reduce fossil fuel energy consumption and shift to renewable energy;
3. Reduce potable water usage and manage wastewater efficiently, including re-use;
4. Manage materials use to reduce or eliminate waste;
5. Protect and enhance the ecosystems and biodiversity local, regionally and globally;
6. Support a more sustainable food system, including increasing local food production, processing and consumption;
7. Provide stable, diverse and prosperous local economic opportunities;
8. Create healthy communities and individuals.

8 Pillars of Sustainability

1. Complete Community Land Use
2. Low Impact Transportation
3. Green Buildings
4. Multi-use Landscapes
5. Innovative infrastructure
6. Local Food Systems
7. Healthy Community
8. Local, Diverse Economy



The following general policies and principles form the basis of developing the Financial Plan:

User Fees: Where possible, utilize revenues from user fees and charges to help offset the burden on the property tax base.

Tax Shift: Shift any amounts resulting from the Tax Strategy Policy to Residential (Class 1).

Surplus: Surplus in any given year can be used as a funding source for one-time items; not as an offset to the annual tax levy.

Permissive Tax Exemption: Utilize Permissive Tax Exemptions to encourage redevelopment of certain lands and preserve the Town's culture and heritage.

Guiding Principles:

- A realistic budget is the collective responsibility of the organization
- The Town stands unified behind the resource allocation recommendations that are developed and the decisions that are made by Council
- The budget owners are accountable to Senior Management, Council and the taxpayers
- The budget reflects the Town's priorities separate from any special interests
- The budget is based on supported facts
- The budget will need to adapt to changing conditions
- The budget process timelines and procedures must be observed to conserve corporate resources.

2017 Budget Process — Timelines for Decisions

Local governments in B.C. are required by law to produce five-year financial plans, and to update them each year. In Ladysmith, the budget process begins in November, when the department heads complete their budget worksheets and assemble their preliminary budget estimates for operations and capital spending.

Final taxation impacts cannot be determined until the full B.C. Assessment Roll is released at the end of March. The Revised Roll, which is produced by the B.C. Assessment Authority, is the Roll on which the taxes are levied. Property tax rates are set after the financial plan is adopted.

In December 2016, Council set the following schedule for budget discussions, meetings and related activities:

- December 19, 2016 – set dates for 2017-2021 Financial Plan discussions
- January 16 – begin discussions and review operational budgets
- January 23 – review Higher Service Level Requests & 2017 Capital Projects
- January 30 – review 5 – year plans (capital & operations)
- February 20 – review the complete 2017 – 2021 Financial Plan

Future Meetings:

At least 3 meetings will be required to complete the Financial Plan process and approve the corresponding utility, tax and parcel tax rates.

- 2017 – 2021 Financial Plan bylaw
 - First 3 readings
 - Adoption
- Water Rates amendment bylaw
 - First 3 readings
 - Adoption
- Sewer Rates amendment bylaw
 - First 3 readings
 - Adoption
- Water Parcel Tax Rates amendment bylaw
 - First 3 readings
 - Adoption
- Sewer Parcel Tax Rates amendment bylaw
 - First 3 readings
 - Adoption
- Discussion regarding distribution of property tax rates
- 2017 Property Tax Rates bylaw
 - First 3 readings
 - Adoption



Amphitheatre

Opportunities & Challenges-Ensuring Community Resiliency

Significant Infrastructure Upgrades

The Town's investments in infrastructure support community resiliency by ensuring services are available to citizens and businesses in our Town. These investments also help to support the pristine environment that businesses in sectors such as aquaculture and ecotourism rely on and expect from the Town.

Waste Water Treatment Plant

The Waste Water Treatment Plant came on stream in July 2016, and is now in the commissioning phase where adjustments are made to ensure all components are working properly. This project was funded through grants, reserves and borrowing. The new plant is designed specifically for its location on the shore of Ladysmith Harbour, and provides secondary treatment for our waste water (sewage).

Composting of Bio-Solids

Since Ladysmith's new Waste Water Treatment Plant came on stream in July 2016, staff have been actively seeking a solution for disposing of the bio-solids produced from the Plant. The Town has been composting bio-solids at the Public Works Yard since the 1990s. However, the nature of the bio-solids has changed now that we are treating our sewage to the secondary level. The processed water being discharged from the plant is cleaner, but the bio-solids smell stronger than when we used a Primary Treatment System. We do not mix household compostables in with the bio-solids. The final product of our bio-solids composting is a high-quality top soil amendment (fertilizer) that meets Class A standards and is regularly tested to ensure it is safe to use as a fertilizer.

Water Filtration Plant

In order to meet water filtration standards established by the BC Surface Water Treatment Regulation and keep its Permit to Operate a Water supply, Ladysmith must upgrade its water treatment system to include filtration. Filtration and other related water supply upgrade projects intended to ensure a clean, reliable drinking water supply for the future will be funded through borrowing. This will need the approval of citizens through 'elector assent' (voting) in 2017.

Changing Reliance on Industrial Taxation and the Resource Sector

As with many B.C. coastal communities, Ladysmith has relied heavily on taxes from the resource industry for a significant portion of its revenue. Two decades ago, the Town recognized that this dependence was not sustainable, and took steps to reduce the reliance on industrial taxation from over one third (35%) of total taxation to less than 13 per cent (12.44%) in 2016.

In 2016, one company, Western Forest Products, paid nearly 13 per cent (12.28%) of total municipal taxation. The Town's reliance upon a single entity is still significant, but much less risky to the community than in the past. Reducing the Town's dependence on heavy industry for tax revenues does mean increasing taxation on other property classes.

Opportunities for Tax Relief – Revitalization Tax Exemption

In 2012, Council adopted a new Revitalization Program designed to encourage economic development through construction and renovation of properties in specific areas. This program encourages investment by essentially freezing the property assessment at the current value, thus keeping the municipal taxes on the property at the pre-construction/modification level.

In 2013, one property took advantage of this program: 1030 Oyster Bay Drive owned by Terra-North Inc. For 2017, the result of this program is a general assessment tax exemption on the revitalized portion of the property (total assessment = \$2,221,000; exemption = \$1,852,000; net = \$369,000). Although the program meets the objective of encouraging investment, it also results in foregone tax revenue. In 2016 this amounted to \$25,806 of general taxation.

Replacing Aging Infrastructure (Asset Management)

The Town's Tangible Capital Assets inventory (TCA) shows that many assets are beyond their expected life. A number of assets have reached the end of their accounting life (in other words, they have been fully written down) and are due for replacement. Assets include (but are not limited to) roads, sidewalks, pipes, lamp posts, signage and buildings

The Town has started to undertake an asset management plan to compile, assess and plan the replacement of the Town's assets. The asset management system improvements planned for 2017 will ensure that replacement funds are used effectively to ensure long term sustainable infrastructure systems providing service to the Town.

Expansion of Services

The Town of Ladysmith and the Stz'uminus First Nation (SFN) have been working together to build a co-operative relationship that will strengthen the greater community economically, environmentally and culturally. The two Councils signed a new and updated agreement, the Naut'sa Mawt (Working Together) Community Accord, at a public ceremony in May 2012. The Naut'sa Mawt Accord reaffirms and strengthens both communities' commitment to build a strong and productive relationship and increase co-operation, and lays out specific steps for how the two communities will work together on joint initiatives. This 2012 Accord is now supported by a Memorandum of Understanding detailing specific initiatives to be undertaken jointly; a Co-operation Protocol; and Terms of Reference for the Naut'sa Mawt Steering Committee (the joint committee that meets regularly to guide the implementation of the Accord and related documents).

In 2014, Councils of the two communities signed a Services Agreement for the Town of Ladysmith to provide connections for the first 100 units of development in a Stz'uminus economic development project. This agreement says that service is provided under the same terms and conditions as a Ladysmith developer would pay. The next Services Agreement will address the provision of water and sewer services for Stz'uminus First Nation residents and the potential build-out of a major future Stz'uminus development project. It is more cost-effective and environmentally sensitive for the SFN to tie into the Town's existing infrastructure than to build its own. Federal grant funding to the SFN paid for this connection. The SFN and the Town have agreed to a basic premise that the costs of providing services for the First Nations lands will be the same as the cost of providing services within the Town.

DL 651

Council is working with other levels of government to address the issue of derelict vessels in the harbour. Although the Town does not currently have jurisdictional authority to resolve the issue, we have taken action on zoning infractions. Zoning violation notices were issued in October 2015 for vessels that had been moored longer than the seven days allowed under the Town's zoning bylaw, and the Town is working with the SFN, Province and local residents to address community concerns.



DL 651

Waterfront

For many years, Ladysmith has grappled with how best to further develop the waterfront to maximize community benefit and create a thriving, inviting and exciting place to be. We have made great strides with Transfer Beach Park and the LMS Community Marina. We want to do more. In 2016, the Town started on a Waterfront Area Plan Update Project in partnership with the Stz'uminus First Nation. Over the next several months, we will be working together with citizens to create a new and exciting plan for the Waterfront with a strong focus on implementation. The process provides many opportunities for members of the public to be involved and have input.

Sources of Revenue

Property taxes form the greatest proportion of revenue. As a revenue source, property taxation offers a number of advantages. It offers a stable and reliable source of revenue for services that are difficult or undesirable to fund on a user-pay basis. These include services such as general administration, fire protection, police services, bylaw enforcement and street lighting.

Fees for Service (User fees and charges) form a large portion of planned revenue. Many services can be measured and charged on a user-pay basis, and are relatively straightforward to administer. These services include water and sewer usage, building permits, business licenses, development applications, recreational activities and sale of services. User fees attempt to apportion the cost of a service to those who use the service.

Other sources of revenue include fees and penalties on unpaid bills, and interest earned on investments.

Borrowing funds does provide an inflow of cash, although it must be paid back in accordance with the bylaw or resolution passed by Council.

Restricted funds, such as Gas Tax Funds and Development Cost Charges, have criteria associated with the use of the funds and cannot be used for general operations.

Each year the percentage of revenue from each source changes. Below are the sources of revenue from 2014, 2015, 2016 and those anticipated for 2017.

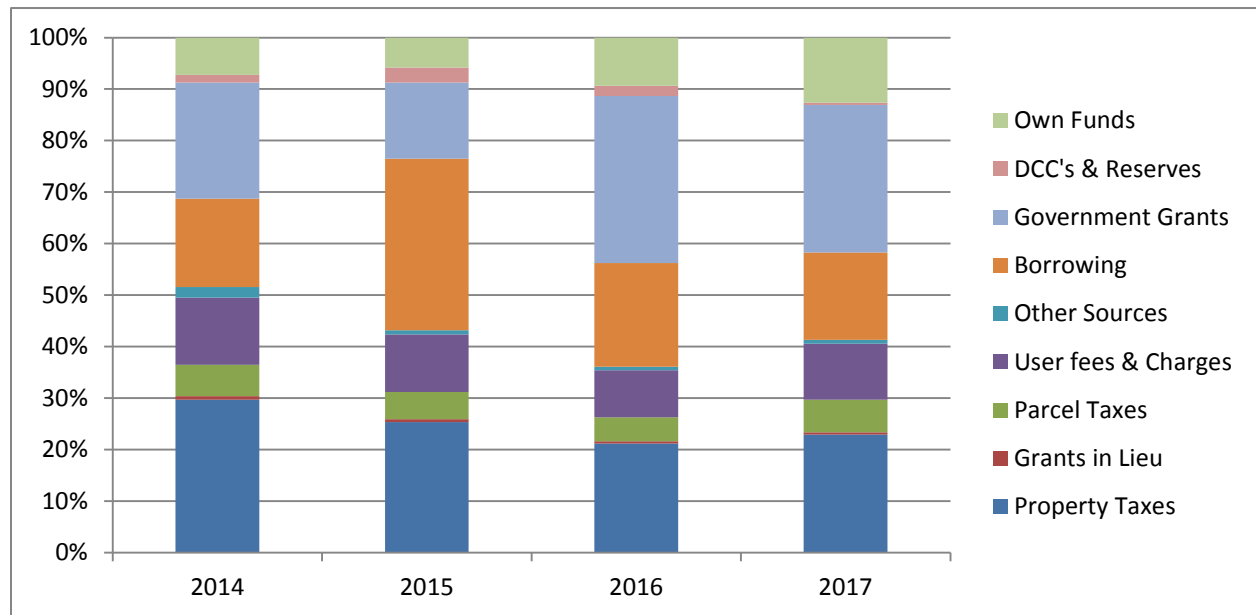
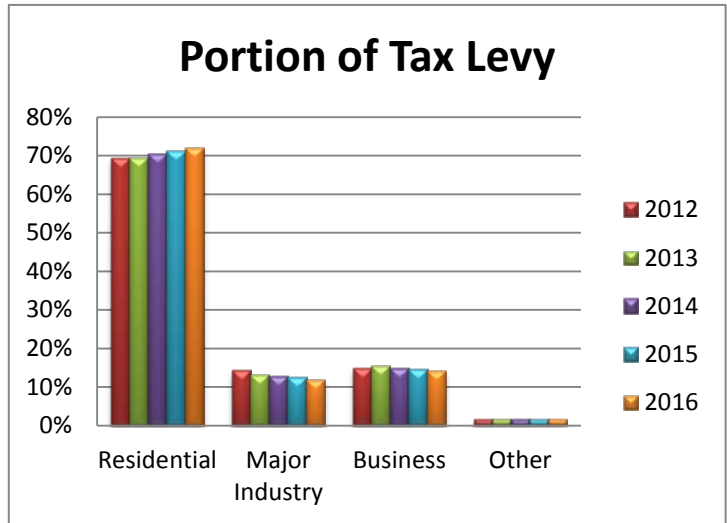


Figure 1 Sources of Revenues for the Town of Ladysmith

Property Taxes

Property taxes make up the largest funding source for the Town. Property taxes are calculated each year after Council sets the annual budget. The amount is calculated using the assessed values from B.C. Assessment, factoring in growth in the Town from one year to the next. This value is then used to determine an overall taxation rate. This rate is made up of:

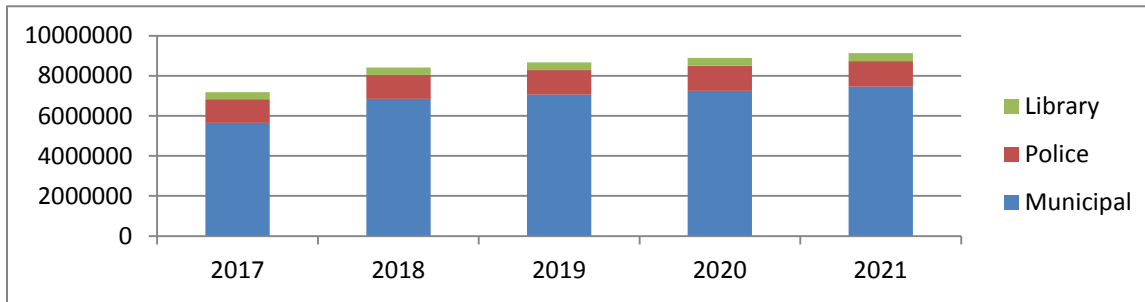
- Municipal tax which supports the costs of running the municipality,
- Police tax which supports the cost of the police force (RCMP) within the municipality, and
- Library tax which is Ladysmith’s portion paid to the Vancouver Island Regional Library.



Property Class	% Property Taxation 2016	% Property Taxation 2015	Dollar Value 2016	Dollar Value 2015
Residential (1)	72.07%	71.46%	\$ 5,793,491	\$ 5,573,573
Utilities (2)	0.41	0.44	32,900	34,314
Supportive Housing (3)*	-	-	-	-
Major Industry (4)	12.08	12.45	970,982	970,952
Light Industry (5)	0.80	0.80	64,322	62,054
Business and Other (6)	14.35	14.56	1,153,492	1,135,818
Managed Forest Land (7)	0.00	0.00	195	195
Recreation/Non-profit (8)	0.28	0.28	22,662	22,083
Farmland (9)	0.01	0.01	926	926
Total	100%	100%	\$ 8,038,940	\$ 7,799,915

*classification determined by BC Assessment

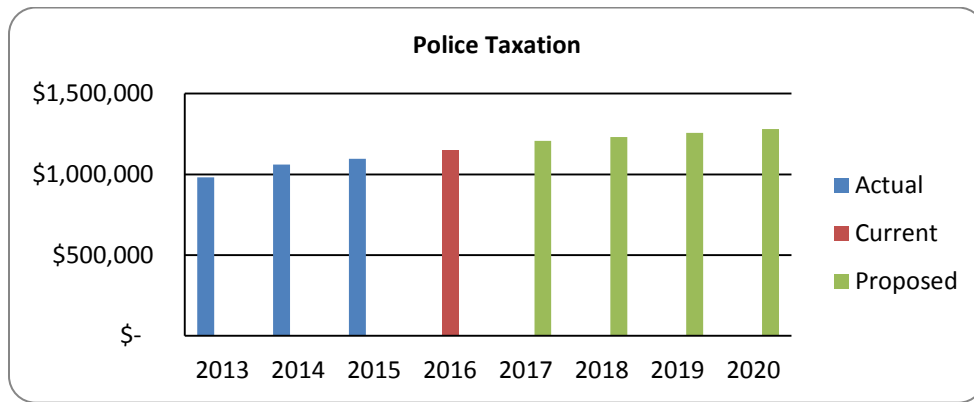
The estimated 2017 – 2021 changes in property taxation is:



Council directed staff to decrease the allocation to capital from 10 per cent to 8 per cent of the previous year’s taxes in 2017, then return to the 10 per cent amount for 2018 and onwards. This increase of approximately \$130,000 makes up the majority of the projected taxation increase between 2017 and 2018.

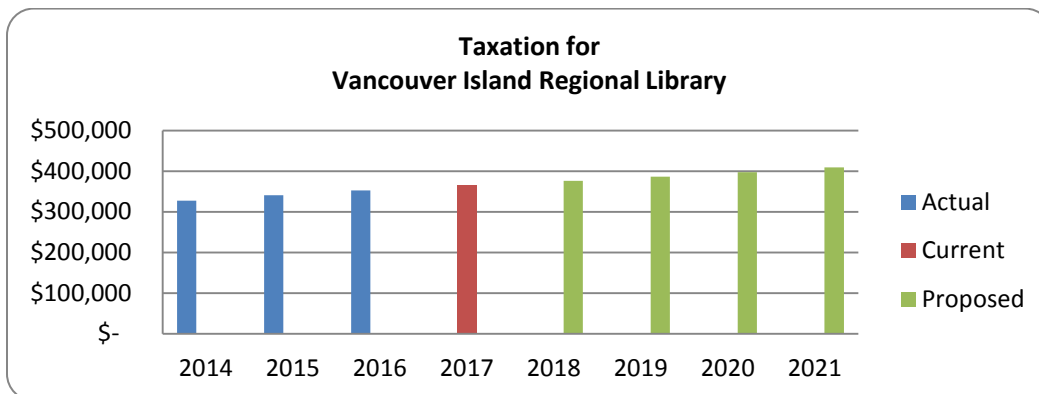
Police Tax

The Town of Ladysmith contracts policing services with the Royal Canadian Mounted Police (RCMP). Ladysmith property owners pay 70 per cent of the cost to employ seven full time RCMP members. This cost is set by the RCMP, not the Town. The cost for one RCMP member in 2017 is \$174,580 (2016 - \$168,620), plus overtime. In 2016, Council approved the hiring of an additional support staff member, increasing the total support staff at the detachment to three. The Town receives a grant from the Province to defray some of these costs. The provincial grant for 2017 is \$48,422 (2016 - \$48,422 actuals) and is applied against the detachment cost, which reduces police taxation paid by property owners. In addition to paying for the RCMP members, the police tax also covers the cost of running the RCMP detachment in Ladysmith. The 2017 Police Tax is \$1,173,166 (in 2016, it was \$1,150,102), which includes the new support position for a full year.



Library Tax

Ladysmith is served by the Vancouver Island Regional Library (VIRL). Funds to cover the cost of the Ladysmith branch of the library are raised through a Library Tax. The library tax levy is set by the Vancouver Island Regional Library Board and is based on population. In 2017, the total bill payable by the Town of Ladysmith to the VIRL will be \$365,105 (in 2015, it was \$353,236.) This is an increase of 3.36% or \$11,869 over 2016. The proposed rates for future years are based on the Library’s 2017-2021 Financial Plan.¹



¹ Vancouver Island Regional Library 2017-2021 Financial Plan- member levies.

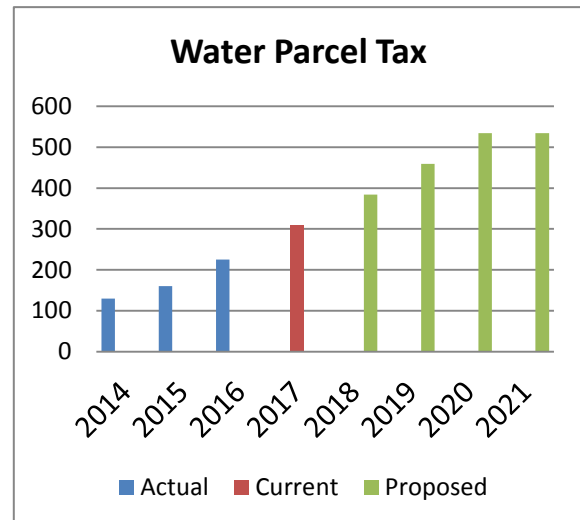
Parcel Taxes

A Parcel Tax is charged on properties within the Town boundary that have or will have water and sewer services.

Water Parcel Tax

Council has endorsed a \$309 Water Parcel Tax for 2017. This increase of \$84 over 2016 is to fund the borrowing for construction of a new water filtration plant as required by Island Health.

Council has committed to proceed with a water filtration plant which will ensure that the Town's water supply system meets the current surface water treatment objectives enforced by Vancouver Island Health Authority. The project, estimated to cost approximately \$14.8 million, will be undertaken in two phases. The Town has been awarded grant funding under the New Build Canada grant program of \$8.8 million dollars for this project. The remainder of the funding (up to \$6 million) will be made up of borrowing.



Additional significant water supply upgrades are expected over the next ten years and will also be funded through borrowing and water parcel taxes. It is expected that significant increases to the water parcel tax will be required over this time frame to support these projects that are necessary to ensure our water supply and water quality.

These projects to be funded by parcel tax revenue include:

- Construction of a Water Filtration Plant, including debt servicing.
- Enhancements to the dams and future supply-main replacements, such as:
 - Holland Dam - Storage Upgrade
 - Holland Supply Main
 - Stocking Lake Supply Main
 - Interconnection between Holland and Stocking Lakes
 - Water main replacement

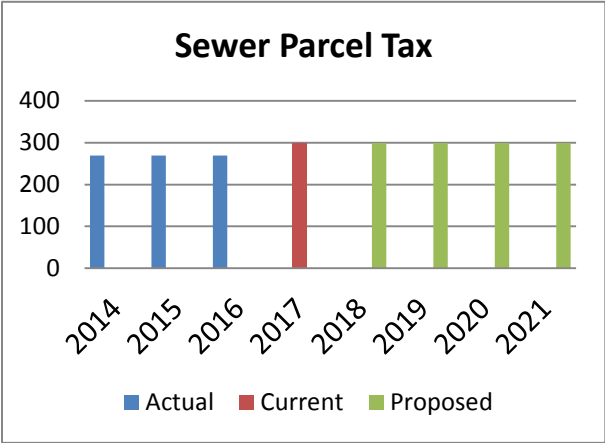
Sewer Parcel Tax

With the commissioning of the new Waste Water Treatment Plant and the processing of the bio-solids, the sewer parcel tax will increase \$30 in 2017 to \$299.

The projects that would be funded by parcel tax revenue include:

- Upgrades to the waste water treatment plant, including debt servicing
- Composting of bio-solids from the Waste Water Treatment Plant

The funds raised through these specific taxes stay within that utility. For example, the water parcel tax can only be used to fund water projects. Any surplus funds stay within the water fund for future use.



Extended Services & Parcel Taxes

Any new development connecting to the Town of Ladysmith’s water and sewer services will be required to pay either these parcel taxes or, if the location is outside of the Ladysmith boundary (such as the First Nations connections), the equivalent of the current amount charged to the Ladysmith property owners.

In 2016, Council approved a new water service agreement with the Diamond Improvement District. Diamond residents will pay \$0.62 per cubic meter of Town water, pay 80 per cent of the Town’s water parcel tax (\$309 in 2017) and pay Development Cost Charges on water for all new construction and subdivisions within the Improvement Area.

Grants in Lieu and One Per Cent of Revenue Grants

The Town also receives property taxation from provincial and federal agencies as well as one percent of revenues from specific utility companies. These amounts are used to reduce taxation.

Grants in lieu of taxation are received from Canada Post, BC Hydro for the electrical lines and Canadian Mortgage and Housing. The total estimate amount to be received for these properties is \$27,290 (in 2016, it was \$25,700).

Section 353 of the *Local Government Act* requires certain utility company property (electric light, electric power, telephone, water, gas etc.) to pay 1 per cent of area revenues to the municipality. The following is the breakdown of the monies received from these companies:

Company (per s.353)	2017	2016
Telus	\$15,625	\$15,627
Shaw Cable system	17,013	17,013
Fortis BC	17,901	22,842
BC Hydro	81,195	81,197

Fees for Service

Utility Fees

Water, sewer and garbage/recycling fees are charged on a quarterly basis. Water is charged based on consumption. Again, funds raised by utility fees stay within the respective funds.

Included in the 2017-2021 Financial Plan is a 10 per cent increase to the quarterly water rates as well as a \$5.70 increase to the monthly sewer rate. These increases will be effective for the second quarter billing. These fee increases are necessary to fund the added operational costs for the Waste Water Treatment Plant and Water Filtration Plant.

Although the Town does not maintain a separate 'garbage fund', the garbage collection fees pay for the service that the garbage contractor (currently Progressive Waste Solutions) charges the Town. In May 2014, the Town entered a contract with Multi Material BC (MMBC) to collect recyclable materials on behalf of MMBC. This arrangement is in response to provincial legislation designed to hold manufacturers and producers responsible for recycling packaging materials they produce, and ultimately to reduce the amount of packaging they use. The contract is expected to provide monthly rebates of \$8,000 (2016 - \$8,000) for the Town in 2017, providing that property owners place only acceptable items in their recycling. These funds will be applied against increases to contractor costs and will also offset increased operational costs, such as advertising and education programs implemented to ensure that the Town meets the MMBC rebate requirements. The Garbage Utility Rate did not increase in 2014 (2016??), even though the contract costs increased by 2 per cent.

User Fees

User fees are charged for programs and services such as recreation facilities and classes, development permits, building permits, development approvals and subdivisions.

A new user fee, or franchise fee, is expected to be received from Fortis BC. This fee is compensation for the costs to the municipality to repair roads and other property due to the Fortis gas lines.

The Town does not charge user fees for all programs and services offered. For example, there is no entry fee for parks, and all residents and visitors use roads and sidewalks. These costs are included in the overall property tax levy.

Recreation Centre fees are reviewed regularly and are set by bylaw. Council passed a bylaw in August 2015 to increase recreation fees slightly (1 per cent to 3 per cent), but in line with fees in neighbouring communities. Included in the fitness admission rate is a 1 per cent reserve allocation fee which will ensure funds are available to replace fitness facility equipment.

Rental Revenue

The Town looks for alternative sources of funding to reduce reliance on property taxes. One such revenue option is property rental. Due to current vacancies in Town-owned properties, the total rental revenue expected is \$136,194 (2016 - \$132,298). In recent years, Town facilities have been increasingly occupied by not-for-profit organizations with Council agreeing to charge minimal or no rent for the space. Although these organizations provide significant contributions to the community, the loss of rental revenue to the Town must be made up by increases in taxation.

Town-owned properties that are currently rented out or leased are:

Location	Total Rental (\$)
Machine Shop - 610 Oyster Bay Drive (various tenants)	\$ 8,000
Community Services Centre - 220 High Street and 630 & 620 Second Avenue	15,500
Aggie Hall - 1110 1 st Avenue	7,000
Transfer Beach (including concession & kayak shop)	17,150
Forrest Field	12,000
FJCC Facility Rentals & Leases (including pool)	76,544

Grants

Ladysmith has benefited greatly from a number of grants in recent years. The most recent grant funding announcement was \$8.8 million dollars from the Clean Water/Waste Water Fund for the Water Filtration Plant. Other grants include partial funding for the Waste Water Treatment Plant, the construction of the Community Services Centre and Spirit Square on High Street, and the construction of the artificial turf field at Forrest Field. Staff continually seek additional funding sources for projects and the cost of doing this work is included in the general government section of the budget. However, reliance on grants is not a reliable form of financing because it is dependent upon the decisions of other levels of government.

Typically, the Town must also contribute towards these projects - grant programs usually require local governments to cover between 25 and 50 per cent of project costs. This contribution is increasingly funded from general taxation. Management time and other resources are typically reallocated from other priorities or projects, as they are not covered by grant funding.

In 2017, the following projects are expected to be started or completed with funding from grants:

Project		Granting Agency	Amount (\$)
Water Filtration Plant	New for 2017	Province of BC	\$8,800,000
Waste Water Treatment Plant	Carry forward	Green Municipal Funds - FCM	250,000
Composting Facility	Carry forward	UCBM	570,224
Small Community Protection	Annual	Province of BC	454,775
Asset Management	Carry forward	Province of BC and UBCM	80,000
Traffic Fine Revenue Sharing	Annual	Province of BC	48,422
Traffic Safety Audit	Carry Forward	ICBC	7,500
Pedestrian Cross Walk	Carry Forward	ICBC	10,000
Upper Transfer Beach Improvements	Carry Forward	MIA	6,000
Operating Grants			
		Granting Agency	Amount (\$)
FJCC – Operating		CVRD	126,000
Operating		Various	13,300
Climate Action Revenue Incentive Program		Province of BC	8,364

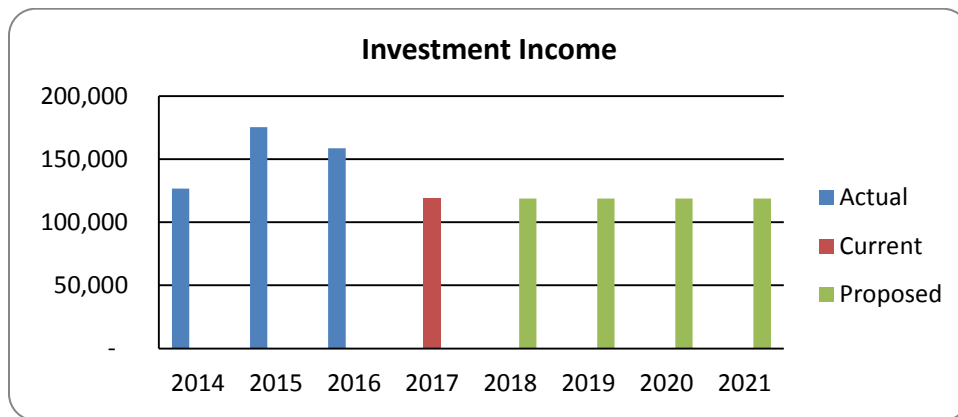


Grant provided by Municipal Insurance Association to add fencing to Transfer Beach Parking Lot in 2016

Penalty & Other Revenue

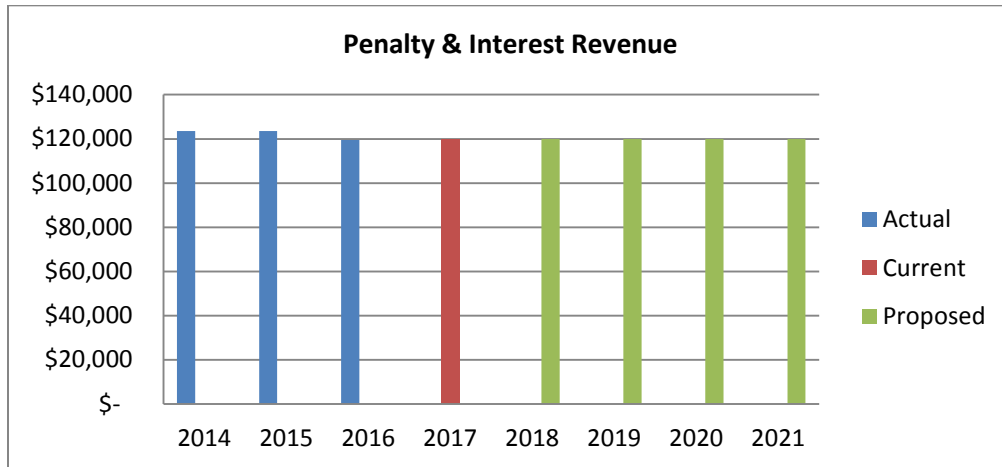
Investment Revenue

The Town earns revenue through returns on investment of its cash reserves. The Town invests the funds appropriated for specific capital projects and other surpluses in interest-bearing accounts. Council has set a policy that the investments made are to be conservative and low-risk. Currently, funds are invested with the Ladysmith & District Credit Union. It is expected that the return on investment will generate \$118,800 in 2017 (2016 - \$105,000). Previous year returns on investment were higher than what is projected for the 2017 to 2021 Financial Plan due to accrual of interest and exchange for funds set aside for capital projects that took several years to complete.



Penalty Revenue

The Town levies a penalty of 10 per cent on unpaid current taxes at the tax due date (July 4th for 2017), as prescribed in the Municipal Tax Regulation. Unpaid property taxes from prior years also accrue daily interest at the Province’s prescribed interest rate. Even with the introduction of the Property Tax Prepayment Plan program, it is estimated that penalty and interest will account for \$120,000 in 2017 (\$119,525 - 2016). It is expected that this revenue will remain constant at approximately \$120,000 per year from 2018 to 2021.



Proceeds from Borrowing

The Town has borrowed funds in the past to carry out large projects that will benefit residents over a number of years. These projects include the RCMP building, \$1 million for waterworks projects, \$10 million for the Waste Water Treatment Plant and \$920,000 to purchase the properties on Buller Street as the future site of a new City Hall.

Additional borrowing is required to fund the replacement or upgrades to the City Hall and the Fire Hall. Borrowing is anticipated to fund the Water Filtration Plant upgrade and other major water supply projects, and to fund a new Fire Truck. Elector assent is required in 2017 to authorize the borrowing.

Gas Tax Funding (Restricted)

The Town will receive approximately \$370,000 annually from the Gas Tax Fund (created from an additional federal government tax added at the gas pumps). Although the criteria for using this funding have broadened in recent years, there are still restrictions on its use. The new agreement also has stricter Asset Management requirements and the Town must report on progress towards complete asset management before future funding is awarded.

The Financial Plan includes the following projects to be funded at least partially with Gas Tax funds in 2017-2021 (including carry forwards):

Waterfront Area Plan	FJCC Gymnasium Floor
Aggie - Parking Expansion area	Pool Deck
Enclosed Dog park	Rotary Boat Ramp
Sewer Source Control Program	Aggie Field Upgrades
Traffic Safety Audit	Sidewalk
Paving: 4th Ave, Methuen to Belaire	Annual Road Improvements
Aggie - Parking Expansion area	Skate Park Re-design
Storm Water Master Plan Review	Playground - Root Street
FJCC - UV sanitation	Eco-Industrial Project - S Ladysmith
Fire Truck Bay improvements	Storm Drainage Improvements
FJCC Sports Lights	OCP Review
Playground - Aggie	Playground - Harbourview
Machine Shop (Museum Grant Work)	

Development Cost Charges (Restricted)

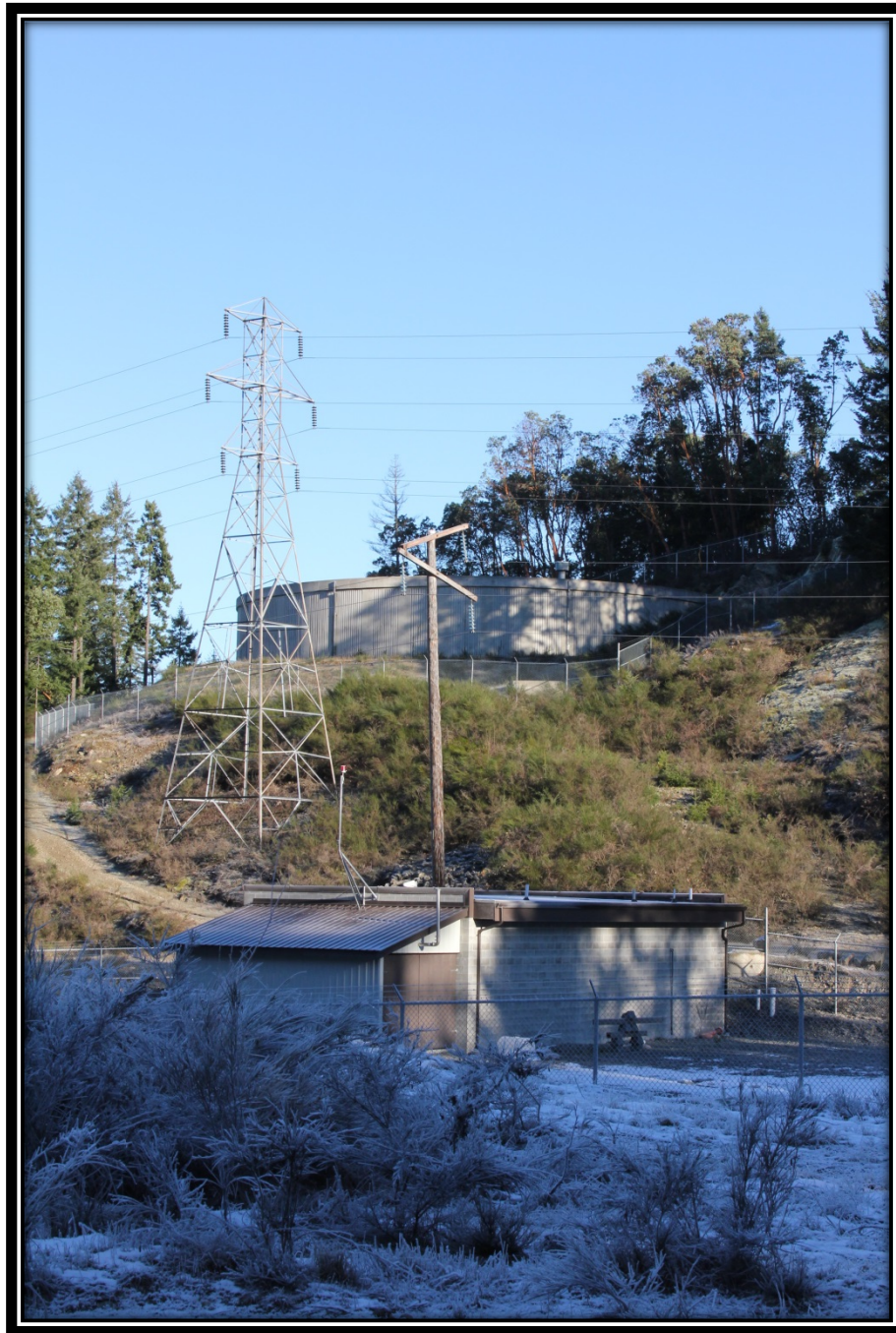
The Town updated the Development Cost Charges (DCC's) Bylaw in 2011. DCC's are charged on new development within the Town and fund infrastructure that is required as a result of new growth. The DCC Bylaw requires that the fees are reviewed every five years. Revised Development Cost Charges are expected in 2017. Development Cost Charges are funding the following projects in this financial plan:

- Paving: 4th Ave, Methuen to Belaire
- Holland Supply Main Replacement: PW to Colonia
- Stocking Lake Supply Main (twinning)
- Holland to Stocking Interconnection

Reserves

Reserves are funds that are set aside for a specific purpose. Reserves are also called Appropriated Equity. Reserves are not intended to reduce taxation; they are set aside to fund specific projects.

Enclosed Dog park	Wood Chipper (Composting)
Paving: 4th Ave, Methuen to Belaire	Equipment Replacement
City Hall- Front Counter Improvements	Sound Proofing - RCMP
Equipment	Storage Container - RCMP
Replace Air Compressor - Unit #22	Waterfront Zoning Update
RCMP Building Exterior Staining	Sewer Main Replacement
Washroom Facility Roof - TB	Annual Road Improvements
RCMP Automatic Compound Fence Gate	Stocking Lake Dam Repair
FJCC Change Room Upgrades	Holland Supply Main Replacement: PW to Colonia
RCMP: Back-up Generator	Holland Dam - Storage Upgrade (design)
Fire Truck Bay Improvements	Toro Mower Replacement - Unit #
Vadim - Upgrades to Platform Support	Weight Machines
Amphitheatre Tank Lid Replacement	OCP Review
Lift Stn Condition Assmt	Stage 2 Environmental Impact Study
Sewer UV Pilot Study	Holland to Stocking Interconnection (design)
Paving Oyster Cove Strata	Department Vehicle (PRC)
Road Saw	FJCC: Back up Generator
Composting Facility	Future Marine Discharge Location
Holland Dam Feasibility Study & Tendering	



Water Reservoir & Chlorinator

Strategic Directions





Corporate Administration

- Council
- City Manager's Office
- Legislative Services
- Financial Services
- Information Technology
- Human Resources

Council

Town **Council** is made up of the Mayor and six Council members who work together to set the policy direction for the Town.

The Grants in Aid also fall under Council's budget area.

Council directed staff to enter into Agreements for Services with the Ladysmith & District Historical Society and specific programs with the Ladysmith Resources Centre. The Grant in Aid budget will be reduced by the amounts of the Agreements.

COUNCIL BUDGET SUMMARY

2017 Proposed Expenditures	152,570
2016 Approved Expenditures	147,440
Budget Change	+ 5,130
Change by %	+ 3.48%

Grants in Aid

2017 Proposed Expenditures	109,600
2016 Approved Expenditures	107,440
Budget Change	+ 2,200
Change by %	+ 2.05%

City Manager's Office

The Chief Administrative Officer (**City Manager**) liaises directly with Council and is responsible for executing all decisions of Council. All department heads (Directors), the Fire Chief and RCMP Staff Sergeant report to the City Manager, as well as the Manager of Legislative Services and Executive Liaison.

The City Manager also directly manages corporate strategic projects.

CITY MANAGER'S BUDGET SUMMARY

2017 Proposed Expenditures	288,629
2016 Approved Expenditures	210,196
Budget Change	+ 78,433
Change by %	+ 37.31%

Council approved 1 additional FTE in this area in 2016 which was transferred from Legislative Services.

Legislative Services

Corporate & **Legislative Services** support the work of Council as required by legislation and informs the citizens and other stakeholders of the activities of the Town.

Highlights:

- Procedures & Policy Updates
- Expanding the use of technology to deliver timely information
- Actively engage the community

LEGISLATIVE SERVICES BUDGET SUMMARY

2017 Proposed Expenditures	601,715
2016 Approved Expenditures	715,000
Budget Change	- 113,285
Change by %	- 15.84%

Elimination of Director of Corporate Services position resulted in some cost savings

Additional Communications position to be hired in 2017.

Financial Services

The **Financial Services Department** is responsible for financial planning and reporting as well as processing payroll, accounts payable, accounts receivable, and purchasing. This area is also responsible for the calculation and collection of all property tax and utility billing as well as invoices for business licences.

Highlights

- Switch to Electronic Funds Transfers for payments

FINANCIAL SERVICES BUDGET SUMMARY

2017 Proposed Expenditures	712,870
2016 Approved Expenditures	698,321
Budget Change	+ 14,549
Change by %	+ 2.08%

Information Technology

Information Technology (IT) services are provided through a servicing agreement with North Cowichan.

Highlights:

- Keeping up to date with security and infrastructure to service the corporation and the public.
- Continuing with the implementation of the Strategic Plan as endorsed by Council.

INFORMATION TECHNOLOGY BUDGET SUMMARY

2017 Proposed Expenditures	269,880
2016 Approved Expenditures	239,610
Budget Change	+ 30,270
Change by %	+ 12.63 %

Human Resources

The aim of the **Human Resources** area is to nurture our corporate human resources to ensure that the Town is optimally positioned to deliver on all strategic directions.

HUMAN RESOURCES BUDGET SUMMARY

2017 Proposed Expenditures	250,308
2016 Approved Expenditures	229,766
Budget Change	+ 20,542
Change by %	+ 8.94%

Highlights

- Lead the Work Safe Gap Analysis to ensure OH&S policies are sufficient
- Begin negotiations with CUPE for the next collective agreement

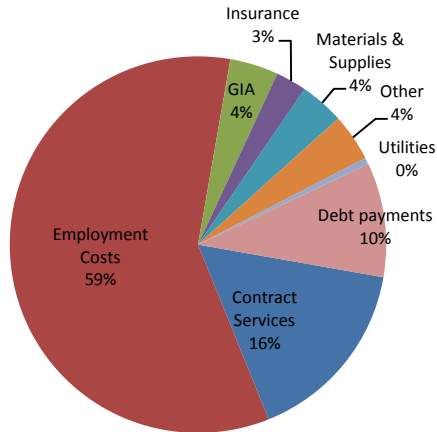
OTHER CORPORATE ADMINISTRATION REVENUES

Small Communities Grant	454,775
Fees & Charges	31,500

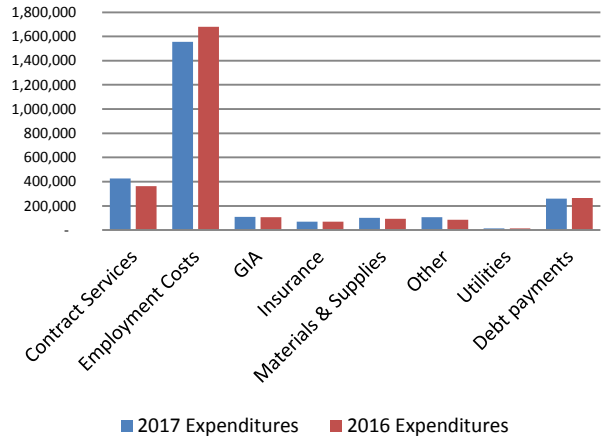
QUICK FACTS

General Corporate Administration	2016	2015
# Council Meetings Supported	66	61
# External Committee Meetings Supported	48	55
# Internal Committee Meetings Supported	48	71
# Resolutions Adopted	732	671
# Freedom of Information Requests	6	10
# Job Postings Managed	24	56
# Retirements	3	4
# E-mail Subscribers	1218	1415
# Statutory Advertisements	17	19
# Corporate Services Newsletters published	5	5
# Subscribers to electronic utility billing	595	525
# Subscribers to pre-authorized utility payment program	417	352
Grants managed	19	20
Value of grants managed		\$ 2.3m

Corporate Administration Expenditures by segment



Corporate Administration Expenditures 2017 compared to 2016



	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
REVENUES					
Draw from taxation	1,703,630	1,746,794	1,744,156	1,779,071	1,824,172
Fees & Charges	31,500	31,500	31,500	31,500	31,500
Grants	454,775	454,775	454,775	454,775	454,775
Own Funds	255,000	250,000	170,000		
Other	233,517	238,187	242,951	247,810	252,766
EXPENSES					
Contract Services	425,339	433,852	442,533	451,385	460,415
Debt payment	259,308	259,308	179,308		
Employment Costs	1,554,850	1,585,949	1,617,669	1,650,022	1,683,021
Grants in Aid	109,600	111,792	114,028	116,309	118,635
Insurance	69,450	70,839	72,256	73,701	75,175
Materials & Supplies	100,280	102,286	104,331	106,419	108,543
Utilities	14,745	15,040	15,342	15,648	15,961
Capital	33,286	46,000			
Other	111,564	96,190	97,915	99,672	101,463



Protective Services

- Fire Department
- Policing
- Animal Control

Fire Department

Ladysmith Fire and Rescue is made up of one Fire Chief, three Lieutenants, one Captain, one Deputy Chief, one Training Officer, and 23 paid volunteers.

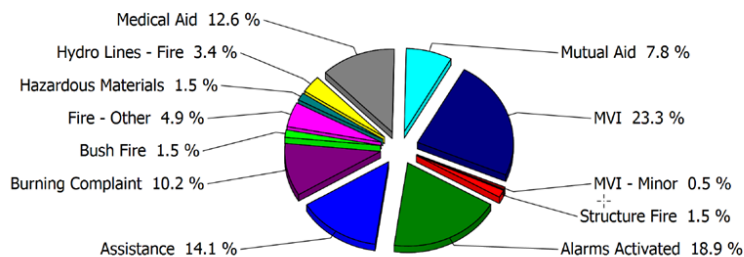
The Town operates 7 fire vehicles:

- 1990 Pierce Fire Truck
- 2007 Yukon Chief Truck
- 1997 Ladder Truck
- 2005 Spartan Engine
- 1995 Chev Truck
- 2012 Bush Truck
- 2012 Spartan -Rescue

Highlights:

Acquire new Pumper Truck through leasing payments.

**Ladysmith
Distribution of Calls by Response Type**



FIRE DEPARTMENT BUDGET SUMMARY

2017 Proposed Expenditures	496,608
2016 Approved Expenditures	444,734
Budget Change	+ 51,874
Change by %	+ 11.66 %

Proposed Revenues for 2017:	
Service Agreements & Fines	65,600

QUICK FACTS

<i>Fire/Rescue</i>	2016	2015
# Officers	7	7
# Hourly paid on-call members	23	25
# Incidents	206	201

Policing

Police Services are provided under contractual agreement by the RCMP. One RCMP member costs \$174,580. The Town pays 70% of the funding for 7 members at the detachment. The Town, as the owner, also leases the detachment to the RCMP and receives a portion of the costs to run the detachment as lease payments.

The budget for the Royal Canadian Mounted Police Ladysmith Detachment is incrementally increasing to fund a full complement of members. Most of this increase is due to member and support staff costs, plus additional hydro and building maintenance costs, net of any recovery than can be charged back to the provincial RCMP.

In 2017, one RCMP member costs \$174,580 (2016 - \$168,620). There are seven RCMP members in the detachment. Similarly to any municipality with a population between 5,000 and 15,000, the Town is responsible for funding 70 per cent of that cost.

In 2016, Council approved a higher level service request for an additional Public Sector Employee position in the detachment. Due to the timing of the hiring, only 0.5 FTE was added to the budget. For 2017, the full-time position was included in the budget.

POLICING BUDGET SUMMARY	
2017 Proposed Expenditures	1,355,536
2016 Approved Expenditures	1,376,439
Budget Change	+ 4,097
Change by %	+ 0.30%
Proposed Revenues 2017:	
Police Tax	1,173,166
Lease payments	127,677
Operating Grant	48,422
Other	7,000

QUICK FACTS		
RCMP	2016	2015
# of service calls detachment area	4589	4586
# of service calls Town of Ladysmith	2429	2698

Animal Control

Animal control services are provided by Coastal Animal Services through a contract with the Town. The revenue received from the sale of dog licences is applied against the contract costs.

Highlights:

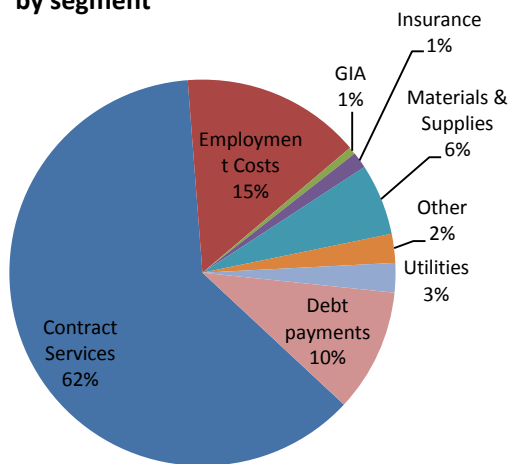
- Allocate a portion of licences to a reserve – dog park

ANIMAL CONTROL BUDGET SUMMARY	
2017 Proposed Expenditures	39,780
2016 Approved Expenditures	38,884
Budget Change	+ 896
Change by %	+ 2.30 %
Revenues Proposed for 2017:	
Dog Licences	28,014

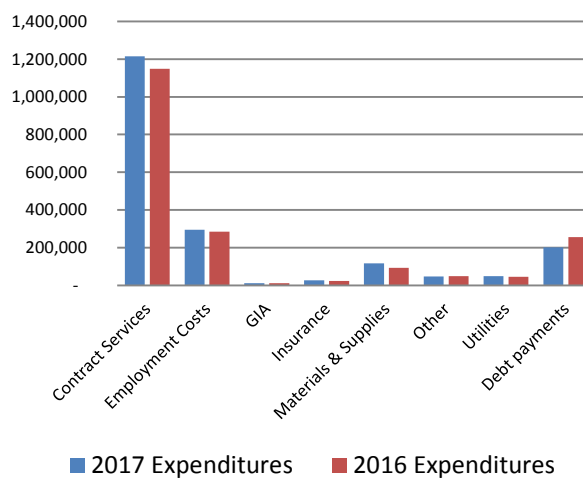
QUICK FACTS		
Animal Control	2016	2015
# Dog Licences Sold	1033	992

PROTECTIVE SERVICES					
Row Labels	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Draw from taxation	1,692,595	1,721,325	1,757,253	1,793,907	1,831,289
Fees & Charges	233,071	233,071	233,071	233,071	233,071
Grants	48,422	48,422	48,422	48,422	48,422
EXPENSES					
Contract Services	1,214,017	1,238,298	1,263,065	1,288,326	1,314,092
Debt payment	202,149	202,149	202,149	202,149	202,149
Employment Costs	295,409	301,317	307,341	313,488	319,755
Grant in Aid (Victim Services)	12,000	12,240	12,485	12,735	12,990
Insurance	26,760	27,297	27,843	28,401	28,970
Materials & Supplies	117,226	119,572	121,963	124,402	126,890
Reserve	4,080	4,080	4,080	4,080	4,080
Utilities	48,311	49,277	50,261	51,268	52,294
Capital	6,500				
Other	47,636	48,588	49,559	50,551	51,562

Protective Services Operational Expenditures by segment



Protective Services Operational Expenditures 2017 compared to 2016





Infrastructure Services

- Public Works & Engineering
- Cemetery
- Solid Waste
- Parks
- Water
- Sewer

The Infrastructure Services Department is responsible for maintaining the Town's infrastructure: roads, sidewalks, and water and sewer utilities.

The Town provides clean drinking water and proper disposal of liquid and solid waste, in accordance with the legislation set by the provincial and federal governments.

The Town operates the Ladysmith Cemetery. The Infrastructure Services Department allocates staff to perform interments and maintain the Cemetery.

Public Works & Engineering

Public Works (also known as Transportation Services) maintains the sidewalks and roads, and is responsible for snow & ice removal. Engineering is responsible for designing and maintaining municipal infrastructure.

BC Transit is no longer part of this budget.

PUBLIC WORKS & ENGINEERING BUDGET SUMMARY

2017 Proposed Expenditures	1,320,387
2016 Approved Expenditures	1,252,008
Budget Change	+ 68,379
Change by %	+ 5.46%
Proposed Revenues for 2017:	
Fortis Franchise Fee	40,000
Permits & Fees	20,000

Cemetery

The Town operates the Ladysmith Cemetery. The Infrastructure Services Department allocates staff to perform interments and Park's staff maintains the Cemetery.

CEMETERY BUDGET SUMMARY

2017 Proposed Expenditures	30,372
2016 Approved Expenditures	30,072
Budget Change	+ 300
Change by %	+ 1.00%
Revenues Proposed for 2017:	
Interments	30,500
Interest	1,800

Solid Waste

The main cost in this area is solid waste collection fees paid to the contractor (currently Progressive Waste Solutions). Similar to other municipalities, the Town has entered a contract with Multi-Material BC to collect recyclable packaging on its behalf.

Highlights:

- Continue to reserve a portion of MMBC funds
- Contract for service will be renegotiated

SOLID WASTE BUDGET SUMMARY

2017 Proposed Expenditures	586,708
2016 Approved Expenditures	569,020
Budget Change	+ 17,688
Change by %	+ 3.11%
Revenues Proposed for 2017:	
Solid Waste Utility Fees	521,136
MMBC Rebate	96,000

Parks

Parks Operations falls under the direction of the Infrastructure Services Department, in co-operation with the Parks, Recreation and Culture Department. The two departments work closely together on the maintenance of the various Town parks and boulevards, as well as vandalism repairs, golf course mowing services, and beach and trail maintenance.

Highlights:

- Additional funds required in maintaining dangerous trees
- Maintenance of Davis Road School site

Higher Service Level Request approved to be funded from surplus:

- ✓ 2 students in the Parks department

PARKS BUDGET SUMMARY

2017 Proposed Expenditures	682,608
2016 Approved Expenditures	646,030
Budget Change	+ 36,578
Change by %	+ 5.66
Proposed Revenues for 2017:	
Operating Grants	3,800

QUICK FACTS

	2016	2015
Solid Waste		
Units serviced with waste pick-up	3108	3089
Tonnes solid waste collected (garbage, recyclables, organics)	1418	1413
Percentage of Total waste diverted from landfill	57.6	57.1

Water

Water is a very precious resource, and therefore the Town is taking several measures to encourage citizens to reduce consumption. The water supply system has the capacity to provide quality drinking water to a population of up to 18,000.

Island Health requires the Town to construct a new Water Filtration Plant. In the future, there will be significant increases to the water operating budget in order to fund the new water filtration plant. This will include the cost of a new Utility operator as well as the chemicals and hydro costs to run the new plant.

WATER BUDGET SUMMARY

2017 Proposed Expenditures	958,775
2016 Approved Expenditures	664,557
Budget Change	+ 294,218
Change by %	+ 44.27 %
Debt Servicing:	
2017 Proposed Expenditures	433,612
2016 Approved Expenditures	406,084
Budget Change	+ 27,528
Change by %	+ 6.78 %
Proposed Revenues:	
Utility Fees	901,318
Parcel taxes	1,172,964

Higher Service Level Request approved to be funded by parcel tax for 2017.

- ✓ Additional FTE for 2017 - to be hired in Fall of 2017
- ✓ Additional FTE for 2018 - to be hired in Fall of 2018

Sewer

The Town's upgraded Waste Water Treatment Plant will provide secondary sewage treatment and will be able to serve a population of 18,000 upon completion and will have the ultimate capacity to serve a population of 30,000 with minimal additional cost.

The Public Works Department oversees operations related to sewer & drainage, including:

- Sewer Treatment
- Sewer Main Repair
- Lift Station Maintenance
- Sewer Main Flushing

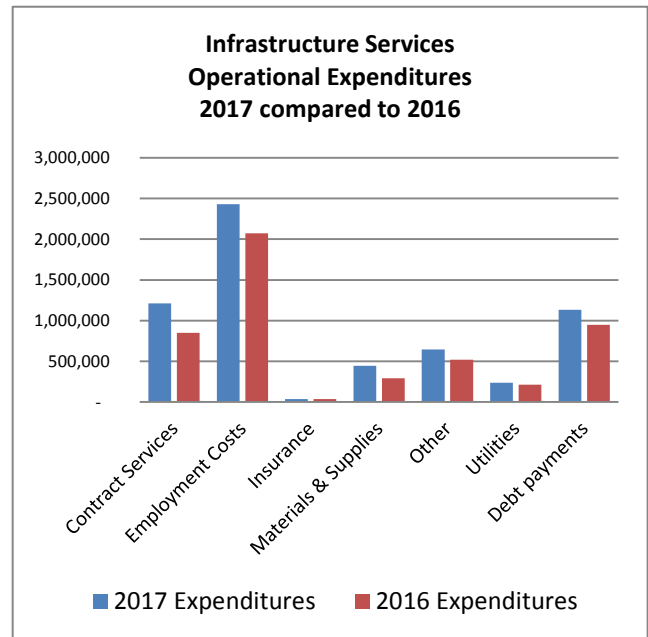
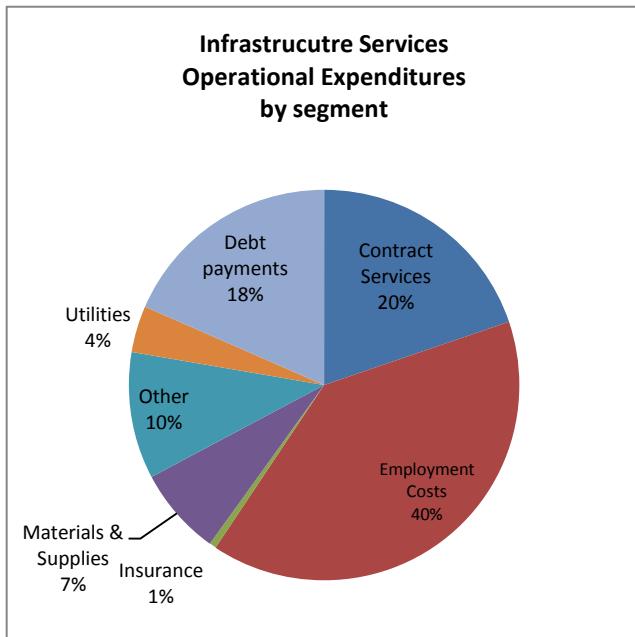
SEWER BUDGET SUMMARY

2017 Proposed Expenditures	1,183,481
2016 Approved Expenditures	880,701
Budget Change	+ 302,780
Change by %	+ 34.38 %
Debt Servicing:	
2017 Proposed Expenditures	697,500
2016 Approved Expenditures	540,120
Budget Change	+ 157,380
Change by %	+ 29.14 %
Proposed Revenues for 2017:	
Utility Fees	1,062,842
Parcel taxes	1,081,483

The Waste-Water Treatment Plant is fully operational. Additional costs are incurring in materials & supplies as well as hydro.

Higher Service Level Request approved to be funded from sewer rates:

- ✓ New Position – Utility Operator II for WWTP - \$97,273



QUICK FACTS		
Engineering	2016	2015
Kilometres of roads and lanes	65.31	65
Kilometres of sidewalks	37.6	37.2
Kilometres of water mains	85.3	84.8
Kilometres of sewer mains	68	67.9
Sewer connections (residential)	3173	2973
Water connections (single family dwelling)	2787	2777
Consecutive days providing tested and approved drinking water	365	365
Interments in Ladysmith Cemetery	32	27
Marker installments in Ladysmith Cemetery	23	23
Customer Service Requests	1149	909



Development Services

- Planning, Urban Design & Heritage
- Economic Development
- Building Permitting
- Bylaw Compliance

Planning, Urban Design & Heritage

This area leads long range and current Planning, Urban Design, and Heritage Preservation. The Town is committed to ensuring effective use of land within the Town boundaries, in accordance with the Town's sustainability vision, Official Community Plan and Zoning Bylaw, as well as provincial legislation. The department provides advice to Council on development matters, processes applications regarding land use, promotes economic development and networks with various committees and local area groups.

In 2016, the Holland Creek Local Area Plan was updated. The Waterfront Area Plan will be updated in 2017, in partnership with the SFN.

PLANNING & HERITAGE BUDGET SUMMARY

2017 Proposed Expenditures	404,932
2016 Approved Expenditures	412,424
Budget Change	- 7,492
Change by %	- 1.82 %
Proposed Revenues for 2017:	
Fees & Permits	14,250

QUICKFACTS

	2016	2015
Development Permit Applications	18	14
Development Variance Permit Applications	9	3
Rezoning Applications	3	4
Sign Permit Applications	11	12
Temporary Use Permit Applications	1	1
Commission and Committee Meetings Organized & Attended	10	12
Naut'sa Mawt Steering Committee Meetings Organized and Attended	3	4
Customer Enquiries	430	350
Heritage Revitalization Tax Exemption Agreements		1
Waterfront Area Plan Events	1	-

Economic Development

The Town is committed to developing a complete community, to keep and foster local business, to attract new businesses, and to expand our tax and employment base. The Development Services Department takes the lead role in this direction. However, this direction is supported by all Departments and the Regional District. The Development Services Department is responsible for both guiding and promoting economic development in Ladysmith. Through partnerships with local businesses and other levels of government, the Town will facilitate the development of a sustainable economy.

The Town pays \$35,000 annually toward the Ladysmith Chamber of Commerce Visitor Centre operations and the provision of business support services as well as \$700 per month towards the rental of Visitor Centre premises, for a total of \$43,300. In addition, the Town contributes to and participates in regional services through the Cowichan Valley Regional District. These include Economic Development Cowichan, Tourism Cowichan Society and Film Cowichan.

Economic Development Services include:

- Annual Community Profile
- Business and Development Portal
- Support to investor inquiries
- Support for process navigation, including Biz-Pal
- Member of the Partnership for an Economically Vibrant Community
- First Nation relationships and partnerships

ECONOMIC DEVELOPMENT BUDGET SUMMARY

2017 Proposed Expenditures	53,229
2016 Approved Expenditures	52,379
Budget Change	+ 850
Change by %	+ 1.62
Proposed Revenues for 2017:	
Business Licences	55,000

Economic Highlights

\$ 35,000

Paid annually to the Ladysmith Chamber of Commerce for the Ladysmith Visitor Centre & Business Centre Services

\$ 8,400

Paid annually to the Ladysmith Chamber of Commerce for the Visitor Centre rent

\$ 52,029

(draft)

Paid through the CVRD requisition for regional development services delivered by Economic Development Cowichan

\$ 9,974

(draft)

Paid through the CVRD requisition for regional services delivered by Tourism Cowichan Society

Building Permitting

As part of the building construction team, the Building Permitting service provides support to home owners and builders in implementing provincial building requirements. Through the issuance of building permits and inspections carried out at various stages of construction, the Town works to ensure that new construction and renovations meet the minimum standards of the BC Building Code and the Town’s land use regulations.

Higher Level Service Request approved (to be funded from surplus):

- ✓ Temporary Building Inspector (\$45,000)

BUILDING PERMITTING BUDGET SUMMARY

2017 Proposed Expenditures	143,890
2016 Approved Expenditures	117,535
Budget Change	+ 26,355
Change by %	+ 22.42%
Proposed Revenues for 2017:	
Building Permits	100,000
Other Fees	7,000

QUICK FACTS

<i>Building Inspection</i>	2016	2015
Building Permits (renovations and new construction)	94	90
Occupancy Permits	32	37
Value of Construction	\$10,995,533	\$7,054,459

Bylaw Compliance

The Town’s regulatory bylaws help to support Ladysmith’s small town quality of life. The implementation of Town bylaws includes education and compliance services that contribute to our goal of a safe, caring and vibrant community.

The Bylaw Compliance service provides information and education for the public about Town policies and regulations and works to obtain compliance with Town bylaws. The service includes a range of compliance activities including enforcement.

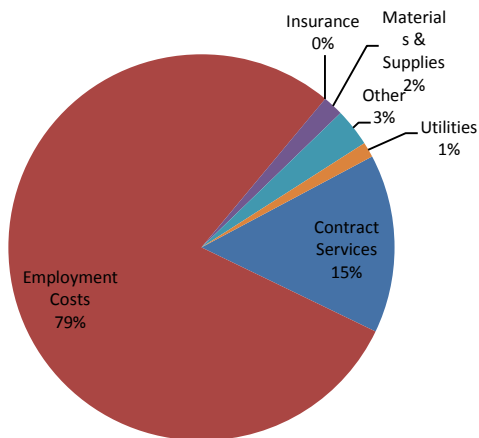
BYLAW COMPLIANCE BUDGET SUMMARY

2017 Proposed Expenditures	79,054
2016 Approved Expenditures	80,932
Budget Change	- 1,878
Change by %	- 2.32%
Proposed Revenues for 2017:	
Licences (commercial vehicles)	1,980
Fines	2,800

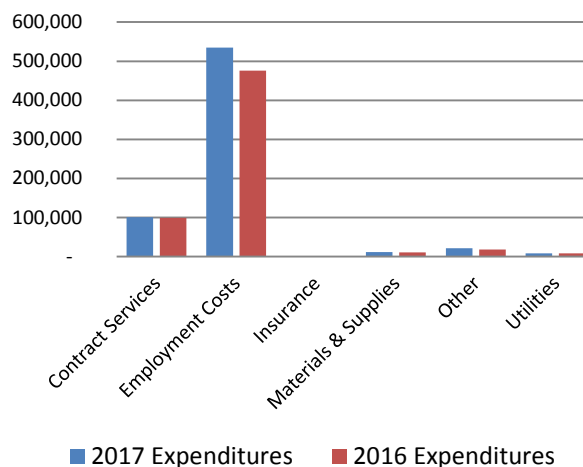
QUICK FACTS

<i>Bylaw</i>	2016	2015
Bylaw Complaints	371	241

**Development Services
Operational Expenditures
by segment**



**Development Services Operational
Expenditures
2017 compared to 2016**



Development Services					
	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
REVENUES					
Draw from taxation	425,801	439,059	576,764	529,725	477,943
Fees & Charges	176,250	176,250	176,250	176,250	176,250
Own Funds	75,800	-	-	-	-
EXPENSES					
Contract Services	101,263	73,089	74,950	76,849	78,787
Employment Costs	534,763	499,557	509,549	519,739	530,134
Materials & Supplies	11,689	11,923	12,161	12,405	12,653
Utilities	8,690	8,864	9,041	9,222	9,405
Capital			125,000	65,000	
Other	21,446	21,876	22,313	22,760	23,214



Parks, Recreation & Culture

- Administration
- Aquatics
- Fitness
- Recreation & Culture Programs
- Facilities

PRC Administration

The Town is committed to providing appropriate recreational facilities and services to support community wellness. The department develops recreation programs and events, through either direct provision or partnering with various community groups, efficiently and effectively delivering optimum services to the community as a whole.

Parks planning, capital improvements and parks program delivery are incorporated into the department, with a focus on ensuring the community has a positive experience in both the natural and built environments.

PRC ADMINISTRATION BUDGET SUMMARY

2017 Proposed Expenditures	674,642
2016 Approved Expenditures	656,347
Budget Change	+ 18,295
Change by %	+ 2.77 %
Proposed Revenues for 2017:	
Miscellaneous Fees	8,600

QUICK FACTS

Parks & Recreation	2016	2015
# registered in fitness programs	1012	796
# drop-in fitness classes	1017	762
# of one-person personal training	136	271
# registered in aquatic programs	716	961
# of private swimming lessons	516	565
# of patrons visited FJCC	82,840	81,059
# of Amphitheatre Events	33	35
# of picnics at Transfer Beach Shelters	109	96
# of Forrest Field Bookings	391	447
# hectares of parks, trails and open spaces	273.32	110
# of km of hiking and walking trails	26	26

Aquatics

The Community Centre features a 4-lane, 25-metre Olympic short course pool, heated to an inviting 28 degrees Celsius. The facility also boasts a therapy pool with lazy river, which is maintained at a warm 34 degrees Celsius. The therapy pool has easy access with a shallow end of zero depth and then slopes to the deepest point of four feet. Patrons can also enjoy the tot pool with weir, waterfall and bubbles, vortex area for socializing and exercising, the raindrop unit shower, bubble machine and spray bar, take a drift through the rapids channel, and finish off with a soak in the whirlpool or rest in the sauna.

AQUATICS BUDGET SUMMARY

2017 Proposed Expenditures	428,705
2016 Approved Expenditures	410,802
Budget Change	+ 17,903
Change by %	+ 4.36 %
Proposed Revenues for 2017:	
Area G & H Grant	126,000
Admission/programs	263,302

Fitness

The well equipped Fitness Centre offers equipment and programs for all. The 3000 square foot facility features an extensive selection of cardio, strength training and freeweight equipment. A wide array of fitness and wellness programs are offered.

FITNESS BUDGET SUMMARY

2017 Proposed Expenditures	301,159
2016 Approved Expenditures	301,687
Budget Change	- 528
Change by %	- 0.18 %
Proposed Revenues for 2017:	
Admission/programs	234,748

Recreation & Culture Programs

A variety of arts, culture and general interest programs are offered through the Parks, Recreation and Culture Department, taught by qualified contract instructors.

The department also organizes special events throughout the year, such as the Canada Day festivities; these are included in the budget figures.

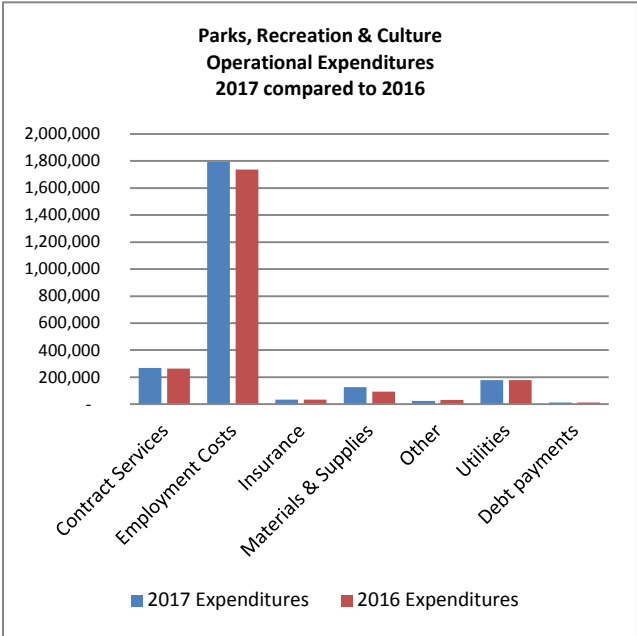
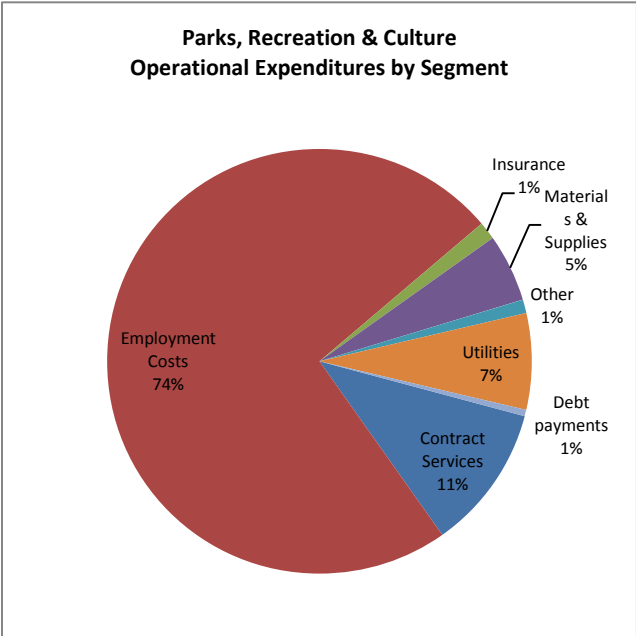
RECREATION & CULTURE PROGRAMS BUDGET SUMMARY

2017 Proposed Expenditures	216,873
2016 Approved Expenditures	198,078
Budget Change	+ 18,795
Change by %	+ 9.49 %
Proposed Revenues for 2017:	
Admission/programs	119,550
Operating Grants	9,500

Facilities

The Parks, Recreation & Culture Department team of staff manage Town of Ladysmith facilities in a manner ensuring quality and safe experiences by all users. Use of Town facilities is maximized through both programs and rental access to spaces.

FACILITIES BUDGET SUMMARY	
2017 Proposed Expenditures	827,159
2016 Approved Expenditures	793,819
Budget Change	+ 33,340
Change by %	+ 4.2 %
Proposed Revenues for 2017:	
Leases & Rentals	89,050



Parks, Recreation & Culture					
	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
REVENUES					
Draw from taxation	1,896,188	1,920,824	1,812,496	1,792,795	2,063,457
Fees & Charges	715,250	725,431	725,431	725,431	725,431
Grants	135,500	135,500	135,500	135,500	135,500
EXPENSES					
Contract Services	268,605	273,977	279,453	285,041	290,739
Debt payment	11,933	11,588	9,701	9,701	9,701
Employment Costs	1,793,656	1,829,527	1,866,120	1,903,445	1,941,515
Insurance	33,122	33,784	34,460	35,151	35,855
Materials & Supplies	125,705	128,219	130,783	133,400	136,066
Reserve	11,695	11,695	11,695	11,695	11,695
Utilities	178,772	182,347	185,993	189,711	193,503
Capital	298,400	285,067	129,161	59,000	278,200
Other	25,050	25,551	26,061	26,582	27,114



Frank Jameson Community Centre

Leases & Debt

The Town utilizes the Municipal Finance Authority for long and short term borrowing as well as leasing vehicles and equipment. Below are the current and scheduled leases and debt (not including taxes):

Leases			Debt		
	Interest	Principal		Interest	Principal
Fire Vehicles:			Buller Street Properties	9,308	250,000
2005 Spartan	400	8,914			
2012 Bush Truck	35	7,425			
2012 Rescue Truck	6,330	28,575	RCMP detachment	48,125	66,033
Equipment:			Water (connection)	34,000	24,012
Photocopier	5	828	Sewer (WWTP)	197,500	500,000
Photocopier (PRC)	60	1,827			
Fitness Equipment	345	9,701	Proposed:		
Proposed:			Water (Filtration)	210,600	165,000
Fire Pumper Truck	8,700	27,612			

By legislation, the debt servicing (principal and interest payments) for a local government is capped at 25 per cent of the prior year's revenues. Below are the figures for Ladysmith:

Total Revenues (2015)	\$12,747,994
25% Cap	3,186,999
Proposed debt servicing	1,089,927
Liability Servicing Capacity Available	2,097,072

This means that the Town can have **additional** principal and debt payments of \$2,097,072.



Ladysmith Harbour

2017 – 2021 Capital Projects GENERAL

Description	Project Total	From Taxation	Utilities Funding	Internal Sources	Confirmed Grants	Borrowing	Not funded
Carry Forward							
CORPORATE							
DCC Review	30,000			30,000			
Recreation Registration Software System	25,000			25,000			
CORPORATE Total	55,000			55,000			
FIRE							
New Fire Truck Engine #3	635,000					635,000	
FIRE Total	635,000					635,000	
PRC							
Aggie Parking Expansion Area	60,000			60,000			
Machine Shop Floor Replacement LMS	51,000			51,000			
Machine Shop Repairs Identified	18,500			18,500			
PRC Total	129,500			129,500			
PARKS							
Enclosed Dog Park	25,000			25,000			
Upper Transfer Beach Improvements & Horseshoe Pitch	25,000			19,000	6,000		
PARKS Total	50,000			44,000	6,000		

Description	Project Total	From Taxation	Utilities Funding	Internal Sources	Confirmed Grants	Borrowing	Not funded
PW							
Asset Management Work Order Program (Split)	110,000			30,000	80,000		
Fueling System Replacement	150,000			150,000			
Paving: 4th Ave, Methuen to Belaire	1,215,897			1,215,897			
Pedestrian Cross Walk 2nd & High	45,000			35,000	10,000		
Traffic Safety Audit	15,000			7,500	7,500		
PW Total	1,535,897			1,438,397	97,500		
DEVELOPMENT							
Development Services Front Office Improvements	10,000			10,000			
Directional Signage	37,000			37,000			
Open For Business	20,000			20,000			
Waterfront Area Plan	180,000			180,000			
DEVELOPMENT Total	247,000			247,000			
CF Total	2,652,397			1,913,897	103,500	635,000	
2017							
CORPORATE							
City Hall Front Counter Improvements	22,958	2,286		20,672			
Vadim Upgrades to Platform Support	10,500			10,500			
Website Upgrade (multiyear)	35,000	31,000		4,000			

Description	Project Total	From Taxation	Utilities Funding	Internal Sources	Confirmed Grants	Borrowing	Not funded
CORPORATE Total	68,458	33,286		35,172			
FIRE							
Fire Truck Bay Improvements	100,000	6,500		93,500			
FIRE Total	100,000	6,500		93,500			
PRC							
Aggie Parking Expansion Area	40,000			40,000			
FJCCUV Sanitation	90,000	55,000		35,000			
Hot Tub Boiler	13,000	13,000					
Oasis Pool Filter	25,000	25,000					
RCMP Building Exterior Staining	14,000			14,000			
RCMP: Backup Generator	95,000			95,000			
Sauna Heater	5,200	5,200					
Sprinkler Repairs	6,200	6,200					
Youth Zone Heat Pump Replacement	12,000	12,000					
FJCC Change Room Upgrades	92,000	77,000		15,000			
Washroom Facility Roof TB	20,000	15,000		5,000			
Youth Strategy	26,000	26,000					
RCMP Automatic Compound Fence Gate	20,000			20,000			
Machine Shop (Museum Grant Work)	125,000			25,000			100,000
PRC Total	583,400	234,400		249,000			100,000

Description	Project Total	From Taxation	Utilities Funding	Internal Sources	Confirmed Grants	Borrowing	Not funded
PARKS							
Amphitheatre Tank Lid Replacement	5,000			5,000			
FJCC Sports Lights	60,000	35,000		15,000			10,000
Playground Aggie	80,000	20,000		50,000			10,000
Tree replacement Program	15,000	9,000					6,000
PARKS Total	160,000	64,000		70,000			26,000
PW							
Engineering & Construction Stnds Review	10,000	4,000	6,000				
Forklift	25,000	25,000					
Misc Equipment	11,100	4,800		6,300			
Pave Laneway 3rd & Hillside	15,000	15,000					
Paving: 4th Ave, Methuen to Belaire (Design)	60,000			60,000			
Replace Air Compressor Unit #22	22,000			22,000			
Road Saw	7,800			7,800			
Sidewalk Buller St	24,200	24,200					
Storm Water Master Plan Review	30,000			30,000			
Rocky Creek Road Storm	60,000	60,000					
Ortho/Lidar	25,000	25,000					
Office Wall & Furniture	18,000	18,000					
Mobile Fume Extractor	8,500	8,500					
PW Total	316,600	184,500	6,000	126,100			

Description	Project Total	From Taxation	Utilities Funding	Internal Sources	Confirmed Grants	Borrowing	Not funded
2017 Total	1,203,458	522,686	6,000	588,772			126,000
2018							
CORPORATE							
Photocopier (Replacement for CH)	22,000	22,000					
Website Upgrade (multiyear)	30,000	24,000		6,000			
CORPORATE Total	52,000	46,000		6,000			
PRC							
Aggie Interior Painting	7,000	7,000					
FJCC Gymnasium Floor	48,000			48,000			
Pool Deck	70,000	20,000		50,000			
Whirlpool Tiling	10,000	10,000					
Sound Proofing RCMP	25,000			25,000			
Public Art Strategy	25,000	25,000					
Storage Container RCMP	10,000			10,000			
PRC Total	195,000	62,000		133,000			
PARKS							
Aggie Field Upgrades	170,000	158,067		11,933			
Playfield Bleacher Replacement	14,000	14,000					
Rotary Boat Ramp	40,000	20,000		20,000			
Soccer Nets	15,000	15,000					

Description	Project Total	From Taxation	Utilities Funding	Internal Sources	Confirmed Grants	Borrowing	Not funded
Tree Replacement Program	12,000	6,000					6,000
Bike Skills Park Davis Rd	20,000	10,000					10,000
PARKS Total	271,000	223,067		31,933			16,000
PW							
Annual Road Improvements	315,133	175,000		140,133			
Equipment Replacement	200,000			200,000			
Safety Upgrades to 1st Ave	30,000			30,000			
Sidewalk	100,000	50,000		50,000			
Storm Drainage Improvements	100,000	100,000					
PW Total	745,133	325,000		420,133			
DEVELOPMENT							
Directional Signage	230,400						230,400
Waterfront Zoning Update	10,000			10,000			
DEVELOPMENT Total	240,400			10,000			
2018 Total	1,503,533	656,067		601,066			246,400
2019							
PRC							
B&G Club Exterior Painting	14,000	14,000					
Emergency Social Services Container & Fence	10,000	10,000					

Description	Project Total	From Taxation	Utilities Funding	Internal Sources	Confirmed Grants	Borrowing	Not funded
LRCA Exterior Painting	14,000	14,000					
Weight Machines	80,000			50,000		30,000	
PRC Total	118,000	38,000		50,000		30,000	
PARKS							
Playfield Bleacher Replacement	14,000	14,000					
Playground Root Street	80,000	40,000		40,000			
Skate Park Redesign	30,000	11,161		18,839			
Soccer Nets	15,000	15,000					
Tree Replacement Program	12,000	6,000					6,000
HC Switchback trail	10,000	5,000					5,000
PARKS Total	161,000	91,161		58,839			11,000
PW							
Annual Road Improvements	520,416	255,378		265,038			
Equipment Replacement	200,000			200,000			
Sidewalk	100,000	50,000		50,000			
Storm Drainage Improvements	250,000	125,000		125,000			
Toro Mower Replacement Unit #	95,000			95,000			
PW Total	1,165,416	430,378		735,038			
DEVELOPMENT							
Complete Streets Standards	50,000	50,000					

Description	Project Total	From Taxation	Utilities Funding	Internal Sources	Confirmed Grants	Borrowing	Not funded
Eco-Industrial Project S Ladysmith	50,000	25,000		25,000			
Industrial Lands Strategy	50,000	50,000					
DEVELOPMENT Total	150,000	125,000		25,000			
2019 Total	1,594,416	684,539		868,877		30,000	11,000
2020							
PRC							
Aggie Floors	6,000	6,000					
City Hall Air Handling Unit	20,000	20,000					
PRC Total	26,000	26,000					
PARKS							
Dugouts & Storage Roofs	12,000	12,000					
Soccer Nets	15,000	15,000					
Tree Replacement Program	12,000	6,000					6,000
PARKS Total	39,000	33,000					6,000
PW							
Annual Road Improvements	450,000	348,600		101,400			
Equipment Replacement	200,000			200,000			
Sidewalk	120,000	60,000		60,000			
Storm Drainage Improvements	300,000	173,011		126,989			

Description	Project Total	From Taxation	Utilities Funding	Internal Sources	Confirmed Grants	Borrowing	Not funded
PW Total	1,070,000	581,611		488,389			
DEVELOPMENT							
OCP Review	150,000	65,000		85,000			
DEVELOPMENT Total	150,000	65,000		85,000			
2020 Total	1,285,000	705,611		573,389			6,000
2021							
PRC							
Department Vehicle (PRC)	30,000			30,000			
FJCC Surveillance System Upgrade	5,000	5,000					
FJCC: Back up Generator	160,000	150,000		10,000			
Roof Top (HVAC) Unit Carrier (2x)	20,000	20,000					
Roof Top (HVAC) Unit Carrier 2	17,200	17,200					
PRC Total	232,200	192,200		40,000			
PARKS							
Little League (High St) Field Improvement	20,000	20,000					
Playground Harbourview	80,000	60,000		10,000			10,000
Tree Replacement Program	12,000	6,000					6,000
PARKS Total	112,000	86,000		10,000			16,000

Description	Project Total	From Taxation	Utilities Funding	Internal Sources	Confirmed Grants	Borrowing	Not funded
PW							
Annual Road Improvements	400,000	296,842		103,158			
Storm Drainage Improvements	300,000	150,000		150,000			
PW Total	700,000	446,842		253,158			
2021 Total	1,044,200	725,042		303,158			16,000

2017 – 2021 Capital Projects SEWER

	Project Total	From Taxation	Utilities Funding	Internal Sources	Confirmed Grants	Borrowing	Not funded
Carry Forward							
UTILITIES							
Sanitary Pump station Emergency Operations Review	25,000			25,000			
Sewer Source Control Program	43,000			43,000			
SCADA System Upgrade (Sewer)	25,000			25,000			
Composting Facility	848,274			278,050	570,224		
**Chemainus Road Lift Station Access Improvements	90,000			90,000			
UTILITIES Total	1,031,274			461,050	570,224		
Carry Forward Total	1,031,274			461,050	570,224		
2017							
UTILITIES							
Gill Rd Lift Stn Upgrade	60,000		60,000				60,000
Lift Stn Condition Assmt	50,000		30,000	20,000			30,000
Sandy Beach Lift Stn Upgrade	8,000		8,000				8,000
Tools & Shelving WWTP	15,000		15,000				15,000
Infiltration & Inflow Study	30,000		30,000				30,000
Paving Oyster Cove Strata	120,000		100,000	20,000			100,000
Wood Chipper (Composting)	62,000			62,000			

	Project Total	From Taxation	Utilities Funding	Internal Sources	Confirmed Grants	Borrowing	Not funded
Composting Facility	1,765,438			1,765,438			
Sewer UV Pilot Study	100,000			100,000			
UTILITIES Total	2,210,438		243,000	1,967,438			243,000
2017 Total	2,210,438		243,000	1,967,438			243,000
2018							
UTILITIES							
Inflow & Infiltration/ Main Replacement	60,000		60,000				60,000
Sewer main Replacement	240,000		190,000	50,000			190,000
Sewer Source Control Program	10,000		10,000				10,000
Stage 2 Environmental impact study	160,000		60,000	100,000			60,000
UTILITIES Total	470,000		320,000	150,000			320,000
2018 Total	470,000		320,000	150,000			320,000
2019							
UTILITIES							
Inflow & Infiltration/ Main Replacement	60,000		60,000				60,000
Sewer main Replacement	265,000		252,000	13,000			252,000
Sewer Source Control Program	10,000		10,000				10,000
UTILITIES Total	335,000		322,000	13,000			322,000

	Project Total	From Taxation	Utilities Funding	Internal Sources	Confirmed Grants	Borrowing	Not funded
2019 Total	335,000		322,000	13,000			322,000
2020							
UTILITIES							
Inflow & Infiltration/ Main Replacement	60,000		60,000				60,000
Sewer Main Replacement	250,000		250,000				250,000
Sewer Source Control Program	10,000		10,000				10,000
UTILITIES Total	320,000		320,000				320,000
2020 Total	320,000		320,000				320,000
2021							
UTILITIES							
Future Marine Discharge Location	250,000			250,000			
Inflow & Infiltration/ Main Replacement	60,000		60,000				60,000
Sewer Main Replacement	270,000		270,000				270,000
UTILITIES Total	580,000		330,000	250,000			330,000
2021 Total	580,000		330,000	250,000			330,000

2017 – 2021 Capital Projects WATER

	Project Total	From Taxation	Utilities Funding	Internal Sources	Confirmed Grants	Borrowing	Not funded
Carry Forward							
UTILITIES							
Access Ladder Arbutus Reservoir	20,000			20,000			
Holland Dam Storage Feasibility Study	40,000			40,000			
Holland Dam Inundation/Watershed Study	45,000			45,000			
Data connection PW to Water Supply Water	8,000			8,000			
UTILITIES Total	113,000			113,000			
Carry Forward Total	113,000			113,000			
2017							
UTILITIES							
Backflow Preventer & Water Meter	3,000		3,000				3,000
Holland Lake Vegetation Control	40,000		40,000				40,000
Water & Sewer Rates Bylaw	40,000		40,000				40,000
Water Filtration Project	6,800,000				800,000	6,000,000	6,000,000
Water Meter & Vault Stocking Lake	20,000		20,000				20,000
Holland Lake Generator & controls	25,000		25,000				25,000
Holland Dam Feasibility Study & Tendering	60,000			60,000			

	Project Total	From Taxation	Utilities Funding	Internal Sources	Confirmed Grants	Borrowing	Not funded
Thicke Road Water Main Replacement	200,000		200,000				200,000
UTILITIES Total	7,188,000		328,000	60,000	800,000	6,000,000	6,328,000
2017 Total	7,188,000		328,000	60,000	800,000	6,000,000	6,328,000
2018							
UTILITIES							
Holland Supply Main Replacement: PW to Colonia	402,000		216,670	185,330			216,670
Stocking Lake Dam Repair	250,000		83,330	41,670			208,330
Water Filtration Project	8,000,000				8,000,000		
Holland Dam Storage Upgrade (design)	480,000		98,000	382,000			98,000
UTILITIES Total	9,132,000		398,000	609,000	8,000,000		523,000
2018 Total	9,132,000		398,000	609,000	8,000,000		523,000
2019							
UTILITIES							
Holland Dam Storage Upgrade	6,000,000		50,000			2,950,000	3,000,000
Water main Replacement Program	200,000		200,000				200,000
Stocking Lake Supply Main (twinning) design	150,000		150,000				150,000
Holland to Stocking Interconnection (design)	406,000			406,000			
UTILITIES Total	6,756,000		400,000	406,000		2,950,000	3,350,000

	Project Total	From Taxation	Utilities Funding	Internal Sources	Confirmed Grants	Borrowing	Not funded
2019 Total	6,756,000		400,000	406,000		2,950,000	3,350,000
2020							
UTILITIES							
Water Main Replacement Program	200,000		200,000				200,000
Stocking Lake Supply Main (twinning)	1,840,000		200,000	248,400		595,800	795,800
Holland to Stocking Interconnection	5,075,000			685,125		4,389,875	4,389,875
UTILITIES Total	7,115,000		400,000	933,525		4,985,675	5,385,675
2020 Total	7,115,000		400,000	933,525		4,985,675	5,385,675
2021							
UTILITIES							
Water Main Replacement Program	400,000		400,000				400,000
UTILITIES Total	400,000		400,000				400,000
2021 Total	400,000		400,000				400,000

5- Year Financial Plan (operations)
