



TOWN OF LADYSMITH

A REGULAR MEETING OF THE
COUNCIL OF THE TOWN OF LADYSMITH
WILL BE HELD IN COUNCIL CHAMBERS AT CITY HALL ON

MONDAY, JULY 16, 2012
7:00 p.m.

A G E N D A

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CALL TO ORDER	
1. AGENDA APPROVAL	
2. MINUTES	
2.1. Minutes of the Regular Meeting of Council held July 3, 2012	1 - 5
3. PUBLIC HEARING	
None	
4. DELEGATIONS	
None	
5. PROCLAMATIONS	
None	
6. DEVELOPMENT APPLICATIONS	
6.1. Temporary Use Permit - 11 High Street (Lion Rampant Ventures - Bruce Findlay)	6 - 14
6.2. Signage Development Variance Permit - #11 - 740 First Avenue (Global Vocational Services)	15 - 20
7. STAFF/ADVISORY COMMITTEE REPORTS	
7.1. Town of Ladysmith 2011 Annual Report	21 - 152
The 2011 Annual Report was published in draft form on June 29, 2011. It has been available for review by the public at City Hall and on the Town's website. Statutory notices stating that the Annual Report will be considered at the July 16 Council meeting have been posted on notice boards, on the website and in two consecutive editions of the Ladysmith Chronicle.	
<u>Staff Recommendation</u>	
That the Town of Ladysmith 2011 Annual Report be approved.	

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8. CORRESPONDENCE	153
<p>8.1. Darlene Kelt, Ladysmith Celebrations Society Request for waiving of trolley rental fee for Ladysmith Days</p> <p>For Council's information, the cost of renting the trolley at the not-for-profit rate of \$75 per hour is \$600 for eight hours. Trolley operating costs, including driver, are approximately \$100 per hour on a Sunday. The direct cost of this request to the Town would therefore be \$800 for the period requested. The Town has provided Ladysmith Celebrations Society a grant-in-aid of \$8,000 in 2012 to assist with Ladysmith Days.</p> <p><u>Staff Recommendation</u> That Council consider whether it wishes to waive the trolley rental fee for use of the trolley as a shuttle during Ladysmith Days on Sunday August 12 from 9:00 a.m. to 5:00 p.m., as requested by D. Kelt, Ladysmith Celebrations Society, in her correspondence dated July 6, 2012.</p>	153
<p>8.2. Christian Walli, Tree Canada Funding Approval for Bayview Avenue Multi-Use Connector</p> <p><u>Staff Recommendation</u> That Council accept the grant from Tree Canada/BC Hydro in the amount of \$6,240 for the purchase of trees and shrubs for the Bayview Avenue Multi-use Connector.</p>	154
<p>8.3. Hon. Kevin Falcon, Minister of Finance and Deputy Premier Response to Council correspondence regarding expert panel review of business taxation and municipal revenue sources review.</p> <p><u>Staff Recommendation</u> That Council receive the correspondence from the Honourable Kevin Falcon written in response to Council's letter regarding the provincial expert panel review of business taxation and the municipal revenue sources review.</p>	155 – 156
9. BYLAWS	
<p>9.1. Town of Ladysmith Development Procedures Bylaw 2008, No. 167, Amendment Bylaw 2012, No. 1806 May be adopted.</p> <p>Council will recall that at its meeting of June 18, 2012, staff were directed to prepare an amendment to the Development Procedures Bylaw No. 1667 to require that development applications include a survey for the subject property prepared by a BC Land Surveyor (BCLS); that site plans for proposed developments be based on the BCLS survey; and that the Director of Development Services be authorized to waive this requirement when appropriate.</p>	157
10. NEW BUSINESS	
None	

11. UNFINISHED BUSINESS

12. QUESTION PERIOD

- A maximum of 15 minutes is allotted for questions.
- Persons wishing to address Council during “Question Period” must be Town of Ladysmith residents, non-resident property owners, or operators of a business.
- Individuals must state their name and address for identification purposes
- Questions put forth must be on topics which are not normally dealt with by Town staff as a matter of routine
- Questions must be brief and to the point
- Questions shall be addressed through the Chair and answers given likewise. Debates with or by individual Council members or staff members are not allowed
- No commitments shall be made by the Chair in replying to a question. Matters which may require action of the Council shall be referred to a future meeting of the Council

13. EXECUTIVE SESSION

In accordance with Section 90(1) of the *Community Charter*, this section of the meeting will be held *In Camera* to consider the following items:

Item One

90(1)(a) Personal information about an identifiable individual who holds or is being considered for a position as an officer, employee or agent of the municipality or another position appointed by the municipality

Item Two

90(1)(e) The acquisition, disposition or expropriation of land or improvements, if the council considers that disclosure could reasonably be expected to harm the interests of the municipality

Item Three

90(1)(l) Discussions with municipal officers and employees respecting municipal objectives, measures and progress reports for the purposes of preparing an annual report under section 98 [*annual municipal report*];

ADJOURNMENT



**MINUTES OF A MEETING OF COUNCIL OF THE
TOWN OF LADYSMITH
HELD IN COUNCIL CHAMBERS AT CITY HALL ON
TUESDAY, JULY 3, 2012**

COUNCIL MEMBERS PRESENT:

Mayor Rob Hutchins	Councillor Steve Arnett	Councillor Bill Drysdale
Councillor Jillian Dashwood	Councillor Gord Horth	Councillor Duck Paterson

COUNCIL MEMBERS ABSENT:

Councillor Glenda Patterson

STAFF PRESENT:

Ruth Malli	Sandy Bowden	John Manson
Joanna Winter		

CALL TO ORDER

Mayor Hutchins called the Regular Council Meeting to order at 7:02 p.m.

AGENDA APPROVAL

Mayor Hutchins requested Council's consideration of the following additions to the agenda:

- 10.3 Resolution regarding Regional Transit
- 12.1 Co-operation Protocol Between Town of Ladysmith and Stz'uminus First Nation
- 12.2 Memorial Food Bank Drive

CS 2012-228

It was moved, seconded and carried that the agenda for the Regular Session of Council for July 3, 2012 be approved as amended.

MINUTES

CS 2012-229

It was moved, seconded and carried that the minutes of the Regular Meeting of Council held on June 18, 2012 be approved as circulated.

CS 2012-230

It was moved, seconded and carried that the minutes of the Special Meeting of Council held on June 25, 2012 be approved as circulated.

**COUNCIL COMMITTEE
REPORTS**

Councillor Drysdale reported that the Ladysmith Downtown Business Association would like to hold a joint meeting between the Town of Ladysmith and the Chamber of Commerce regarding Economic Development for the Town. It was agreed that this meeting should be scheduled as soon as possible.

Government Services Committee Recommendations

CS 2012-231

It was moved, seconded and carried that a letter be written to the Royal Canadian Mounted Police reiterating the importance of the Community Policing Station in supporting the work and raising community awareness of the role of the Royal Canadian Mounted Police in Ladysmith, and requesting continued financial support for the program at the same levels as over the past 10 years.

CS 2012-232

It was moved, seconded and carried that Mayor Hutchins meet with Dr. Mary-Lyn Fye regarding a Telehealth Program for the Town of Ladysmith, and that the Mayor consult with the Ladysmith Health Advisory Committee and other citizens involved in promoting a Telehealth initiative in Ladysmith prior to that meeting.

STAFF REPORTS

CS 2012-233

Municipal Police Unit Agreement

It was moved, seconded and carried that the 2012 Municipal Police Unit Agreement be approved as presented, and that the Mayor and Corporate Officer be authorized to sign the agreement.

CS 2012-234

Grant Application – Community Charging Infrastructure Fund

It was moved, seconded and carried that the application for a grant for three electric charging stations for the Town of Ladysmith be approved, with a total cost of \$15,000, to be funded by a Community Infrastructure Fund grant of up to \$12,000, and that the Financial Plan be amended accordingly.

CORRESPONDENCE

CS 2012-235

Regional Transit

It was moved, seconded and carried that, whereas during the Town of Ladysmith presentation to the BC Transit Review Panel in late June, it came to the Town's attention that BC Transit has a number of operating agreements with single municipalities;

and whereas in subsequent discussions with BC Transit officials it is confirmed that an independent option is possible, subject to ratification by the Cowichan Valley Regional District (CVRD) and also an option to join the Regional District of Nanaimo transit system is possible, but more problematic;

and whereas the Town has sought participation in the CVRD transit service since 2002;

and whereas the CVRD Transit Committee has not completed their consideration of expansion to Ladysmith and the consideration of the allocation of 4200 hours has been extended to July 15th by BC Transit;

and whereas the Town wishes time to consider an alternative system;

and whereas the Town has never varied from its position to seek a northern transit connection first, as Nanaimo is the Town's key service/school/trading provider, but the Town has been respectful of the need for a connection south to provide a transit connection with our CVRD funding partners;

and whereas the Town has also requested that BC Transit expansion into Ladysmith include the opportunity to utilize smaller compressed natural gas vehicles;

and whereas a meeting to review transit options for the Town of Ladysmith with Mike Davis, Vice President, Operations & Chief Operating Officer of B.C. Transit, is planned for the week of July 9th, 2012;

therefore it be resolved that the Council of the Town of Ladysmith respectfully request that the CVRD Transit Committee postpone consideration of the addition of Ladysmith into the CVRD Transit function until July 25th, 2012;

and that BC Transit be requested to reserve the proposed 2013 BC Transit conventional service hours (4200) until July 25th, 2012.

CS 2012-236

Correspondence Regarding Regional Transit

It was moved, seconded and carried that letters be written to C. Gilroy, J. Estabrooks and L. Stevens in response to their recent correspondence regarding regional transit services, advising them of resolution CS 2012-235, requesting a postponement of the Cowichan Valley Regional District Transit Committee to include the Town of Ladysmith in the CVRD transit function.

BYLAWS

CS 2012-237

Town of Ladysmith Development Procedures Bylaw 2008, No. 1667, Amendment Bylaw 2012, No. 1806

It was moved, seconded and carried that Town of Ladysmith Development Procedures Bylaw 2008, No. 1667, Amendment Bylaw 2012, No. 1806 be read a first, second and third time.

NEW BUSINESS

CS 2012-238

Congratulations to Organizers of Recent Community Events

It was moved, seconded and carried that letters of gratitude and congratulations be written to the organizers of the Stz'uminus First Nation Soccer Tournament and the Ladysmith Canada Day Celebrations at Transfer Beach.

Signing of Cooperation Protocol Between Stz'uminus First Nation

and Town of Ladysmith

Mayor Hutchins reported that the Councils of the Town of Ladysmith and the Stz'uminus First Nation had that evening signed a cooperation protocol between the two organizations, which lays out a list of joint initiatives and ways for the two organizations to continue working together on these and other matters of mutual interest. Mayor Hutchins praised the growing positive relationship between the Stz'uminus First Nation and the Town of Ladysmith.

CS2012-239

Memorial Food Bank Drive

It was moved, seconded and carried that the Town of Ladysmith waive the rental fee for the use of the trolley during a July 15, 2012 donation drive for the Ladysmith Food Bank Drive in memory of Kit Wilmot.

QUESTION PERIOD

R. Johnson enquired whether the discussion regarding a Heritage Display in a public location in Ladysmith should have been held in an open meeting and was advised that Council made an appropriate decision to hold that discussion *in camera*.

R. Johnson enquired whether minutes from Council's *in camera* meetings will be released once Council has published its strategic plan and was advised that the results of discussions will be released.

R. Johnson was advised that the decision whether or not to invite members of the public to attend the proposed meeting with Mike Davis of B.C. Transit will be made by B.C. Transit.

EXECUTIVE SESSION

CS 2012-240

It was moved, seconded and carried at 8:11 p.m. that Council retire into Executive Session in order to discuss the following items in accordance with Section 90(1) of the Community Charter:

Item 1

The acquisition, disposition or expropriation of land or improvements, if the council considers that disclosure could reasonably be expected to harm the interests of the municipality.

Item 2

Labour relations or other employee relations

Item 3

Personal information about an identifiable individual who is being considered for a municipal award or honour, or who has offered to provide a gift to the municipality on condition of anonymity

RISE AND REPORT

Council arose without report at 8:38 p.m.

ADJOURNMENT

CS 2012-241

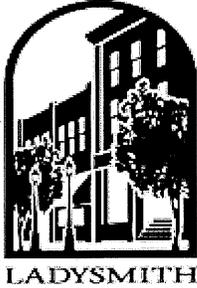
It was moved, seconded and carried that this meeting of Council be adjourned at 8:38 p.m.

CERTIFIED CORRECT

Mayor (R. Hutchins)

Corporate Officer (S. Bowden)

Subject to Adoption



Town of Ladysmith

STAFF REPORT

To: Ruth Malli, City Manager
From: Felicity Adams, Director of Development Services
Date: July 5, 2012
File No: 3340-12-01

Re: TEMPORARY USE PERMIT APPLICATION – 11 HIGH STREET (LION RAMPANT VENTURES – BRUCE FINDLAY)

RECOMMENDATION(S):

1. That Council consider directing staff to:
 - (a) proceed with the statutory notice for a temporary use permit to permit a 100 seat “neighbourhood pub use, including micro-brewery” at 11 High Street (3340-12-01) for a two year period with one renewal, and
 - (b) coordinate the statutory notice for the temporary use permit with the referral from the Liquor Control and Licensing Branch.
2. That Council consider referring the temporary use permit application 3340-12-01 (11 High Street) to a joint meeting of the APC, ADP and HRAC for review and comment.
3. That Council consider requiring that the off-street parking for the neighbourhood pub temporary use permit (3340-12-01) be met by payment of \$4,000 for each of 13 parking spaces (\$52,000) paid into the Municipal Parking Reserve Fund.
4. That Council consider finalizing the conditions of the issuance of the neighbourhood pub temporary use permit (3340-12-01) following the public input stage and consideration of the referral from the Liquor Control and Licensing Branch and that a condition be that the establishment participate in the local “Bar Watch” program.
5. That Council consider requesting staff to develop a budget for landscape improvements to the planter located in front of 11 High Street and the installation of bicycle parking in the vicinity of High Street and to report back to Council.
6. That Council consider directing staff to upgrade the public parking directional signage in the Downtown.

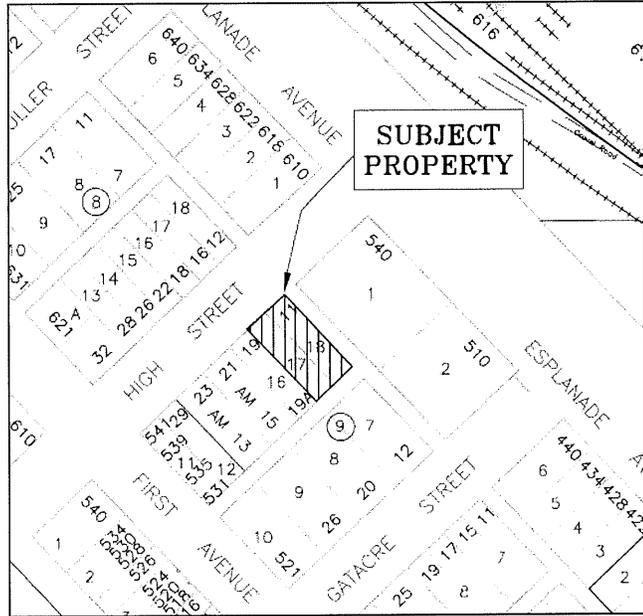


PURPOSE:

The purpose of this report is to introduce a temporary use permit application for a neighbourhood pub proposed at 11 High Street and to seek Council direction.

INTRODUCTION/BACKGROUND:

The purpose of a temporary use permit (TUP) is to allow a use not permitted by the Zoning Bylaw. A temporary use permit may contain conditions under which the temporary use may be carried on, and it may allow and regulate the construction of buildings or structures in respect of the use for which a permit is issued. A TUP is issued by a resolution of Council. There is a statutory notice requirement.



The Town’s Official Community Plan(OCP) designates the area where a TUP may be considered and establishes general conditions regarding the issue of temporary use permit in those areas.

The OCP provides the following parameters for the issuance of a TUP.

Temporary Use Permits are included in the Plan as an interim (short term) alternative for a commercial or industrial land use that may not warrant a change to the land use designation or zoning of land. Temporary uses are typically of a trial/interim use nature, or are a seasonal/occasional use. Temporary use permits may be issued for commercial and industrial uses on specific properties which are not otherwise allowed by a land use designation in this Plan or in a zoning category in the Zoning Bylaw. Conditions may be specified by Council respecting any required changes to the property to allow the temporary use, and any restoration to the property following expiration of the permit. A temporary use permit can be issued for a maximum of two years, with one renewal of the permit.

The following designations apply to the subject property.

OCP Land Use	Downtown Mixed Use
Development Permit Area	DPA 2 – Downtown; DPA 4 – Multi-Family Residential
Zone	General Commercial (C-2)



SCOPE OF WORK:

The stage of this application is seek direction from Council with respect to proceeding with the statutory notice and direction with regard to conditions to be specified in the TUP.

Land Use Discussion:

The proposed 100-seat neighbourhood pub, including micro-brewery, would be located on the first floor of the existing building (old Home Hardware building) at 11 High Street. The proposal includes extensive renovation of the building façade.

The subject project is zoned C-2 which does not permit “neighbourhood pub use”. (Neighbourhood pub use is permitted in the C-5 Zone. Micro-brewery is permitted in the CD-1 Zone.)

The Zoning Bylaw definition of neighbourhood pub is “an establishment licensed as such by the Provincial Liquor Licensing Authority”. As a primary liquor licensed establishment, Council will receive a referral from the Provincial Liquor Control and Licensing Branch and specific criteria must be considered by Council in its review of the referral. Council must gather the views of residents and businesses as part of this referral.

The hours of operation are proposed to be:

Sunday to Thursday	11AM to 11PM
Friday	11AM to 1AM
Saturday	7AM to 12AM or 1AM

Parking:

While the neighbourhood pub is proposed to be located within an existing building, a change in use triggers consideration of the Town’s parking regulations.

The parking requirements in the Zoning Bylaw require 1 space for every 5 seats for a neighbourhood pub use. Based on 100 seats, the neighbourhood pub use would require 20 off-street parking spaces. The practice has been to determine a parking credit for the historic use of commercial buildings in the Downtown. For this building the parking credit would be 7 parking spaces which would reduce the required number of spaces to 13 spaces.

The property includes an undeveloped area at the rear which could provide the opportunity for one or two off-street spaces; however, the applicant is proposing to utilize this area as the garbage area. Given that there are no other opportunities for off-street parking on the site the applicant is proposing zero off-street parking spaces. The rationale presented by the applicant is that he does not feel that there will be a parking issue after 5 p.m. and the location will provide for customers to walk to the pub during the busy daytime hours. Parking for staff is also not provided. There is an existing loading bay with access to it from the alley.



The parking regulations permit an owner of land located within the Downtown Specified Area to pay \$4000 per off-street parking space provided that 50% of the spaces are provided on-site. The existing 2-hour street parking on High Street is well utilized during day-time hours.

The Downtown Parking Study (Boulevard Transportation Group, 2003) provides data regarding parking patterns in the Downtown. While this study is nine years old it is the most current available. There are currently several businesses located on this block of High Street which generate day-time parking demand. In 2003, it was determined that parking occupancy in this block at 12:30pm was reported to be between 25% to 85% and at 2:30pm was between 25% and 100%. The report indicates that in an urban environment, the generally accepted threshold for determining adequacy is 85%.

“That is, when 85% of the parking spaces are in use at one time, motorists will experience the parking as difficult, resulting in extra driving, delays and frustration that may cause spill over problems or shift economic activity to areas which offer more convenient parking. This is when parking conditions are critical. However, Ladysmith residents and possibly visitors, will likely perceived the parking to be more difficult before it is actually critical because they:

- Have become to expect abundant parking;*
- Are not comfortable walking a few extra blocks as the Town is built on a hill and a significant component of residents/customers are seniors.”*

“With a parking occupancy of 65% and even in some cases up to 85%, parking opportunities may appear to be very limited, but practically, there are likely always parking stalls available. Parking occupancy at this level could be considered optimal as it suggests a healthy level of commercial activities, yet not a deterrent to shopping. If a customer cannot find a stall in front of his or her preferred or primary destination, then there are two options:

- 1) Park a block away and walk,*
- 2) Circulate around the block until a stall becomes available.”*

“For the sake of commercial activity, the walking option is obviously the best and preferred option. A common recommendation for communities seeking to improve their parking, is to suggest that infrastructure be put in place that would encourage more walking and “park once” behaviour.”

The Town has created three off-street public parking lots in the Downtown which offer a total of 58 parking spaces. In addition, a 2012 review of on-street parking spaces in the Downtown Specified Area counted approximately 500 parking spaces (not

including parking for Aggie Hall or the Spirit Square/Community Services Centre or primarily residential areas). This sounds like a lot of parking; however, it is not adequate to fully serve the parking demand for the existing commercial floor area in the Downtown. This is important as many of the historic downtown buildings do not provide for any off-street parking. It is expected that if new parking spaces are not added to the Downtown, there will be parking issues as a result of introducing this new potentially traffic generating use. In addition, the requirements of this development may be referenced by other developers as part of future development proposals.

A major review of the Zoning Bylaw will commence this year. A review of parking standards will be part of this project. We already know that at certain times of the day and with certain weekend activities there are parking concerns in the downtown. Additional new development is anticipated in the downtown.

Both off-street parking for new development and “cash-in-lieu” provisions provide the opportunity to increase and improve parking in the Downtown. If “cash-in-lieu” is utilized for this temporary use permit application, it would be paid into the Municipal Parking Fund. In addition, directional signage for existing parking facilities could be improved.

Form and Character:

According to the applicant, the south, east and west building elevations will remain the same and will be painted to match the new north elevation colours; the north elevation is as per the attached rendering. The exterior materials are painted hardi-plank, stucco, wood/metal panels and glass with some stone work (as shown on the rendering). An outdoor patio would be located in the former garden centre area. A separate enclosed garbage area would be provided at the rear of the property. A signage plan has not been submitted but the concept is shown on the rendering. Additional details are expected to be available when the Development Permit application is submitted.

Public Notice:

The statutory notice provides the opportunity for public review of the proposed permit and confirms the date, time and place when Council will be considering a resolution regarding the permit. The notice must be published in the newspaper and delivered to owners and tenants within 60 meters of the boundary of the property. In addition, the applicant is to post a notification sign on the land involved.

As noted above, the referral from the LCLB requires Council to consider the method for gathering the views of residents and business. If the timing of the referral from the LCLB is such that it coincides with the statutory TUP notice, these processes could be combined. For efficiency and coordinated public information, staff recommends that these notices be combined.

ALTERNATIVES:

Parking Option:

As the applicant is not proposing to provide any off-street parking or to pay “cash-in-lieu” of parking, Council may wish to consider requiring the applicant to provide a parking study prior to determining if a parking variance would be considered. The terms of reference for the parking study would be approved by the Town.

In addition, while the parking study is underway, Council could consider establishing a parking condition in the TUP to require a letter of credit in the amount of \$52,000 to be paid into the Town's Municipal Parking Reserve Fund on the basis of \$4,000 per required parking space, if off-street parking is determined to be required as the result of a parking study. Or Council may wish to require that parking arrangements are made by the developer to provide some amount of off-street parking.

FINANCIAL IMPLICATIONS:

The balance in the Municipal Parking Fund Reserve at the end of 2011 was \$57,216. The purpose of this fund is to provide new and existing off-street parking spaces.

LEGAL IMPLICATIONS:

A temporary use permit may be issued by Council by resolution. It could provide for a temporary use for a maximum two year period, with one renewal permitted. Statutory notice is required. This is a discretionary decision of Council.

CITIZEN/PUBLIC RELATIONS IMPLICATIONS:

There is a statutory notice requirement which will provide for public notification of the temporary use permit application. There is also a public consultation requirement with Council's consideration of the Liquor Control and Licensing Branch referral.

Council may refer the application to its advisory commissions for review and comment. It is expected that the Development Permit will be considered by the Advisory Design Panel if extensive improvements are proposed or the Heritage Revitalization Advisory Commission, if the application is for a façade improvement only as the development is located within the Downtown Specified Area.

INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS:

The application was referred to the RCMP, Building Department and Engineering Department. The following comments were provided on the concept plan and proposed use.

RCMP

1. Parking and traffic – parking availability is limited in this area which can lead to traffic congestion and this may have an impact on vehicles going down High Street to the Highway. Persons who have been drinking will now be trying to exit onto the highway; although it is a 70 KPH zone, we know speeds can be higher.



2. Bar Watch – as discussed, we are in the early stages of getting a bar watch program going. We are looking for all pubs/bars to participate.
3. Shuttle service – will the establishment will have a shuttle for its clients? An example would be the brew pub in Duncan. They have an evening shuttle, they offer pick up rides and will take customers home; a contribution to being a good community business and working with the impaired driving laws.
4. Security - Being a 100 seat neighbourhood pub we are assuming there will be no major issues, but what is the pub's plan regarding security? On weekends being open until 01:00 hrs may have an affect on policing resources. Will there be a “door man”? On site security?

Building Department

The 100 seat occupancy has been reviewed by the Building Inspector and Fire Chief and may be approved. The patio provides for pedestrian exiting in case of fire. The fire sprinkler system requirement in the Building and Plumbing Bylaw is likely to be required due to the extent of the proposed renovations although no estimate of the value of the renovation was provided. The receiving platform may not encroach onto the right of way.

Engineering Department

The Zoning Bylaw requires 20 off-street parking spaces for the project. As noted by staff, the applicant is not providing any off-street parking spaces. The parking regulations allow for the purchase of up to 50% of the zoning bylaw requirement in lieu of off-street parking spaces. As this building takes up essentially all of the lot footprint, there is no feasible alternative to providing the 10 parking spaces that the parking regulations require. If Council were to consider requiring all of the off-street spaces to be purchased, all of the development's requirement for parking, including commercial vehicle loading and unloading, handicap parking, employee parking, etc, will be borne by the on-street parking in the area. It is expected that the additional parking demands on High Street south of First Avenue, and portions of First Avenue will likely result in peak period demands for on-street parking that exceed supply. As well, staff parking and commercial vehicle parking may also impact the availability of on-street parking in this area. Council may wish to require that the developer provide staff parking at another location to mitigate the impact of staff parking.

The lane adjacent to the site provides access to the rear of the building. It should be noted that the visibility of the lane intersection at the south-east corner of the building is poor. Council may wish to require improvements to the paving of the lane.

Council may wish to consider requesting that the applicant undertake a parking study by a Professional Engineer to address the parking issues and site line issues noted above, as a condition of issuance of the temporary use permit, and require that the developer pay for any improvements that are required to accommodate this development. Required service connections may need upgrading by the developer.



RESOURCE IMPLICATIONS:

Processing development applications is a core function of the Development Services Department. Processing this application is within available staff resources.

ALIGNMENT WITH SUSTAINABILITY VISIONING REPORT:

The Sustainable Development Checklist is encouraged to be provided by applicants for a Temporary Use Permit. A checklist was not submitted.

ALIGNMENT WITH STRATEGIC PRIORITIES:

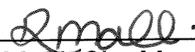
Effective land use planning and community design is a Council strategic direction.

SUMMARY:

A temporary use permit has been received for a neighbourhood pub use and micro-brewery. In addition to zoning permission from the Town, the applicant will require a liquor license from the Province. It is recommended that the public consultation for these two applications occur concurrently.

The proposal is located in the Downtown. A series of recommendations are provided regarding public review, parking and the public realm.

I concur with the recommendation.

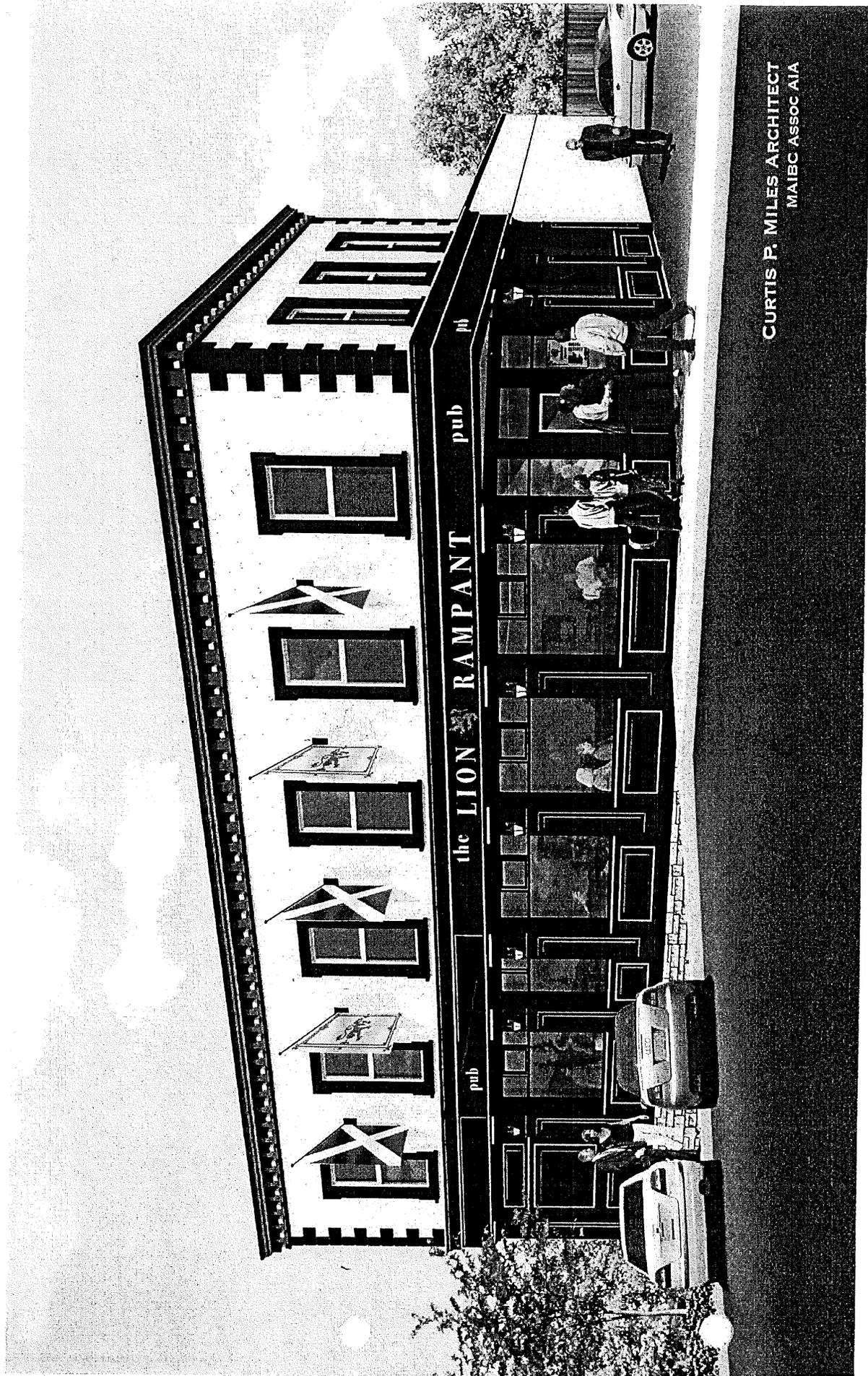


Ruth Malli, City Manager

ATTACHMENTS:

North building elevation rendering.





CURTIS P. MILES ARCHITECT
MAIBC ASSOC AIA



Town of Ladysmith
STAFF REPORT

To: Ruth Malli, City Manager
From: Felicity Adams, Director of Development Services
Date: July 10, 2012
File No: 3090-12-02

Re: Signage Development Variance Permit Application –
Global Vocational Services, Lot A, District Lot 24 and 56, Oyster District, Plan
703A (#11 – 740 First Avenue)

RECOMMENDATION(S):

Option 1: (recommended option)

That Council direct staff to proceed with the statutory notice for a Signage Development Variance Permit to permit a maximum size of 1.5 m² for suspended signs at 740 First Avenue.

Option 2:

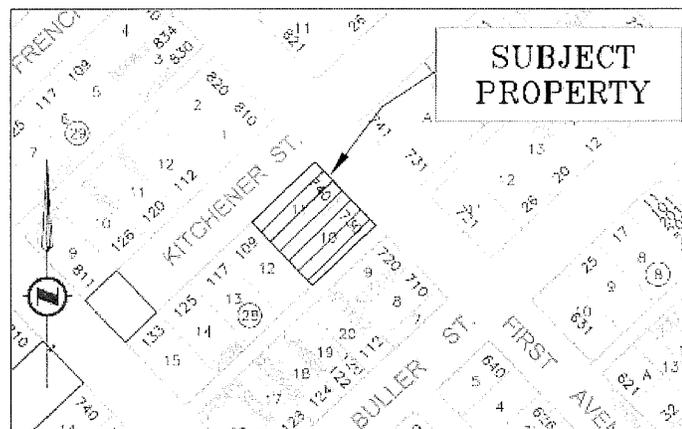
That Council direct staff to proceed with the statutory notice for Signage Development Variance Permit for application 3090-12-02, #11-740 First Avenue.

PURPOSE:

The purpose of this report is to obtain Council direction regarding proceeding with the notice for a signage DVP application.

INTRODUCTION/BACKGROUND:

The applicants, Global Vocational Services (hereafter GVS), were contracted to provide a WorkBC Employment Services Centre, starting in April 2012. GVS are proposing to provide a suspended sign at their office, located at #11 740 First Avenue, on the second floor on the north side of the building. The main entry to the office is located at the rear of the building.



GVS has applied for a Development Variance Permit to vary the permitted size of a suspended sign. During the sign application process and Development Variance Permit process, GVS is displaying a temporary suspended sign.

SCOPE OF WORK:

The subject property is designated as ‘Downtown Core’ in the Official Community Plan, which is a designation applied to locations intended to serve as the Town’s primary business and public activity centre. The Downtown Core permits most types of signs, including suspended signs (defined as a sign suspended from and entirely under any part of a building or canopy). The owner of 740 First Avenue permits only suspended signs on the second floor to retain the aesthetic appeal of the building.

The proposed suspended sign has a display area of 2.2m² (see Schedule A), which is greater than the permitted size of 0.4m² as per the Sign & Canopy Bylaw (Bylaw #1176). The size of the proposed suspended sign will be the same as the current temporary sign.

Sign Bylaw (#1176)	Permitted	Proposed	Variance Requested
Suspended Sign Size	0.4 m ²	2.2 m ²	1.8 m ²

The applicant provided a letter explaining the reason for requesting a sign variance (Schedule B), including the Province of British Columbia requirement that *“the sign must be easily readable from pedestrians or car traffic on the street connected to the centre”*. The applicant’s sign manufacturer provided a guide for legibility based on readable distances for maximum impact, utilizing the proposed 2.2 m² sign.

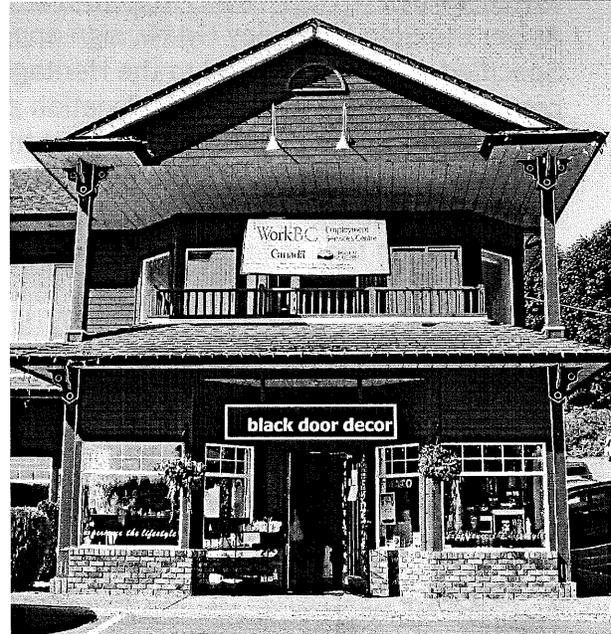
Sign Elements (see Schedule A)	Readable Distance for Maximum Impact
“WorkBC”	27.5 m
“Employment Services Centre”	12 m
Logos	6 m to 15 m
Funding sentence	4 m

Global Vocational Services’ office at 740 First Avenue is setback 16.5m from the sidewalk, and 28m from the centre of the road, meaning a greater distance for pedestrian and car traffic to observe the sign. According to the calculation, the largest text is readable from the centre of the road and sidewalk, but all other sign components are not legible, despite the over-size sign.

A review of the existing suspended signs located at 740 First Avenue shows that there is a range in sizes of suspended signs. The proposed GVS sign is 1 m² larger than the largest existing suspended sign (Black Door Decor).



<i>Existing Suspended Signs at 740 First Avenue</i>	<i>Size</i>
<i>Black Door Decor</i>	1.2 m ²
<i>The Mortgage Centre</i>	0.5 m ²
<i>Layman Financial Services</i>	0.9 m ²
<i>(Max. Permitted Size)</i>	<i>0.4 m²</i>



While staff supports a larger maximum size for suspended signs at 740 First Avenue, the requested size is considered too large. GVS may install a larger fascia sign at its building entrance as permitted by the Sign & Canopy Bylaw.

Rationale:

The Sign & Canopy Bylaw provides a maximum size of suspended signs, and does not differentiate between suspended signs in various locations or building types. Suspended signs are generally used over a street or sidewalk and more frequently viewed by pedestrian traffic, as evidenced by the smaller permitted size of suspended signs that are legible from shorter distances.

Suspended signs are more difficult to read at 740 First Avenue due to the setback from the road, as well as the distance from the ground to signs on the building's second floor.

Tenants at 740 First Avenue have adapted to the requirement of the building owner to provide suspended signs, and the greater building setback and height by using larger than permitted suspended signs. It is recommended that Council consider increasing the maximum size of all suspended signs at 740 First Avenue to adjust for the building setback and height. A maximum size of 1.5 m² is suggested.

FINANCIAL IMPLICATIONS:

N/A.

LEGAL IMPLICATIONS:

The *Local Government Act* enables Council to vary certain regulations, except use and density regulations through the issuance of a development variance permit. This is a discretionary decision of Council.



CITIZEN/PUBLIC RELATIONS IMPLICATIONS:

As per the Sign & Canopy Bylaw, sign applications for property in the Downtown Specified Area are referred to the Heritage Advisory Revitalization Commission for consideration of colour, design, location and style. The sign application will be referred to the Heritage Commission at the next meeting, scheduled for July 12th 2012. If Council directs staff to proceed with the Development Variance Permit Notice, the Heritage Commission comments will be provided to Council at the meeting when the issuance of the Development Variance Permit is considered.

INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS:

The Building Inspector has reviewed the size of the proposed sign and does not anticipate weight issues with the larger sign, due to the materials used.

RESOURCE IMPLICATIONS:

Processing Development Variance Permit applications is within available staff resources.

ALIGNMENT WITH SUSTAINABILITY VISIONING REPORT:

The Visioning Report provides a public preference for signage that adds visual interest, colour and vitality, and speaks to the character of artisans, heritage and small town quality in the downtown.

ALIGNMENT WITH STRATEGIC PRIORITIES:

Effective land use planning and community design are strategic Council directions.

SUMMARY:

The applicant is proposing a suspended sign which is larger than the permitted size. It is recommended that Council not approve the Signage Development Variance Request, but consider supporting an increase in the permitted size of all suspended signs located at 740 First Avenue.

I concur with the recommendation.



Ruth Malli, City Manager

ATTACHMENTS:

Schedule A – Proposed Sign
Schedule B – Letter from Applicant



Schedule A - Proposed Sign

Development Variance Permit - Signage
3090-12-02 Global Vocational Services
#11 - 740 First Avenue



- Sign construction : 2.2 sq.m. aluminum sign with vinyl face
- : brown and white wooden trim to match building
- : suspended with chains



Schedule B - Applicant's Letter

Development Variance Permit - Signage
3090-12-02 Global Vocational Services
#11 - 740 First Avenue



Global Vocational Services Inc.
301-80 Station Street
Duncan, BC
V9L 1M4

June 29, 2012

Town of Ladysmith
410 Esplanade
PO Box 220
Ladysmith, BC
V9G 1A2

To whom it may concern; **Re: Request for Signage Variance**

This letter is to request a signage variance for our Employment Services Centre located at #11-740 First Avenue in Ladysmith. It is imperative for us to be granted this variance to achieve two goals. First, to ensure that jobseekers can find us. Secondly, the Province of British Columbia requires that ***"The sign must be easily readable from pedestrians or car traffic on the street connected to the centre."*** In order to fulfill this obligation we are requesting a variance to permit a 3' x 8' sign. The sign will be vinyl on aluminum with wood frame to match building trim colour. The lettering material will be vinyl. The dimensions of the sign are: height 3 feet, width 8 feet, depth 3 inches. The material used to suspend the sign will be chain that exceeds safety requirements.

The signage we are proposing has been approved by our funder, the Ministry of Social Development and our landlord, Brian Marshall. The design fits with the tone and colour scheme of the building. The size of the sign is the same as the temporary sign that is now in place.


Ann Norris,
Chief Executive Officer

www.gvsjobs.com

3090/12-02

Canada



WorkBC
Employment Services Centre

The Employment Program of British Columbia is funded by the Government of Canada and Province of British Columbia.



Town of Ladysmith 2011 Annual Report



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Message from the Mayor

Naut'sa mawt - Working Together

The desire to build a strong and resilient community is an excellent starting point for forging positive relationships with neighbours and fellow citizens as we work together to achieve our common goals and dreams. One of the reasons for the many successes and accomplishments all residents of Ladysmith can be proud of is that we know how to work well together – and to build lasting friendships as we build an even better community.

The people of the Stz'uminus First Nation have a word for this cooperative spirit: naut'sa mawt or working together. It is a word that we used often in 2011 as members of the Town of Ladysmith and the Stz'uminus First Nation came together throughout the year to draft a renewed Community Accord. The Accord, first signed in 2007, laid the foundation for a new way of working together on common issues and opportunities for our two communities. In 2011 we realized that we needed to find better ways to move forward on some significant joint projects. In May 2012 we signed the renewed Naut'sa Mawt Community Accord, a key document that lays out a framework for working together to improve our communities and our collective home.



As with so many projects, the process will leave as big a legacy as the outcome. Through the process of renewing the Community Accord, we spent time together, sharing, getting to know one another, building honest and lasting friendships. We still have differences but more than anything, we have a positive relationship and know how to work together.

That cooperative approach was demonstrated by citizens throughout our community in 2011, and resulted in some significant accomplishments for our Town. These include:

- Completing the Community Services Centre / Spirit Square complex on High Street – a wonderful new home for our partners the Ladysmith Resources Centre, Ladysmith Seniors Centre and Boys & Girls Clubs
- Kicking off a new season of soccer and football at the tremendous new Forrest Field
- Completing the Liquid Waste Management Plan and moving ahead with plans for a secondary treatment plant
- Improving the Town's water supply with ongoing construction of a centralized water treatment facility, a hydro generation initiative on the system, and a new pipeline from the south end chlorinator to the Reservoir
- Ongoing environmental and geotechnical site investigations on the waterfront lands in collaboration with the Province of BC and Stz'uminus First Nation to support eventual remediation
- Launching our updated, easy-to-navigate website
- Introducing a new policy to guide secondary suites in Ladysmith homes, after public consultation and discussion



- Adopting new development cost charges, including incentives for development in the downtown area
- Upgrades to heat, light and ventilation at the Frank Jameson Community Centre
- Continuing the process to implement the Ladysmith Sustainability Vision

In the midst of all the activity, we welcomed three new Council members in November: Bill Drysdale, Gord Horth and Glenda Patterson. We also bid farewell to three very dedicated and passionate Councillors: Scott Bastian, Lori Evans and Bruce Whittington.

As a Council we are extremely well served by a very professional and dedicated staff, who consistently demonstrate their deep commitment to this community. We are also well supported by innumerable community volunteers, serving on numerous community groups and organizations as well as some six advisory bodies to Council, whose collective wisdom and plain hard work help to ensure that ours is the best community it can possibly be.

I wish to extend Council's sincere gratitude and appreciation to all of you for your dedication to our community. To the Chief, Council and Administration of the Stz'uminus First Nation – my gratitude and appreciation for your continued commitment to the ideals and principles of our Naut'sa Mawt Community Accord. Much work has yet to be done, but I am proud of all that has already been achieved. Finally, on behalf of Council, thank you to the community for the opportunity to serve in a leadership capacity - it is truly an honour and a privilege.

Ladysmith Town Council

as at December 31, 2011



Left to Right: Duck Paterson, Steve Arnett, Glenda Patterson, Rob Hutchins, Jill Dashwood, Bill Drysdale, Gord Horth



Council / Public Advisory Commissions

as at December 31, 2011

Government Services Committee

Responsible for advising Council on a broad spectrum of issues related to departmental matters – Finance; Administration; Public Works; Parks, Recreation & Culture; and Development Services.

Chair

Steve Arnett

Members

All members of Council
Ruth Malli, Management Liaison

Advisory Planning Commission

Chair

John Wilson

Members

Evelyn Kaatz
Todd Hancock
Tina Donovan
Katherine Turner
Pamela Fraser
Douglas Blake

Ex officio Members

Gord Horth, Council Liaison
Duck Paterson, Council Liaison Alternate
Felicity Adams, Management Liaison
Lisa Brinkman, Staff

Heritage Revitalization Advisory Commission

Chair

Jennifer Robinson

Members

D. Brian McLaurin
Tamara Hutchinson
Allen McDermid
Peter Blumel
Lynne Brown
Maureen Martin, LDHS Liaison

Ex officio Members

Bill Drysdale, Council Liaison
Rob Hutchins, Council Liaison Alternate
Felicity Adams, Management Liaison
Angela Vincent-Lewis, Staff

Environment Commission

Chair

John Wilson

Members

Mike Steeves
Brian Bancroft
Greg Roberts
Steve Robinson
Teresa McKinley
Karen Fediuk
John McKinley
Sarah Bonar

Ex officio Members

Rob Hutchins, Council Liaison
Steve Arnett, Council Liaison Alternate
Ruth Malli, Management Liaison

Parks, Recreation & Culture Commission

Chair

William Vandergrift

Members

Glenn Popenko
Lorena Mueller
Chantal Blumel
John Perry
Lisa Bates
Bryon Adams
Brad Utterhagen, Area H Representative
Norm Flinton, Area G Representative

Ex officio Members

Steve Arnett, Council Liaison
Duck Paterson, Council Liaison Alternate
Patrick Durban, Management Liaison
Julie Tierney, Staff



Council / Public Advisory Commissions as at December 31, 2011

Advisory Design Panel

Chair

Ron Kinney

Members

Brian Childs

Kaieen Shimizu

Peter Blumel, HRAC Liaison

Brian Bancroft

Ex officio Members

Steve Arnett, Council Liaison

Gord Horth, Council Liaison Alternate

Felicity Adams, Management Liaison

Lisa Brinkman, Staff

Trolley Committee

Chair

Councillor Jill Dashwood

Members

Steve Wilkinson, Downtown Business Assc.

John de Leeuw, Ladysmith & District Credit Union

Ina Gluten, Ladysmith Senior's Centre

Betty Powers, Ladysmith Senior's Centre

Luke Kolk, Island Homes Realty

Jacquie Neligan, Ladysmith Family & Friends

Carol Van Acker, Coronation Mall

Johann Van Schaik, Consultant BC Transit

Paul Nettleton, Ladysmith Chamber of Commerce

Ex officio Members

Sandy Bowden, Management Liaison

Joe Friesenhan, Management Liaison

Phil Slater, Staff

Economic Development Commission

Chair

Peter Richmond

Members

Dave Ehrismann

Joan Phillips

John Craig

Jan Christensen

Ex officio Members

Steve Arnett, Council Liaison

Duck Paterson, Council Liaison Alternate

Felicity Adams, Management Liaison

Protective Services Committee

Chair

Councillor Duck Paterson

Members

Gaye Armstrong, Accountability Program

Gus Armstrong, COPS / Speedwatch

Audrey Ballegeer, Community Police

Ronda Jordan, Stz'uminus First Nation

Ray Delcourt, Fire Chief

S/Sgt, Roger Plamondon, RCMP

Steven Van Der Minne, BC Ambulance Service

Sybille Sanderson, CVRD Emergency Preparedness

Ex officio Members

Bill Drysdale, Council Liaison

Jill Dashwood, Council Liaison Alternate

Patrick Durban, Management Liaison

Liquid Waste Management Committee

Chair

John Wilson

Members

Gerry Clark

Jim Cram

Ross Davis

Greg Edwards

Nick Meijerdrees

Lorena Mueller

David Brown

Al Gibb,

Opus Dayton Knight

Stephen Olson,

Stz'uminus First Nation

David Leitch, CVRD

Blake Medlar,

Ministry of Environment

Kirsten White,

Ministry of Environment

Ex officio Members

Jillian Dashwood, Council Liaison

Rob Hutchins, Council

Liaison Alternate

Joe Friesenhan,

Management Liaison

Curtis Baker, Staff



Message from the City Manager

The 2011 Annual Report tells the story of another year of tremendous achievement in Ladysmith. While the economic volatility of recent years has certainly been very challenging, the uncertainty has also resulted in a stronger, more connected community. In the years ahead, I believe that 2011 will be remembered as the year that our community really embraced the immense value of partnerships and collaboration. Relationships have always been important, but as resources have become increasingly limited (people and money), the need to work together has intensified. Whether you are on Council, staff, a community partner, volunteer or resident - YOU have contributed to our remarkable success, and for that you should be exceedingly proud.

Our team continues to be a source of inspiration to me – the individuals who serve on Council and staff are to be commended for their exemplary efforts. Recently, I heard John Furlong (Chief Executive Officer of the Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games) share the following thought on his team's tremendous success: "The biggest lesson was that we had a VISION, and we never quit on it, never." It was the focus on that vision that enabled Mr. Furlong and his team to deliver what has now been recognized by the International Olympic Committee as the most successful Winter Games ever.



It's that same type of commitment, dedication and passion that I see Council and staff bringing to the Town of Ladysmith each and every day. A large part of my job is to leverage that positive energy to the greatest extent possible - we do that by creating an environment where every single person can feel that they are making a difference, that their work matters, and that they are part of a vision that makes Ladysmith a truly extraordinary place to live, work and play.

In 2011, our organizational focus was centered on four key areas: sustainability, transparency, communication and service excellence. Key achievements in each of those areas are as follows:

Sustainability:

- Completed construction of the Ladysmith Community Services Centre on High Street to a green building rating of LEED Silver, possibly Gold;
- Undertook a series of energy efficiency upgrades at the Community Centre;
- Incorporated a Sustainable Development Checklist into the Development Procedures Bylaw that ensures development proposals are aligned with Ladysmith's Sustainability Vision;
- Incorporated cycling-friendly policies into the Official Community Plan and Zoning bylaw;
- Amended the Building and Plumbing Bylaw to require that all new homes be 'Solar Hot Water Ready';
- Ongoing environmental (Brownfield) investigations to advance clean-up of the waterfront lands;
- Harvesting of over 300 lbs. of fresh fruits and vegetables in municipal gardens for donation to the Food Bank.



Transparency:

- Endorsed a new policy based on recommendations to all BC municipalities by the provincial Ombudsperson regarding “Best Practices” for closed meetings;
- Redesigned the Town’s web site to enable the public to access more complete information faster and easier than ever before;
- Ongoing promotion of municipal communication channels to encourage input and feedback, including the weekly “Open Door” sessions hosted every Thursday by the Mayor.

Communication:

- Launched a new municipal web site containing much more detailed information and interactive communication tools;
- Initiated a much more consistent and proactive approach to the preparation and distribution of news releases;
- Re-established regular municipal newsletters;
- Enhanced inter-departmental communications – strategies include weekly staff meetings, quarterly staff training sessions, and more organization-wide initiatives, including the employee Green Team.
- Improved integration and sharing of best practices throughout the organization, such as the inter-agency collaboration on the Sustainability Implementation Plan.

Service Excellence:

- Celebrated the completion and opening of the Ladysmith Community Services Centre and Spirit Square with our partners – Ladysmith Resources Centre Association, Ladysmith Boys & Girls Club and the Ladysmith Seniors Centre Society. The landmark project involved the pooling of over \$4 million in grant funding towards the establishment of a one-stop service centre that far surpasses what any one of the partners could have achieved independently;
- Officially opened Forrest Field - an international size, multi-sport artificial turf field which vastly improves/ expands local recreational opportunities, and enables Ladysmith to host tournaments on a year-round basis in more sports categories and at a senior level;
- Received two awards at the 2011 Union of BC Municipalities Conference:
 - Winner: "Most Small Business Friendly Community" Award for Vancouver Island / Coast Region;
 - Honourable Mention: "UBCM Community Excellence Awards - Partnerships" for the Community Services Centre.

In closing, I wish to thank staff for consistently delivering beyond expectation; our community partners for their extraordinary work; the hundreds, if not thousands, of community volunteers for their tireless service to our community; and you – our residents – especially for your enthusiastic support for the many ground-breaking programs that we pursue here in Ladysmith. Your participation and willingness to embrace new ideas is what enables us to be leaders and innovators. There truly are remarkable things happening in our community, and I consider it an honour and privilege to be a part of it. Lastly, I wish to thank Council for their amazing commitment and dedication to our community, and for their support and enthusiasm. Thank you for the opportunity to continue my service to our incredible community.



Town of Ladysmith Staff



City Hall & Development Services Staff

Left to Right Ruth Malli, Joan Ogden, Kari Anne McLennan, Karen Cousins, Doreen Frame, Beverley Taschuk, Felicity Adams, Joanna Winter, Sandy Bowden, Stephanie Blumensaat, Diane Webber, Lisa Brinkman, Sue Bouma, Jennifer LeBlanc, Erin Anderson, Jim Cameron, Beth Kirkland



Public Works & Parks Staff

Left to Right
Back Row: Shawn Freer, Curtis Baker, Greg Smith, Dave Young, Brian Kenny, Phil Slater, Tamie Nohr, Tom Skarvig, Ken Smith, Shane Lassam, Joe Friesenhan, Isaac Jack
Front Row: Dave Campbell, Martin Barney, Mike Morgan, Glen Britton Mike Alexander, Mike Ganderton, Neil Bouma, Rocky Coussens



Parks, Recreation & Culture Staff

Left to Right
Back Row: Sue Glenn, PJ Halliday, Kate Glenn, Aria MacColl, Christine Young, Katie Loos, Meagan Randle, Mallory McLeod, Tarah Stenberg, Marija Wiebe, Charlotte Williams, Dave Irving, Tami-Lyn Stephen
Middle Row: Paul Kenny, Suzanne Senecal, Patrick Durban, Dana Chapman, Jesse Winter, Lois Walkling, Ann Randle, Anita McLeod, Katie Hooper, Kelly Weaver, Sue Bouma, Julie Tierney, Dave Clausen, Les Kovacs
Front Row: Deb Windsor, Susan Lussier, Ashley Bell, Danielle Eastick



Staff Committees

Employee Wellness Committee

Responsible for organizing an on-going Corporate Wellness Program

Members

Susan Glenn
Greg Smith
Ruth Malli
Joe Friesenhan
Karen Cousins

Labour Management Committee

Responsible for unionized employees, personnel issues, and union contract

Members

Mike Ganderton
Ruth Malli
Sandy Bowden
Bob Simpson
Karen Cousins
Susan Glenn

Green Team

Provides leadership on issues related to workplace environmental sustainability and the greater community

Members

Ruth Malli
Beverley Taschuk
Phil Slater
Joanne Schneider
Tamie Nohr
Diane Webber

Occupational Health & Safety Committee

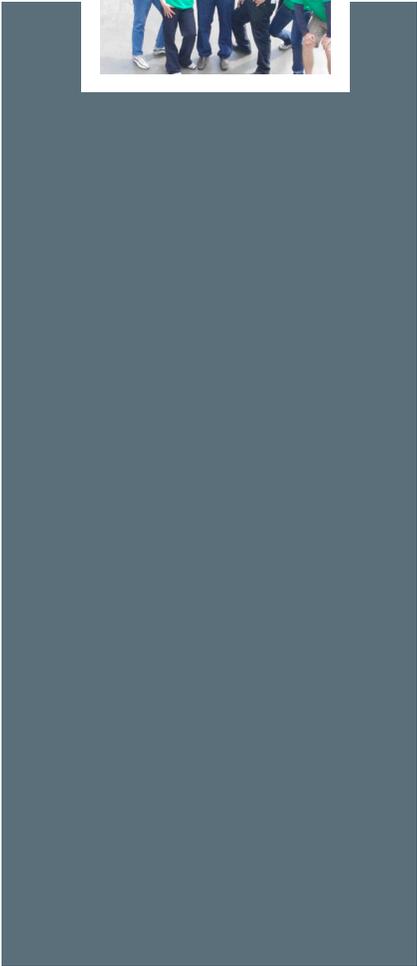
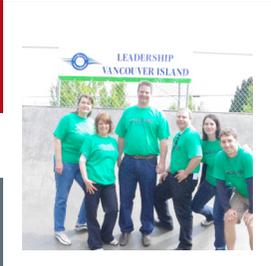
Responsible for providing advice and recommendations to the employer on issues related to health and safety and the occupational environment, and to ensure compliance with WorkSafe BC regulations

Co-Chairs

Karen Cousins
Charlotte Williams

Members

Jennifer LeBlanc
Lynda Scrivener
Shane Lassam
Kate Glenn
Sandy Bowden
Glen Britton
Ray Delcourt

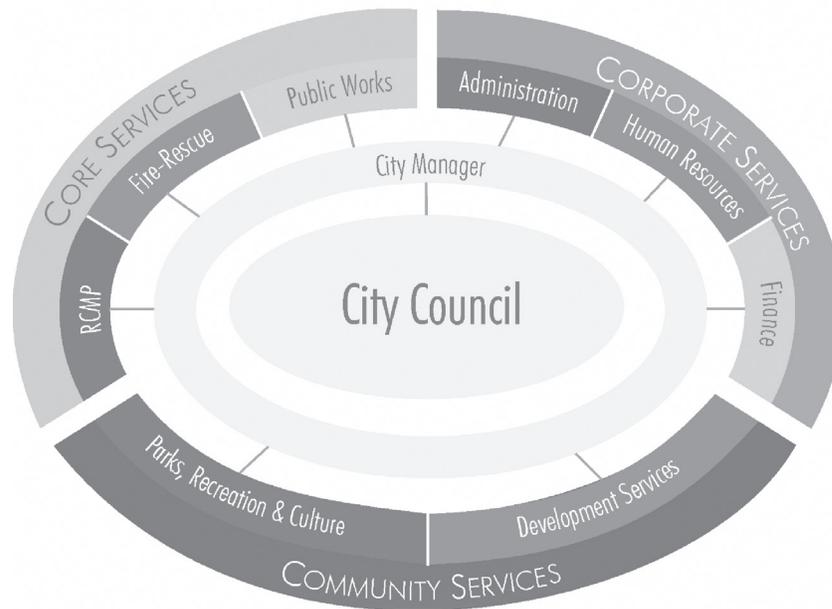


2011 Municipal Services & Operations Report





Town of Ladysmith Organizational Chart



Civic Officials as of December 31, 2011

City Manager	Ruth Malli
Director of Public Works (Core Services).....	Joe Friesenhan
Director of Corporate Services	Sandy Bowden
Director of Parks, Recreation & Culture (Community Services).....	Patrick Durban
Director of Development Services (Community Services).....	Felicity Adams
Director of Financial Services	Erin Anderson
Manager of Accounting Services	Lynda Scrivener
Manager of Administrative Services	Joanna Winter
Manager of Human Resources	Karen Cousins
Chief, Ladysmith Fire-Rescue.....	Ray Delcourt
Officer in Charge, RCMP Ladysmith Detachment	S/Sgt. Roger Plamondon

Financial Institution

Ladysmith and District Credit Union

Auditor

Hayes Stewart Little & Co.



Summary of Services & Regional Relationships

The Town of Ladysmith was incorporated in 1904. The Town is responsible for the provision of a wide variety of local government services. These include:

- Transportation Network (roads, bridges, street cleaning, sidewalks, etc.)
- Stormwater Management
- Garbage/Recycling/Organic Collection
- Sanitary Sewer Collection System
- Sewage Treatment System
- Water Management
- Parks, Recreation and Cultural Facilities, Programs and Services
- Fire Protection
- Land Use Planning
- Economic Development
- Building Permits
- Business Licencing
- Domestic Animal Control
- Bylaw Establishment and Enforcement
- Heritage and Revitalization
- Cemetery
- RCMP

Local government services that are not the responsibility of the Town of Ladysmith include:

- School System (Provincial Government and Local School Board)
- Social and Health Programs (Provincial Government)
- Hospital Care System (Provincial Government)
- Real Property Assessments (BC Assessment)

- Solid Waste Disposal, 911, Emergency planning (Cowichan Valley Region District)
- Employee Pension Plan (Provincial Plan)
- Debt Marketing (Municipal Finance Authority)
- Library Collection and Distribution System (Vancouver Island Regional Library)

The Town of Ladysmith is represented on the following regional boards, which provide a variety of services for the residents of Ladysmith:

- Cowichan Valley Regional District
- Cowichan Valley Regional Hospital District
- Vancouver Island Regional Library

The Town of Ladysmith obtains services from the following inter-municipal organizations:

- Municipal Finance Authority (MFA) - A provincial organization that provides marketing, placement and administration of municipal debt requirements. This Authority also operates an investment pool and leasing on behalf of municipalities.
- Municipal Insurance Association (MIA) - The Town is a subscribed member of the Municipal Insurance Association of British Columbia as provided by Section 3.02 of the Insurance Act of the Province of British Columbia. The main purpose of the MIA is to pool the risks of liability so as to reduce the impact upon any subscriber. Under the Reciprocal Insurance Exchange Agreement the Municipality is assessed a premium and a specific deductible for its claims based on population.



2011 Municipal Services & Operations Report

The Town of Ladysmith's organizational structure is divided into three divisions: Corporate, Core and Community.

Corporate Services

Responsible for service to the corporation and for two strategic directions:

WISE FINANCIAL MANAGEMENT

SUPPORTIVE CORPORATE GOVERNANCE

Types of services: administration, accounting, financial planning, reporting and management, human resource management, and information technology

2011 Corporate Services Activities

- Submitted applications and received grants from the following agencies: Brownfield Renewal Funding Program (Northern Gateway Lot 7/8 Christie-Grouhel); Tree Canada BC Hydro (High Street Spirit Square); Celebrate Canada (Canada Day Celebrations); Community to Community Forum (with Stz'uminus First Nation); Regionally Significant Projects - New Deal/Gas Tax Agreement (FJCC Energy Upgrade); Local Government Management Internship Program; Towns for Tomorrow (Lot 108 Playfield); Nanaimo Community Foundation (Brown Drive Park Reconstruction); Brownfield Renewal Funding Program (Ladysmith Waterfront Brownfield Study - Industrial Harbour); Western Economic Diversification Canada (Community Services Centre); Recreational Infrastructure Canada Program (Ladysmith Playfield Project -Phase 1); Community Tourism Opportunities (Ladysmith Tourism Plan)
- Managed contract for Land Agent Services to facilitate the disposition/sale of Town-owned properties
- Administered Communications Policy for internal and external communications
- Fulfilled requirements of insurance program for Town properties
- Bylaw Review Project ongoing – five bylaws consolidated to date including Building and Plumbing Bylaw, Dog Licensing, Control and Pound Bylaw, Zoning Bylaw, Sign and Canopy Bylaw and Streets and Traffic Bylaw
- Conducted 2011 Local Government General Elections
- Submitted application for Canada's Top 100 Employers Award (made the top 200 short-list)
- Continued with training opportunities for staff with specific focus on employee safety, environmental initiatives and community sustainability
- Developed and launched new Town website (www.ladysmith.ca)
- Processed several Freedom of Information requests
- Processed several RFP's/Tenders
- Negotiated and ratified CUPE 401 employee contract
- Processed 42 job postings, including one senior director position; hired 37 employees
- Managed Ladysmith Trolley Advertising Program
- Processed 55 Regular and Executive Council meetings and 12 Government Services Committee meetings
- Provided a financial update to Council on a timely basis
- Monitored and accounted for large construction projects to ensure funding received



2011 Municipal Services & Operations Report

Core Services

Responsible for “core” or traditional municipal services and for two strategic directions:

ENHANCED STANDARD OF INFRASTRUCTURE

RESPONSIBLE STEWARDSHIP OF THE ENVIRONMENT

Types of services: infrastructure (roads, sewer, and water), recycling and composting, environmental protection and standards, fire and police protection (RCMP), bylaw enforcement and building inspection.

2011 Core Services Activities

- Provided technical material for grant applications for energy recovery project, and the sewage treatment plant secondary upgrades
- Managed 2011 Capital projects, including Phase II of the sewage treatment plant upgrade (primary headworks facility upgrade, sludge handling components), water supply pipeline from Stocking PRV to Arbutus Reservoir, Community Services Centre, Ladysmith Maritime Society Community Marina servicing
- Coordinated the road servicing components of the Forrest Field project
- Continued to manage Stage III of the Liquid Waste Management Plan (in progress at year end)
- Continued to operate the trolley service, including responding to requests for service modifications
- Ongoing maintenance of Town assets, including road, water, storm, parks, cemetery and sanitary systems
- Continuing bylaw enforcement activities
- Processed 128 building permits
- Ongoing input, processing, and inspection of engineering drawing submissions for various development applications
- Completed irrigation in Brown Drive Park
- Annual purchase of vehicles and equipment
- Ongoing management of safety programs and procedures



2011 Municipal Services & Operations Report

Community Services

Responsible for services to enhance a vibrant and active community and for three strategic directions:

A SAFE AND HEALTHY COMMUNITY

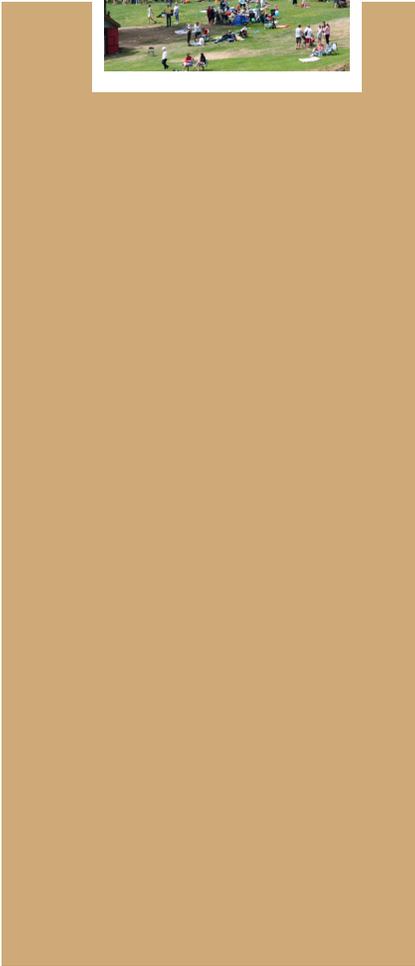
EFFECTIVE LAND USE PLANNING AND COMMUNITY DESIGN

DYNAMIC ECONOMIC DEVELOPMENT

Types of services: economic development, current and long-term planning, parks, recreation and culture

2011 Community Services Activities

- Experienced moderate levels of building and development activity
- Continued the environmental and geotechnical review of the Town's waterfront lands with the Province of British Columbia
- Undertook a secondary suites study
- Adopted new zoning regulations for secondary suites within single family dwellings
- Updated and reprinted the Ladysmith trail guide, including parks and other amenities
- Secured additional provincial Brownfield Renewal Program funding for Stage 2 preliminary site investigation of Town-owned land
- New Development Cost Charges (DCC) bylaw was adopted
- Development Cost Charges (DCC) incentive bylaw for the Downtown was adopted
- Economic Development portal created on the Town's new website
- Improved air supply and air quality in change rooms at Frank Jameson Community Centre (louver ducting and heat)
- Installed energy efficient three-stage lighting in pool area at Frank Jameson Community Centre
- Replaced diving board and base for pool at Frank Jameson Community Centre
- Upgraded glass doors at Frank Jameson Community Centre to improve energy efficiency
- Repaired north wall of aquatic area at Frank Jameson Community Centre and constructed a parapet wall



Strategic Planning



LADYSMITH





Strategic Planning

The goal of a Strategic Plan is to provide a framework, or “umbrella,” for all other corporate planning documents. The Strategic Plan was built on the public process undertaken in 2003 for the Town’s Official Community Plan. In 2011, the Town continued on this path by identifying a “Top 25 Projects” strategy.

Strategic Directions

In order to achieve the Vision, we follow seven strategic directions:

1. Wise Financial Management
2. Effective Land Use Planning and Community Design
3. Dynamic Economic Development
4. Enhanced Standard of Infrastructure
5. Responsible Stewardship of the Environment
6. Safe and Healthy Community
7. Supportive Corporate Governance

Goals and Actions

Each strategic direction has associated goals and actions.

The intent of the Strategic Plan is to provide Council and staff with guidance for decision-making.

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

To ensure a safe, caring, and vibrant community.

Values

We lead with courage, respect, and integrity for a strong community.





Strategic Planning - Strategic Directions

Wise Financial Management Strategic Direction A

The Town's first strategic direction is to ensure wise financial management and to provide fair value to the taxpayer. The Finance Department takes the lead role in this direction. The Finance Department provides budget services, accounting, and financial management. It supports strategic decision-making by providing the necessary financial information.

In the area of finance, the Town is guided by a philosophy of pay-as-you-go. Strategies include user pay, increasing the non-taxation sources of revenue, building reserves, minimizing tax increases, maximizing municipal resources, forming partnerships, and performing business case analysis.

Services provided by the Finance Department include:

- Billing and collection
- Financial planning and budgeting
- Financial management and investment
- Financial reporting
- Payment for products and services

Effective Land Use Planning & Community Design Strategic Direction B

The Town's second strategic direction is to undertake community planning so that ecological, economic, physical, and social factors are integrated into sensitive and appropriate community design. The Development Services Department takes the lead role in this direction and is responsible for both guiding and promoting development in Ladysmith, implementing this direction through community planning and economic development functions.

The Town will plan and promote the development of a vibrant mixed-use community. This will be a key element in the community's goal of economic diversification and the creation of a complete community.

Services include:

- Long-range planning (community and area plans, specific issue studies)
- Current planning (APC, HRAC, sign permits)
- Development (subdivision and development applications)



Strategic Planning - Strategic Directions

Dynamic Economic Development Strategic Direction C

The Town's third strategic direction is to develop 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. The 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.

Services include:

- Facilitating the growth of existing and future business in key areas
- Assisting with business retention and expansion
- Setting strategic directions for economic development

Enhanced Standard of Infrastructure Strategic Direction D

The Town's fourth strategic direction is to create a legacy of durable, functional, and effective physical infrastructure. The Public Works Department takes the lead role in this direction.

The Public Works Department is responsible for the planning, design, construction, operation, and maintenance of the new and existing municipal infrastructure. Strategies include: securing financing from other levels of government, examining innovative approaches and new technology, building reserves and appropriate financing methods and performing systematic analysis.

Services include:

- Engineering services
- Transportation and infrastructure
- Treatment and delivery of potable water
- Wastewater management
- Solid waste management
- Cemetery services



Strategic Planning - Strategic Directions

Responsible Stewardship of the Environment Strategic Direction E

The Town's fifth strategic direction is to take a leadership role in protecting and fostering our natural resources. The Development Services, Public Works and Parks, Recreation & Culture Departments each play a lead role in this strategic direction.

The Town promotes environmental stewardship by engaging the community and by setting up and enforcing responsible environmental standards.

Services include:

- Recycling and composting services
- Creating environmental policy
- Setting environmental standards
- Setting organizational environmental standards

A Safe and Healthy Community Strategic Direction F

The Town's sixth strategic direction is to provide appropriate protective and recreational services and other initiatives to support community wellness. The Parks, Recreation & Culture, Fire/Rescue and RCMP Departments take lead roles in this direction.

Parks, Recreation & Culture Services include:

- Recreation: provide and facilitate programs and services
- Parks: plan, build, and maintain parks
- Community and leadership development and education

Safety (RCMP and Fire/Rescue) include:

- Fire suppression
- First responder / rescue / vehicle extrication
- Fire prevention, including fire inspection and public education
- Mutual aid to other fire departments
- Policing, Community Policing and Victim Services



Strategic Planning - Strategic Directions

Supportive Corporate Governance Strategic Direction G

The Town's final strategic direction is to nurture its corporate human resources to ensure it is optimally positioned to deliver on the first six. Administration, Finance and Human Resources take respective lead roles and all departments coordinate in this direction.

Services include:

- Human resources management



Strategic Planning - Top 25 Projects 2011

Corporate Services Division

- Local Government Elections
Status: Completed
- Town Website Upgrade/Maintenance
Status: New website launched; maintenance ongoing
- Bylaw Enforcement Issues
Status: Two main issues ongoing in consultation with Town's solicitor
- Sale of Town-Owned Lands/Land Agent Contract
Status: Management of Land Agent contract ongoing; properties listed or in process
- Bylaw Review Project
Status: Five bylaws consolidated to date; review ongoing; incorporate Zoning Bylaw re-write in conjunction with Development Services
- Employee Contract Negotiations
Status: Completed; new contract ratified

Core Services Division

- Wastewater Treatment Plant Phase II Solids Handling
Status: Interim strategy underway
- Water Supply – Pipeline South End Chlorinator to Arbutus Reservoir
Status: Completion Summer 2012
- Ladysmith Community Services Centre Construction
Status: Completed
- Ladysmith Maritime Society Community Marina Sewer Service
Status: Completed
- Peerless Industrial Park – Biosolids
Status: Alternate strategy in progress

Community Services Division

- Multi-Use Sports Field Project – Forrest Field
Status: Phase I completed; exploring funding sources and options to continue with Phase II
- FJCC Heating, Lighting and Ventilation Upgrades
Status: Upgrades have been completed
- Holland Creek Trail Safety Issues
Status: In progress
- Brown Drive Kin Park Adventure Playground
Status: Phases I and II have been completed; Phase III to be completed in 2012



Strategic Planning - Top 25 Projects 2011

Development Services Division

- Affordable Housing/Secondary Suites Study
Status: Complete; new regulations for secondary suites within a single family dwelling adopted by Council
- Development Cost Charges (DCC) Bylaw
Status: Complete; new DCC bylaw adopted by Council, and an incentives bylaw for Downtown development was also adopted
- New Zoning Bylaw
Status: Application for external funding was submitted to the Gas Tax program
- Bicycle Plan Implementation
Status: Funding was awarded to the Town through the provincial Cycling Infrastructure Partnership Program for a multi-use pathway connection along the Trans Canada Highway
- Environmental Review of Town Lands
Status: Additional funding was awarded to the Town through the provincial Brownfield Renewal Program for the completion of a Stage 2 Preliminary Site Investigation of Town-owned land

City Manager

- New Civic Space
Status: Project construction was 'fast-tracked' to meet funding timelines; construction of LEED 'shadow' building completed and occupancy permits issued for both Ladysmith Resources Centre and Ladysmith Seniors Centre; Spirit Square completed and Opening Day events held for site
- Community Marina
Status: Agreements and Inspector Approval in place for potential borrowing, which was not required as Ladysmith Maritime Society obtained grant funding; on-going co-operation and partnership on project
- Implementation of Vision Document
Status: Commenced Sustainability Implementation Plan, including public and stakeholder meetings; action team formed
- Waterfront Development - Geotech and Environmental Assessment
Status: Additional work required on plan-funding obtained and work commenced
- Confirm Vision, Mission, Values with Council
Status: On-going commitment and engagement with staff and Council; Strategic Planning sessions held in conjunction with Financial Plan development; short listed for Top 100 Employers



2011 Strategic & Corporate Objectives Review





Strategic & Corporate Objectives 2011 in Review

STRATEGIC DIRECTION A

Wise Financial Management

<i>Goal</i>	<i>Review and Update Financial Bylaws as Required</i>
Action	Adoption of bylaws
Measure	Bylaws adopted by deadline
Actual	Bylaws adopted by deadlines
<i>Goal</i>	<i>Develop a Comprehensive Five-Year Financial Planning Process</i>
Action	Adoption and implementation of new Financial Plan Policy
Measure	Adoption and implementation of new Financial Plan Policy
Actual	Ongoing

STRATEGIC DIRECTION B

Effective Land Use Planning and Community Design

<i>Goal</i>	<i>Develop the Waterfront</i>
Action	Commence phased review of waterfront vision
Measure	Environmental studies completed
Actual	Further work required on environmental studies and funded; study completed in 2012
<i>Goal</i>	<i>Develop Green Initiatives</i>
Action	Include green incentives in the review of Development Cost Charges
Measure	New bylaw prepared
Actual	Incentives bylaw developed for the downtown which recognizes benefits of infill development to the creation of a compact, complete community
<i>Goal</i>	<i>Develop Affordable Housing Initiatives</i>
Action	Undertake a community review of secondary suites policy and regulation
Measure	Community consultation completed
Actual	Secondary suites study completed including neighbourhood meetings, telephone survey and open houses
<i>Goal</i>	<i>Zoning Bylaw Review</i>
Action	Prepare an up-to-date bylaw consolidation and commence bylaw review
Measure	Consolidation completed and review commenced
Actual	Consolidation drafted and funding application submitted for the project



Strategic & Corporate Objectives 2011 in Review

STRATEGIC DIRECTION D

Enhanced Standard of Infrastructure - continued

<i>Goal</i>	<i>Provide New Waste Water Treatment Facility</i>
Action	Complete Phase II (Solids Handling) of treatment facility; make grant application for Phase III; start detail design for Phase III; locate and eliminate inflow and infiltration problems in sewer collection system
Measure	Ensure funding in place for Phase II; complete detail design and construction for Phase II. Continue to apply for grants for Phase III; obtain authorization to start detail design for Phase III; reduce inflow and infiltration in sewage collection system
Actual	Funding was sourced for Phase II and grant initiated for Phase III; detailed design for Phase III was postponed until 2012; inflow and infiltration projects were undertaken in 2011
<i>Goal</i>	<i>Liquid Waste Management Plan</i>
Action	Complete Liquid Waste Management Plan
Measure	Liquid Waste Management Plan completed
Actual	Brought forward for completion in 2012
<i>Goal</i>	<i>Maintain Existing Road Infrastructure</i>
Action	Complete all maintenance programs in the operations budget
Measure	All planned maintenance programs completed
Actual	Maintenance programs completed
<i>Goal</i>	<i>Ladysmith Maritime Society Community Marina Servicing</i>
Action	Install the water and sewer services to the marina; design and construct secondary access road to marina
Measure	Water and sewer services completed; construction of secondary access road completed
Actual	All servicing to marina completed; secondary access road under review



Strategic & Corporate Objectives 2011 in Review

STRATEGIC DIRECTION D

Enhanced Standard of Infrastructure - continued

Goal	<i>Municipal Geographic Information System</i>
Action	Purchase, install and train staff in municipal GIS system
Measure	Program installed, staff trained and data uploaded
Actual	Project to be integrated into the Information Technology Strategic Plan (2012)

STRATEGIC DIRECTION E

Responsible Stewardship of the Environment

Goal	<i>Acquire Watershed Lands</i>
Action	Implement strategy for acquisition of watershed lands
Measure	Strategy implemented
Actual	Strategy under way in conjunction with development
Goal	<i>Analyze and Reduce the Town's Consumption of Water</i>
Action	Continue to collect / analyze data on the Town's water consumption; develop and implement strategies to reduce use
Measure	Distribute brochure on water conservation and include on the website; continue low-flush toilet rebate program; continue school water conservation program; continue to reduce Town use of water
Actual	In progress; all initiatives continuing
Goal	<i>Replenish the Fish Stocks in the Creeks that Flow through our Community</i>
Action	Partner with Ladysmith Sportsmen's Club to conduct work in creeks
Measure	Increased fish stocks in Town creeks
Actual	Ongoing program



Strategic & Corporate Objectives 2011 in Review

STRATEGIC DIRECTION F Safe & Healthy Community

Goal *District Lot 108 Sportsfield Project*

Action Complete DL 108 Sportsfield project

Measure Installation of artificial turf field and related infrastructure completed

Actual Phase I, which included artificial turf field, fencing, lighting, washrooms/change rooms and temporary parking, has been completed; sourcing funding options for future phases

Goal *Holland Creek Trail Improvements*

Action Evaluate areas where additional work needed

Measure Necessary repairs made

Actual Repairs and maintenance to trails ongoing

Goal *Initiate Environmental Opportunities*

Action Continue research

Measure New partnership opportunities identified

Actual Ongoing

Goal *Continue Discussions with School District 68 on Joint Initiatives*

Action Arrange meeting opportunities

Measure Outstanding issues resolved

Actual Discussions with School District 68 on joint initiatives continue

STRATEGIC DIRECTION G Supportive Corporate Governance

Goal *2011 Local Government Elections*

Action Conduct Local Government Elections

Measure Election of Council members and School Trustees

Actual Elections conducted without challenge

Goal *Bylaw Review Project*

Action Update bylaws; develop tracking system

Measure Enhance environmental protection

Actual Five bylaws consolidated to date; various bylaw amendments focusing on “green” initiatives adopted; zoning bylaw consolidation/update underway in conjunction with Development Services Department



Strategic & Corporate Objectives 2011 in Review

STRATEGIC DIRECTION G - continued

Goal Develop Public Engagement Policy

Action Complete research into public engagement policies specific to Ladysmith needs
Measure Increase in public participation in public processes
Actual Ongoing

Goal Town is a Top 100 Employer

Action Prepare Top 100 Employer application
Measure Application submission
Actual Application submitted in 2011

Goal Website Upgrade/Development

Action Work with consultant and staff to develop upgrades to Town's website to enhance communications and engagement with community
Measure Positive feedback; more informed public
Actual Website launched; maintenance ongoing; feedback positive

Goal Bylaw Enforcement Matters

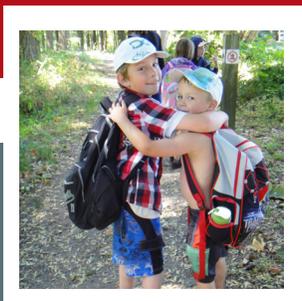
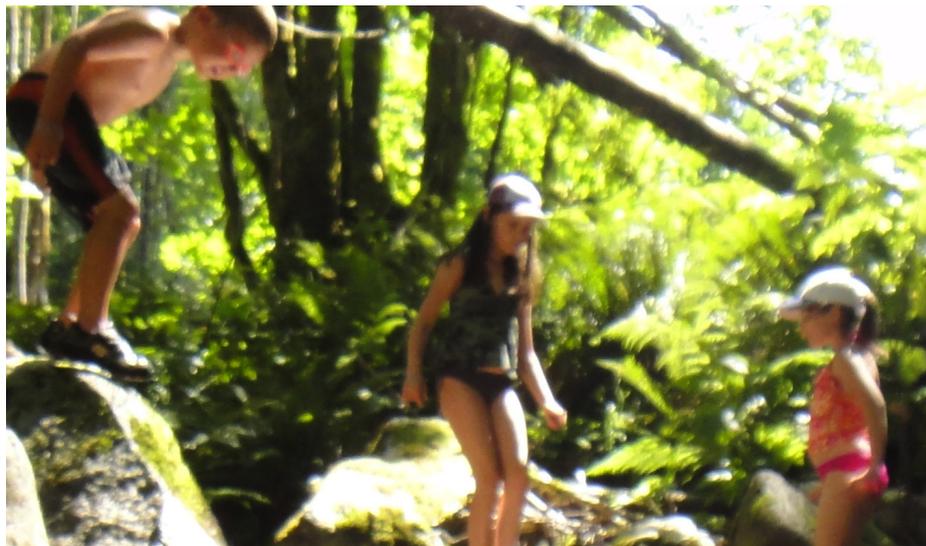
Action Engage solicitor to assist with resolution
Measure Bylaw compliance
Actual Ongoing in conjunction with solicitor

Goal Employee (Union) Contract Negotiations

Action Prepare employer position paper on contract
Measure Ratification of mutually-acceptable contract
Actual Contract ratified in 2011

Goal Sale of Town-Owned Lands

Action Prepare Town-owned lands for disposition/sale
Measure Completion of various processes related to specific properties (i.e. subdivision, surveys, PLA's, marketing plan, etc.). Receipt of revenues from property sales
Actual Ongoing in conjunction with Land Agent



Planning for the Future 2012



LADYSMITH





Planning for the Future

Strategic & Corporate Objectives 2012

STRATEGIC DIRECTION A

Wise Financial Management

Goal Provide Reliable Financial Information to Council and Managers to make Informed Business Decisions

Action Customize reporting for easy access to information
Measure Monthly reports reviewed at each Government Services meeting

Goal Provide Additional On-line Payment Options to Property Owners

Action Implement new on-line payment options within existing computer systems
Measure 10 per cent of bill payers utilize service

STRATEGIC DIRECTION B

Effective Land Use Planning & Community Design

Goal Develop the Waterfront

Action Commence phased review of waterfront vision
Measure Waterfront vision review commenced

Goal Develop Affordable Housing Initiatives

Action Consider new regulations for detached secondary suites (e.g. coach houses)
Measure New regulations considered

Goal Zoning Bylaw Review

Action Bylaw review commenced
Measure Bylaw review underway

Goal Update Design Guidelines

Action Integrate Visioning “Public Preference Handbook” into design guidelines
Measure Phased implementation commenced

Goal Update the Subdivision Bylaw to be Consistent with Industry Practice

Action Write bylaw amendment
Measure Bylaw amendments adopted by Council



Planning for the Future Strategic & Corporate Objectives 2012

STRATEGIC DIRECTION B - continued

<i>Goal</i>	<i>Update the Subdivision Application Process</i>
Action	Update forms; train staff; institute new processing procedures
Measure	New forms; procedures in effect

STRATEGIC DIRECTION C Dynamic Economic Development

<i>Goal</i>	<i>Market to Attract and Recruit Target Sectors</i>
Action	Update the Community Profile with 2011 Census data
Measure	New Community Profile released
<i>Goal</i>	<i>Facilitate Retention and Expansion of Business</i>
Action	Continue to prepare 'ease the approvals process' materials
Measure	New materials prepared
<i>Goal</i>	<i>Market to Attract Tourism Investment</i>
Action	Continue to market Ladysmith in tourism promotion opportunities
Measure	Sustained tourism marketing
<i>Goal</i>	<i>Market to Attract "Green" Business</i>
Action	Work with Economic Development Cowichan to identify green business opportunities
Measure	Local opportunities identified
<i>Goal</i>	<i>Negotiate the Technical Terms for Sewer and Water Expansions to Areas Outside Current Service Area</i>
Action	Complete servicing impact studies
Measure	Technical terms of service expansion developed



Planning for the Future

Strategic & Corporate Objectives 2012

STRATEGIC DIRECTION D Enhanced Standard of Infrastructure

- Goal* *Maintain Existing Road Infrastructure*

Action Complete all maintenance programs in the operations budget

Measure All planned maintenance programs completed

- Goal* *Initiate Detailed Design for Phase III Secondary Treatment Plant Upgrade*

Action Execute a pre-design and design services contract

Measure Contract executed; detailed design underway

- Goal* *Complete Detailed Design for Phase I of the Chlorination Facility*

Action Complete design

Measure Design completed

- Goal* *Complete the South End Pipeline to Arbutus Reservoir*

Action Complete the South End pipeline to the Arbutus Reservoir

Measure Construction completed

STRATEGIC DIRECTION E Responsible Stewardship of the Environment

- Goal* *Acquire Watershed Lands*

Action Continue to evaluate strategies for acquisition of watershed lands

Measure Strategy being reviewed by staff and stakeholders

STRATEGIC DIRECTION F Safe & Healthy Community

- Goal* *Dog Park Enhancements*

Action Evaluate potential locations; determine most acceptable site and amenities

Measure Install related infrastructure



Planning for the Future Strategic & Corporate Objectives 2012

STRATEGIC DIRECTION F - continued

Goal	<i>District Lot 108 Sportsfield Project</i>
Action	Secure funding to proceed with Phase II
Measure	Funding in place to commence Phase II

STRATEGIC DIRECTION G Supportive Corporate Governance

Goal	<i>Orientation for Newly Elected Officials/Election Follow-up</i>
Action	Register newly elected officials in various training seminars and prepare election follow-up reports as required
Measure	Well informed elected officials; compliance with election legislation
Goal	<i>Website Upgrade/Development</i>
Action	Monitor website use and usability to optimize functionality. Process changes as required; request feedback
Measure	Positive feedback and increased web traffic
Goal	<i>Bylaw Enforcement Matters (ongoing)</i>
Action	Engage solicitor to assist with resolution
Measure	Bylaw compliance
Goal	<i>Bylaw Review (ongoing)</i>
Action	Continue bylaw review and propose amendments as required
Measure	Enhancement of green initiatives and consolidated bylaws



Planning for the Future

Strategic & Corporate Objectives 2013

STRATEGIC DIRECTION A

Wise Financial Management

Goal Provide Reliable Financial Information to Council and Managers to make Informed Business Decisions

Action Customize reporting for easy access to information
Measure Monthly reports reviewed at each Government Services meeting

Goal Provide Additional On-line Payment Options to Property Owners

Action Implement new automatic payment plan for utilities within existing computer systems
Measure 10 per cent of bill payers utilizing service

STRATEGIC DIRECTION B

Effective Land Use Planning & Community Design

Goal Develop the Waterfront

Action Commence phased review of waterfront vision
Measure Waterfront vision review underway

Goal Zoning Bylaw Review

Action Zoning Bylaw review project is well underway
Measure Bylaw review completed

Goal Update Design Guidelines

Action Integrate Visioning “Public Preference Handbook” into design guidelines
Measure Updated guidelines included in the new Zoning Bylaw

Goal Develop Additional Development Processing Tools

Action Develop a latecomer policy; rainwater management development and objectives
Measure Policy adopted, objectives established

STRATEGIC DIRECTION C

Dynamic Economic Development

Goal Market to Attract and Recruit Target Sectors

Action Update the Community Profile with 2011 Census data released in late 2011
Measure New Community Profile released



Planning for the Future Strategic & Corporate Objectives 2013

STRATEGIC DIRECTION C - continued

<i>Goal</i>	<i>Facilitate Retention and Expansion of Business</i>
Action	Continue to prepare 'ease the approvals process' materials
Measure	New materials prepared
<i>Goal</i>	<i>Market to Attract Tourism Investment</i>
Action	Continue to market Ladysmith in tourism promotion opportunities
Measure	Sustained tourism marketing
<i>Goal</i>	<i>Market to Attract "Green" Business</i>
Action	Work with Economic Development Cowichan and the development community to attract green business opportunities
Measure	Ladysmith supported by the Regional strategy for sustainable economy

STRATEGIC DIRECTION D

Enhanced Standard of Infrastructure

<i>Goal</i>	<i>Ensure a Safe and Sustainable Water Supply</i>
Action	Complete construction of centralized treatment facility; ensure funding available for design and construction of hydro generation plant; ensure funding available for design and construction of ultra violet water treatment plant
Measure	Centralized treatment facility completed; funding in place and design underway for hydro generation; funding in place and design underway for ultraviolet water treatment facility
<i>Goal</i>	<i>Provide New Waste Water Treatment Facility</i>
Action	Complete construction of Phase II (Solids Handling); ensure funding available for design and construction of Phase III of the waste water treatment facility; continue to locate and eliminate inflow and infiltration throughout the sewer system
Measure	Construction of Phase II completed; funding in place; detail design completed and construction started for Phase III of the waste water facility; inflow and infiltration problems in the sewage collection system reduced
<i>Goal</i>	<i>Maintain Existing Road Infrastructure</i>
Action	Complete all maintenance programs in the operations budget
Measure	All planned maintenance programs completed



Planning for the Future Strategic & Corporate Objectives 2013

STRATEGIC DIRECTION D - continued

Goal Safe and Sustainable Water Supply

Action Construct the chlorination system at Arbutus Reservoir
Measure Construction completed

Goal Develop a Long-term Water Supply Strategy

Action Negotiate a treatment plan with the Ministry of Health; update water supply/water quality data
Measure Ministry of Health issues a revised operational certificate

Goal Construct Phase III Secondary Treatment Plant upgrade

Action Execute construction contracts; manage project during construction (in progress, completion scheduled for 2014)
Measure Contract awarded; under construction

Goal Develop and Implement a Construction Management Strategy for Phase III Secondary Treatment Plant Upgrade Project

Action Develop a strategy
Measure Strategy approved by Council and implemented

STRATEGIC DIRECTION E Responsible Stewardship of the Environment

Goal Initiate a Watershed Management Plan for One or More Catchments within the Town

Action Develop a plan; consult and engage with project stakeholders; move forward with possible plan actions
Measure Plan published; stakeholder group established; move forward with possible plan actions



Planning for the Future Strategic & Corporate Objectives 2013

STRATEGIC DIRECTION F Safe & Healthy Community

Goal *District Lot 108 Sportsfield Project*

Action Continue with Phase II
Measure Targets for Phase II met

STRATEGIC DIRECTION G Supportive Corporate Governance

Goal *Website Upgrade/Development*

Action Monitor website use and usability to optimize functionality; process changes as required;
request feedback
Measure Feedback mechanism established and feedback is positive

Goal *Bylaw Enforcement Matters (ongoing)*

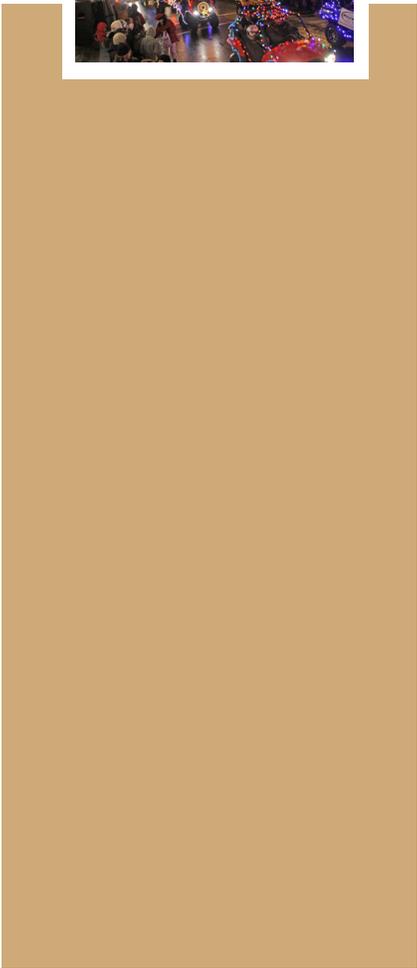
Action Engage solicitor to assist with resolution
Measure Bylaw compliance

Goal *Bylaw Review (ongoing)*

Action Continue bylaw review and propose amendments as required
Measure Enhancement of green initiatives and consolidated bylaws



Financial Statements 2011





Statement of Responsibility

The accompanying Consolidated Financial Statements are the responsibility of the management of the Town of Ladysmith and have been prepared in compliance with legislation, and in accordance with Canadian Public Sector Accounting standards.

In carrying out its responsibilities, management maintains appropriate systems of internal and administrative controls designed to provide reasonable assurance that transactions are executed in accordance with proper authorization, that assets are properly accounted for and safeguarded, and that financial information produced is relevant and reliable.

The Council of the Town met with management and the external auditors to review the consolidated financial statements and to discuss any significant financial reporting or internal control matters prior to their approval of the consolidated financial statements.

Hayes Stewart Little & Company as the Municipality's appointed external auditors, have audited the Consolidated Financial Statements. The Auditor's report is addressed to the Mayor and members of Council and appears on the following page. Their opinion is based upon an examination conducted in accordance with Canadian generally accepted auditing standards, performing such tests and other procedures as they consider necessary to obtain reasonable assurance that the Consolidated Financial Statements are free of material misstatement and present fairly the financial position and results of the Municipality in accordance with Canadian generally accepted accounting principles.

Ruth Malli, CGA
Chief Administrative Officer



Index to the Financial Statements December 31, 2011

Auditors' Report

Consolidated Financial Statements

Consolidated Statement of Financial Position
Consolidated Statement of Operations
Consolidated Statement of Cash Flows
Consolidated Statement of Changes in Net Financial Assets
Notes to the Consolidated Financial Statements

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I	Long term debt
II	Tax revenues
III	Schedule of fees and charges
IV	Continuity schedule of reserves and appropriated equity
V	Federal Gas Tax – schedule of receipts and disbursements
VI	Statement of reserve fund activities
VII	Schedule of Restricted Reserves, Reserves and Equity by fund
VIII	Statement of Operations by Segment – 2011
IX	Statement of Operations by Segment – 2010
X	Consolidated Statement of Tangible Capital Assets – 2011
XI	Consolidated Statement of Tangible Capital Assets – 2010



AUDITOR'S REPORT

To the Mayor and members of Council of the
THE TOWN OF LADYSMITH

Report on Consolidated Financial Statements

We have audited the accompanying consolidated financial statements of The Town of Ladysmith, which comprise the consolidated statement of financial position as at December 31, 2011, and the consolidated statements of operations, change in net financial assets, and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. These standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluation of the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, these consolidated financial statements present fairly, in all material respects, the financial position of The Town of Ladysmith as at December 31, 2011 and its financial performance, changes in net financial assets and its cash flow for the year then ended in accordance with Canadian public sector accounting standards

Other Matter

Our audit was made for the purpose of forming an opinion on the consolidated financial statements taken as a whole. The current year's supplementary information, including Schedules 1 to XI, has been presented for purposes of additional analysis. The supplementary information has been subjected to the auditing procedures applied in the audit of the consolidated financial statements and, in our opinion, this supplementary information is presented fairly, in all material respects, in relation to the consolidated financial statements taken as a whole.

Hayes Stewart Little & Co.
Chartered Accountants

Duncan, B.C.
May 7, 2012

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Consolidated Statement of Financial Position as at December 31, 2011

	2011	2010 Restated (Note 17)
Financial Assets		
Cash and short term deposits (Note 3)	\$9,934,536	\$10,129,101
Accounts receivable (Note 4)	2,437,582	4,753,896
	<u>12,372,118</u>	<u>14,882,997</u>
Liabilities		
Accounts payable and accrued liabilities (Note 5)	1,473,578	2,317,293
Post-employment benefits (Note 6)	253,000	172,300
Deferred revenue	687,880	1,386,463
Restricted reserves (Note 7 & 9)	2,113,537	2,242,345
Refundable deposits and other	434,439	348,902
Long term debt (Note 10 and Schedule I)	3,006,628	3,211,321
	<u>7,969,062</u>	<u>9,678,624</u>
Net Financial Assets	<u>4,403,056</u>	<u>5,204,373</u>
Non-Financial Assets		
Tangible Capital Assets (Schedule X and XI)	77,042,302	73,065,703
Prepays	38,234	46,514
Inventory	91,496	109,409
	<u>77,172,033</u>	<u>73,221,626</u>
Accumulated Surplus (Note 15)	<u>\$81,575,089</u>	<u>\$78,425,999</u>
Commitments and Contingencies (Note 11)		



Director of Financial Services

These notes form an integral part of these financial statements



Consolidated Statement of Operations for the year ended December 31, 2011

	Actual 2011	(Unaudited) Budget 2011 (Note 16)	Actual 2010 Restated (Note 17)
Revenue			
Taxes – (Schedule II)	\$7,375,542	\$7,375,630	\$6,707,305
Fees and charges			
General (Schedule III)	1,710,332	1,756,516	1,802,295
Sewer (Schedule III)	635,101	615,300	618,303
Water (Schedule III)	646,117	674,100	693,097
Return on investments	96,744	30,000	87,108
Penalty and interest on tax	138,761	115,000	118,086
Grants	2,818,839	3,686,732	4,694,675
Donations, contributions and contributed property	274,434	392,059	1,998,330
Gain on disposal of tangible capital assets	23,547	338,707	1,866,634
Development fees	1,031,127	348,075	1,183,074
Local area improvements	8,922	8,922	8,922
	<u>14,759,466</u>	<u>15,341,041</u>	<u>19,777,829</u>
Expenditures			
General government services	1,945,291	2,036,202	1,850,609
Library	266,368	266,368	251,924
Protective services	1,402,639	1,492,683	1,321,508
Transportation services	1,403,003	1,186,455	1,372,147
Environmental health services	449,013	439,110	401,031
Public health	24,368	37,795	38,517
Development services	526,120	714,740	447,718
Recreation and cultural services	1,993,683	2,002,993	1,933,467
Parks operation services	601,204	657,538	552,921
Sewer	462,986	651,222	404,287
Water	457,257	490,018	474,987
Reallocation of internal equipment usage	(386,078)	-	(388,777)
Amortization	2,291,656	-	1,996,242
Interest, net of actuarial adjustment (Note 10)	172,866	227,958	170,760
	<u>11,610,376</u>	<u>10,203,082</u>	<u>10,827,341</u>
Annual Surplus	<u>3,149,090</u>	<u>5,137,959</u>	<u>8,950,488</u>
Accumulated Surplus, beginning of year as previously stated	78,338,499	68,475,511	69,197,193
Prior period adjustment (Note 17)	87,500	-	278,318
Accumulated Surplus - beginning of year	<u>78,425,999</u>	<u>68,475,511</u>	<u>69,475,511</u>
Accumulated Surplus - end of year	<u>\$81,575,089</u>	<u>\$74,613,470</u>	<u>\$78,425,999</u>

These notes form an integral part of these financial statements



Consolidated Statement of Cash Flows for the Year Ended December 31, 2011

	2011	2010 Restated (Note 17)
Operations		
Net operating revenue	\$3,149,090	\$8,950,488
Less non-cash items:		
Amortization	2,291,656	1,996,242
Gain on disposal of tangible capital assets	(23,547)	(1,866,634)
Contribution to land	(237,447)	(75,400)
Changes in non-cash items:		
Accounts receivable	2,316,314	(1,774,173)
Accounts payable, accrued liabilities and post-employment benefits	(763,016)	803,428
Inventory and prepaid expenses	26,192	(30,634)
Deferred revenues	(698,584)	(1,265,941)
Restricted reserves	(128,808)	(662,444)
Refundable deposits and other	85,537	(20,198)
Net increase in cash from operations	<u>6,017,387</u>	<u>6,054,734</u>
Capital Transactions		
Proceeds on sale of tangible capital assets	27,000	1,990,034
Cash used to acquire tangible capital assets	(6,034,260)	(11,652,404)
	<u>(6,007,260)</u>	<u>(9,662,370)</u>
Financing		
Proceeds from capital lease	18,784	-
Repayment of long-term debt	(223,476)	(268,104)
Net decrease in cash from financing	<u>(204,692)</u>	<u>(268,104)</u>
Decrease in cash and short term deposits	(194,565)	(3,875,740)
Cash and short term deposits - beginning of year	10,129,101	14,004,841
Cash and short term deposits - end of year	<u>\$9,934,536</u>	<u>\$10,129,101</u>

These notes form an integral part of these financial statements



Consolidated Statement of Changes in Net Financial Assets for the Year Ended December 31, 2011

	2011	2010 Restated (Note 17)
Annual Surplus	\$3,149,090	\$8,950,488
Acquisition of tangible capital assets	(6,271,707)	(11,727,804)
Amortization of tangible capital assets	2,291,656	1,996,242
Gain on sale of tangible capital assets	(23,548)	(1,866,634)
Proceeds from sale of tangible capital assets	27,000	1,990,034
Decrease (increase) in inventories	17,913	(4,159)
Decrease (increase) in prepaids	8,279	(26,475)
	<u>(801,317)</u>	<u>(688,307)</u>
Change in Net Financial Assets		
Net Financial Assets, beginning of year	<u>5,204,373</u>	<u>5,892,680</u>
Net Financial Assets, end of year	<u>\$4,403,056</u>	<u>\$5,204,373</u>

These notes form an integral part of these financial statements



Notes to the Consolidated Financial Statements for the Year Ended December 31, 2011

1. General

The Town of Ladysmith was incorporated under the provisions of the British Columbia Municipal Act. Its principal activities are the provision of local government services in the Town, as governed by the Community Charter and the Local Government Act.

The notes to the consolidated financial statements are an integral part of these financial statements. They provide detailed information and explain the significant accounting and reporting policies and principles that form the basis of these statements. They also provide relevant supplementary information and explanations which cannot be expressed in the consolidated financial statements.

2. Significant Accounting Policies

(a) Basis of Presentation

It is the Town's policy to follow Canadian public sector accounting standards for local governments and to apply such principles consistently. The financial resources and operations of the Town have been consolidated for financial statement purposes and include the accounts of all of the funds of the Town.

The consolidated financial statements are prepared using the accrual basis of accounting. The accrual basis of accounting records revenue as it is earned and measurable. Expenses are recognized as they are incurred and measurable based upon the receipt of goods and services or the creation of an obligation to pay.

The consolidated financial statements reflect the assets, liabilities, revenues and expenditures and changes in fund balances and financial position of the Town. These consolidated financial statements consolidate the following operations:

*General Revenue Fund
Water Revenue Fund
Sewer Revenue Fund
Reserve Fund
General Capital Fund
Water Capital Fund
Sewer Capital Fund*

These notes form an integral part of these financial statements



Notes to the Consolidated Financial Statements for the Year Ended December 31, 2011

2. Significant Accounting Policies (continued)

(b) Reporting Entity

The consolidated financial statements include the assets, liabilities, revenue and expenses of the reporting entity. The reporting entity is comprised of all the funds, agencies, local boards, and committees of the Council which are controlled by the Town. Control is defined as the power to govern the financial and reporting policies of another organization with the expected benefits or risk of loss to the Town. The controlled organizations are consolidated after adjusting their accounting policies to a basis consistent with the accounting policies of the Town. Inter-fund and inter-company balances and transactions have been eliminated. The controlled organizations include DL 2016 Holdings Corporation, a wholly owned subsidiary of the Town.

(c) Tangible Capital Assets

Tangible capital assets are recorded at cost less accumulated amortization and are classified according to their functional use. Cost includes all amounts that are directly attributable to the acquisition, construction, development or betterment of the asset. Donated assets are recorded at their estimated fair value upon acquisition. Certain tangible capital assets for which historical cost information is not available have been recorded at current fair market values discounted by a relevant inflation factor. Certain assets are disclosed at a nominal value as the determination of current fair market value was not available. The Town does not capitalize interest charges as part of the cost of its tangible capital assets.

Tangible capital assets are amortized over their estimated useful life, with a half-year's provision in the year of acquisition, on the straight-line method at the following annual rates:

General Tangible Capital Assets

Land	Indefinite
Land Improvements	15 to 75 years
Buildings	25 to 40 years
Equipment, Furniture and Vehicles	5 to 60 years

Engineering Structures

Roads and Sidewalks	20 to 75 years
Storm and Sewer	25 to 75 years
Water	20 to 80 years

Construction in progress contains capital projects underway but not yet complete or put into use. Once put into use, the asset will be amortized based on the above annual rates for the applicable category of work performed.

These notes form an integral part of these financial statements



Notes to the Consolidated Financial Statements for the Year Ended December 31, 2011

2. Significant Accounting Policies (continued)

Certain assets have historical or cultural value including works of art, historical documents as well as historical and cultural artifacts that are not recognized as tangible capital assets because a reasonable estimate of the future benefits associated with such property cannot be made. Intangibles, Crown lands and other natural resources are not recognized as tangible capital assets.

(d) Cash and Cash Equivalents

Cash and cash equivalents include cash and short-term investments with maturities of three months or less from the date of acquisition.

(e) Investments

Short-term investments are accounted for at the lower of cost and market.

(f) Restricted Reserves and Deferred Revenues

Receipts which are restricted by legislation of senior governments or by agreement with external parties are deferred and reported as restricted reserves. When qualifying expenditures are incurred, restricted reserves are brought into revenue at equal amounts. These revenues are comprised of the amounts shown in note 7.

Revenues received in advance of expenditures which will be incurred in a later period are deferred until they are earned by being matched against those expenses.

(g) Subdivision Infrastructure

Subdivision streets, lighting, sidewalks, drainage, and other infrastructure are required to be provided by subdivision developers. Upon completion they are turned over to the Town. The Town is not involved in the construction and does not budget for or recognize either the contribution from the developer or the capital expenditure in its annual bylaw. In compliance with PSAB 3150, the contribution and asset purchase will be recorded and the assets will be amortized once they are put into use.

(h) Local Improvements

The Town records capital expenditures for capital assets funded by local improvement agreements as they are incurred. Revenues are recognized over the term of the local improvement agreements as they are collected.

These notes form an integral part of these financial statements



Notes to the Consolidated Financial Statements for the Year Ended December 31, 2011

2. Significant Accounting Policies (continued)

(i) Use of Estimates

The preparation of financial statements in accordance with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenditure during the reporting period. Significant areas requiring the use of management estimates relate to the collectability of accounts receivable, deferred charges, accrued liability, post employment benefits, provisions for contingencies and amortization rates, useful lives and salvage values for determining capital asset values. Actual results could differ from those estimates. Adjustments, if any, will be reflected in operations in the period of settlement.

(j) Leases

Leases are classified as capital or operating leases. Leases which transfer substantially all of the benefits and risks incidental to the ownership of property are accounted for as capital leases. All other leases are accounted for as operating leases and the related lease payments are charged to expenses as incurred.

Rental payments under operating leases are expensed as incurred.

(k) Revenue Recognition

Taxation revenues are recognized at the time of issuing the property tax notices for the fiscal year. Fees and charges revenue are recognized when the services are rendered. Return on investment income is accrued as earned. Other revenues are recognized when earned in accordance with the terms of the agreement and the amounts are measurable.

Government transfers, grants and donations are recognized in the financial statements in the period which the events giving rise to the transfer occur, eligibility criteria are met, and reasonable estimates of the amount can be made.

Deferred revenue represents user charges and other fees which have been collected, for which the related services have yet to be provided. These amounts will be recognized as revenue in the fiscal year the services are provided.

(l) Non-Financial Assets

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations. The change in non-financial assets during the year, together with the excess of revenues over expenses, provides the change in net financial assets for the year.

(m) Inventory

Inventory is valued at the lower of cost and net realizable value, determined on an average cost basis.

These notes form an integral part of these financial statements



Notes to the Consolidated Financial Statements for the Year Ended December 31, 2011

3. Cash and Short Term Deposits

Cash and short term deposits were comprised as follows:

	<u>2011</u>	<u>2010</u>
Cash	\$ 8,590,621	\$ 8,798,940
Short term deposits	1,343,915	1,330,161
	<u>\$ 9,934,536</u>	<u>\$ 10,129,101</u>

Short term deposits consist of short term investments in the Municipal Finance Authority of B.C. money market fund. The market value is equal to the carrying value.

Included in cash and short term deposits are the following restricted amounts that can only be expended in accordance with the terms of the restricted reserves.

	<u>2011</u>	<u>2010</u>
Restricted Reserves	\$ 2,113,537	\$ 2,242,345
Less: DCC's Receivable	-	(7,014)
Total Restricted Cash	<u>\$ 2,113,537</u>	<u>\$ 2,235,331</u>

4. Accounts Receivable

	<u>2011</u>	<u>2010</u> Restated
Property taxes	\$ 976,962	\$ 1,163,594
Other government	615,633	2,299,548
User fees and other	805,022	1,245,299
Development cost charges	-	7,014
Developer receivables	29,071	29,071
Employee receivables	10,894	9,370
	<u>\$ 2,437,582</u>	<u>\$ 4,753,896</u>

Development cost charges (DCC's) are collected on the approval of subdivision or the issuance of a building permit. These funds assist the Town in constructing capital improvements directly or indirectly related to development. Development cost charges represent funds due from developers within two years and are secured by irrevocable standby letters of credit. No interest is charged on these outstanding installments.

These notes form an integral part of these financial statements



Notes to the Consolidated Financial Statements for the Year Ended December 31, 2011

5. Accounts Payable and Accrued Liabilities

	<u>2011</u>	<u>2010</u>
General	\$ 1,047,940	\$1,737,131
Other Governments	94,541	31,315
Salaries and wages	106,736	124,920
Contractor holdbacks	190,984	390,550
Accrued interest	33,377	33,377
	<u>\$ 1,473,578</u>	<u>\$ 2,317,293</u>

6. Post-Employment Benefits

The Town provides compensated absences to its employees to a maximum of 120 days. The Town also allows employees to defer unused vacation without any maximum. Any deferred vacation time remaining at retirement or termination is paid out at that time. The amount recorded for these benefits is based on an actuarial evaluation done by an independent firm using a projected benefit actuarial valuation method pro-rated on services. The last actuarial valuation was calculated at October 31, 2011 and has been extrapolated to December 31, 2011. The total expenditure recorded in the financial statements in respect of obligations under the plan amounts to \$80,700. (2010 - \$14,200).

The accrued post-employment benefits are as follows:

	<u>2011</u>	<u>2010</u>
Balance, Beginning of Year	\$ 172,300	\$ 158,100
Current service costs	26,600	25,400
Benefits paid	(8,700)	(19,500)
Actuarial loss	62,800	8,300
	<u>\$ 253,000</u>	<u>\$ 172,300</u>

The significant actuarial assumptions adopted in measuring the Town's post-employment benefits are as follows:

Significant Actuarial Assumptions:	<u>2011</u>	<u>2010</u>
Discount Rate	3.40%	4.50%
Expected Inflation Rate and Wage & Salary Increases	2.50%	2.50%

These notes form an integral part of these financial statements



Notes to the Consolidated Financial Statements for the Year Ended December 31, 2011

7. Restricted Reserves

Restricted reserves include Development Cost Charges (DCC's) which are charged to developers and utilized for infrastructure development. There were two new reserves added in 2011: (1) LRCA – Capital; and (2) B&G Capital. The reserves are for the replacement of specific building components located at 630 2nd Avenue and 220 High Street.

	Balance Dec. 31, 2010	Interest Earned	Contributions	Expenditures	Balance Dec. 31, 2011
DCC - Water	\$ 552,094	\$ 7,349	\$ 71,834	\$ (500,000)	\$ 131,277
DCC - Parks	194,467	3,022	51,338	(91,208)	157,619
DCC - Roads	544,085	7,441	91,763	(108,075)	535,214
DCC - Sewer	38,288	575	26,391	-	65,254
DCC - Storm	299,427	3,833	10,799	-	314,059
Parking	60,457	759	-	(4,000)	57,216
Gas Tax	541,269	7,746	252,715	(331,844)	469,886
Green Streets	1,358	18	-	-	1,376
Amphitheatre	10,900	140	800	-	11,840
Trolley	-	14	9,450	(9,464)	-
LRCA - Capital	-	-	363,000	-	363,000
B&G- Capital	-	44	6,752	-	6,796
TOTAL	\$ 2,242,345	\$ 30,941	\$ 884,842	\$ (1,044,591)	\$ 2,113,537

8. Financial Instruments

The Town as part of its operations carries a number of financial instruments. It is management's opinion the Town is not exposed to significant interest, currency or credit risk arising from these financial instruments, except as otherwise disclosed. Unless otherwise noted, the fair value of these financial instruments approximates their carrying values.

9. Federal Gas Tax Funds

Gas Tax funding is provided by the Government of Canada. The use of the funding is established by a funding agreement between the Town and the Union of British Columbia Municipalities. Gas Tax funding may be used towards designated public transit, community energy, water, wastewater, solid waste and capacity building projects, as specified in the funding agreements. The attached Schedule V – Schedule of Receipts and Disbursements of Federal Gas Tax outlines the receipts and disbursements for these funds. The funds are recorded on our financial statements as a restricted reserve as outlined in Note 7.

These notes form an integral part of these financial statements



Notes to the Consolidated Financial Statements for the Year Ended December 31, 2011

10. Long Term Debt

- a) The long term debt issued and outstanding as at December 31, 2011 was \$3,006,628 (\$3,211,321 as at December 31, 2010). The following principal amounts are payable over the next five years.

	2012	2013	2014	2015	2016 and beyond
Sewer - Principal	\$7,433	\$7,768	\$8,117	\$8,483	\$ -
General - Principal	152,023	149,672	149,910	147,983	2,375,238
	<u>\$159,456</u>	<u>\$157,440</u>	<u>\$158,028</u>	<u>\$156,466</u>	<u>\$2,375,238</u>

Debt interest, less actuarial adjustments in the consolidated statement of financial activities, is determined as follows:

	Interest	Actuarial Adjustment	2011 Net	2010 Net
Sewer - Interest	\$2,945	\$2,456	\$489	\$795
General - Interest	221,369	48,992	172,377	169,965
	<u>\$224,314</u>	<u>\$51,448</u>	<u>\$172,866</u>	<u>\$170,760</u>

- b) Capital Leases – The town has entered into capital leases for the following purchases.
- 1) A five year capital lease agreement with the Municipal Finance Authority of British Columbia which commenced on September 28, 2010, for the purchase of a fire truck. Under the terms of the agreement the Town has prepaid \$97,000. The remaining obligation will be repaid with monthly lease payments in the amount of \$773 including interest at 1.75% per annum. The balance of the capital lease at December 31, 2011, which is included in long-term debt, is \$73,226. Lease to expire September 2015.
 - 2) A five year capital lease agreement with the Municipal Finance Authority of British Columbia which commenced on June 2007 for the purchase of a Fire Command Response Unit crew cab truck. The remaining obligation will be repaid with monthly lease payments in the amount of \$1,175 including interest at 5.0% per annum. The balance of the capital lease at December 31, 2011, which is included in long-term debt, is \$2,589. Lease to expire May 2012.
 - 3) A five year capital lease agreement with the Municipal Finance Authority of British Columbia which commenced on August 2011 for the purchase of a Photocopier. The remaining obligation will be repaid with monthly lease payments in the amount of \$329 including interest of at 2.0% per annum. The balance of the capital lease at December 31, 2011, which is included in long-term debt, is \$17,570. Lease to expire July 2016.

These notes form an integral part of these financial statements



Notes to the Consolidated Financial Statements for the Year Ended December 31, 2011

11. Commitments and Contingencies

(a) Contingent Liabilities

- i) The Town, as a member of the Cowichan Valley Regional District, is jointly and severally liable for operational deficits or long term debt related to functions in which it participates.
- ii) The loan agreements with the Municipal Finance Authority provide that if the Authority does not have sufficient funds to meet payments on its obligations it shall make payments from the Debt Reserve Fund which in turn is established by a similar Debt Reserve Fund in the Town and all other borrowing participants. If the Debt Reserve Fund is deficient the Authority's obligations become a liability of the regional district and may become a liability of the participating municipalities.
- iii) Various claims have been made against the Town as at December 31, 2011 for incidents which arose in the ordinary course of operations. In the opinion of management and legal counsel, the outcomes of the lawsuits, now pending, are not determinable. As the outcomes are not determinable at this time, no amount has been accrued in the financial statements. Should any loss result from the resolution of these claims, such loss will be charged to operations in the year of resolution.

(b) Pension Liability

The municipality and its employees contribute to the Municipal Pension Plan (the plan), a jointly trusted pension plan. The Board of Trustees, representing plan members and employers, is responsible for overseeing the management of the pension plan, including investment of the assets and administration of benefits. The pension plan is a multi-employer contributory pension plan. Basic pension benefits provided are defined. The plan has about 173,000 active members and approximately 63,000 retired members. Active members include approximately 35,000 contributors from local governments.

Every three years an actuarial valuation is performed to assess the financial position of the plan and the adequacy of plan funding. The most recent valuation as at December 31, 2009 indicated an unfunded liability of \$1,024 million for basic pension benefits. The next valuation will be as at December 31, 2012 with results available in 2013. The actuary does not attribute portions of the surplus to individual employers. The Town of Ladysmith paid \$319,308 (2010 - \$284,814) for employer contributions to the plan in fiscal 2011.

These notes form an integral part of these financial statements



Notes to the Consolidated Financial Statements for the Year Ended December 31, 2011

11. Commitments and Contingencies (Continued)

(c) Reciprocal Insurance Exchange Agreement

The Town is a subscribed member of the Municipal Insurance Association of British Columbia (The "Exchange") as provided by Section 3.02 of the Insurance Act of the Province of British Columbia. The main purpose of the Exchange is to pool the risks of liability so as to lessen the impact upon any subscriber. Under the Reciprocal Insurance Exchange Agreement the Town is assessed a premium and specific deductible for its claims based on population. The obligation of the Town with respect to the Exchange and/or contracts and obligations entered into by the Exchange on behalf of its subscribers in connection with the Exchange are in every case several, and not joint and several. The Town irrevocably and unconditionally undertakes and agrees to indemnify and save harmless the other subscribers against liability losses and costs which the other subscriber may suffer.

(d) Debt Reserve Fund

The Municipal Finance Authority of British Columbia provides capital financing for regional districts and their member municipalities. The Authority is required to establish a Debt Reserve Fund. Each regional district through its member municipalities who share in the proceeds of a debt issue is required to pay into the Debt Reserve Fund certain amounts set out in the debt agreements. The Authority pays into the Debt Reserve Fund these monies from which interest earned thereon less administrative expenses becomes an obligation to the regional districts. It must then use this fund, if at any time there are insufficient funds, to meet payments on its obligations. When this occurs the regional districts may be called upon to restore the fund.

Upon maturity of a debt issue the unused portion of the Debt Reserve Fund established for that issue will be discharged to the Town. The proceeds from these discharges will be credited to income in the year they are received. As at December 31, 2011 the total of the Debt Reserve Fund was comprised of:

	Demand Note	Cash	Reserve
General	\$ 134,456	\$ 57,742	\$ 192,198
Sewer	4,270	1,568	5,838
Total MFA Reserve Fund	\$ 138,726	\$ 59,310	\$ 198,036

These notes form an integral part of these financial statements



Notes to the Consolidated Financial Statements for the Year Ended December 31, 2011

12. Significant Taxpayers

The Town is reliant upon 10 taxpayers for approximately 23.2% (2010 – 23%) of the total property tax revenue which includes Western Forest Products at approximately 15.1% (2010 – 15.9%) of the total property tax revenue.

13. Funds Held in Trust

These funds account for assets which must be administered as directed by agreement or statute for certain beneficiaries; in particular, these funds are for the Cemetery Trust Fund. In accordance with PSAB recommendations on financial statement presentation, trust funds are not included in the Town's Financial Statements. A summary of trust fund activities by the Town is as follows:

	2011	2010
Assets		
Cash and short term investment	<u>\$137,592</u>	<u>\$135,157</u>
Equity		
Opening balance	\$135,157	\$130,976
Interest	1,728	1,688
Transfer interest to fund cemetery costs	(1,728)	(1,688)
Contributions	<u>2,435</u>	<u>4,181</u>
Balance, end of year	<u>\$137,592</u>	<u>\$135,157</u>

14. Comparative Figures

Certain comparative figures have been reclassified to conform with the current year's presentation.

These notes form an integral part of these financial statements



Notes to the Consolidated Financial Statements for the Year Ended December 31, 2011

15. Accumulated Surplus

The Town segregates its accumulated surplus in the following categories:

	2011	2010 Restated (Note 17)
Unappropriated equity	\$ 2,039,472	\$ 2,633,662
Appropriated equity (Schedule IV)	4,840,476	5,268,008
	6,879,948	7,901,670
 Capital Funds		
Sewer capital fund	815	804
Water capital fund	543,382	537,808
	544,197	538,612
 Reserve Funds		
Reserve funds (Schedule IV and VI)	115,570	218,834
Equity in Tangible Capital Assets	74,035,374	69,766,882
Total Accumulated Surplus	\$81,575,089	\$78,425,999

16. Annual Budget

Fiscal plan amounts represent the Financial Plan Bylaw adopted by Council on May 9, 2011.

The Financial Plan anticipated the use of surpluses accumulated in previous years to balance against current year expenditures in excess of current year revenues. In addition, the Financial Plan anticipated capital expenditures rather than amortization expense.

The following shows how these amounts were combined:

Financial Plan Bylaw surplus for the year	\$ -
Add back:	
Principal debt repayment	278,573
Capital expenditures	8,828,732
Less:	
Proceeds from long term debt	(1,000,000)
Budgeted transfers from accumulated surplus	(2,403,720)
Capital expenditures expensed in accordance with tangible capital asset policy	(565,626)
Adjusted Annual Surplus	\$5,137,959

These notes form an integral part of these financial statements



Notes to the Consolidated Financial Statements for the Year Ended December 31, 2011

17. Prior Period Adjustments

The prior year's figures have been retroactively restated to correct the disposal of subdivided land. The gain on disposal of tangible capital assets includes the sale of four subdivided lots. Two of the subdivided lots were retained by the Town. The prior years land has been restated to include the cost of the two properties which total \$87,500.

2010 Annual Surplus

Annual surplus, as previously stated	\$8,862,988
Change in gain on disposal of tangible capital assets	87,500
Annual surplus, restated	<u>\$8,950,488</u>

2010 Tangible Capital Assets

Cost, balance as originally stated	\$72,978,203
Increase in cost of land	87,500
Cost, balance as restated	<u>\$73,065,703</u>

18. DL 2016 Holdings Corporation ("DL 2016")

The Town of Ladysmith has an investment in DL 2016 Holdings Corporation, a wholly owned subsidiary company of the Town. As of December 31, 2011 there has been no activity with DL 2016 and therefore no investment has been recorded.

The Town of Ladysmith leases portions of its waterfront from the Province of British Columbia parts of which are sub-leased to DL 2016 for use as a marina.

DL 2016 has entered into operation and maintenance agreement and a license agreement with the Ladysmith Maritime Society (LMS) for the operation and management of the lease area.

Pursuant to these agreements DL 2016 could provide security for debt financing in order for LMS to implement capital improvements to the lease area.

These notes form an integral part of these financial statements



Notes to the Consolidated Financial Statements for the Year Ended December 31, 2011

19. Segmented Information

The Town is a diversified municipal government institution that provides a wide range of services to its citizens such as roads, water, sewer and drainage infrastructure, fire protection, police protection (RCMP), cemetery, recreation centre, garbage collection and parkland. Distinguishable functional segments have been separately disclosed in the segmented information. The nature of the segments and the activities they encompass are as follows:

General Government Services

The Corporate Services Department supports the legislated activities of Council, and provides information to citizens with respect to Council/Committee processes, reporting procedures and decisions, and Town activities. Also included is the Finance Department, Information Technology and Human Resources. The City Manager is the liaison between Council and the Town departments and staff.

Capital Funding

Reflects the monies required to fund capital projects during a fiscal year. Included are transfers from development fees, grants, donations, investment income and proceeds from sale of real property.

Protective Services

Protection is comprised of fire protection, policing, bylaw enforcement and building inspection.

- Bylaw enforcement administers, monitors, and seeks compliance with the bylaws enacted by the Mayor and Council to regulate the conduct of affairs in the Town of Ladysmith.
- Fire protection is provided by the fire department, whose volunteer members receive compensation for each call-out in which they take part.
- Policing is provided under contract with the RCMP operating from a detachment building located in and owned by the Town of Ladysmith.
- The Town of Ladysmith's Development Services and Public Works Departments work together to regulate all construction within the Town. This is achieved through the use of the Town of Ladysmith's Building and Plumbing Bylaw, the British Columbia Building Code, the British Columbia Fire Code and other related bylaws and enactments with the Town of Ladysmith.

Library Services

A local library is funded by the Town through contributions to the Vancouver Island Regional Library which is responsible for library operations.

These notes form an integral part of these financial statements



Notes to the Consolidated Financial Statements for the Year Ended December 31, 2011

19. Segmented Information (Continued)

Transportation, Environment and Public Health

The Transportation (Public Works) Department is responsible for the infrastructure of the Town:

- Ensuring clean and safe water to the Town, supplied through underground pipes and reservoirs,
- Maintaining a separate system of underground pipes to collect sewer or waste water for proper treatment prior to discharging it,
- Providing and maintaining the Town's roads, sidewalks, street lights, signage and line markings, storm drainage and hydrants,
- Providing other key services including street cleaning and the operation of a local bus service.

Environmental Health (Public Works) is responsible for the garbage collection and compost and recycling programs operating in the Town of Ladysmith. Garbage and recycling collection is performed by a contractor.

Public Health (Public Works) Department provides cemetery services including the maintenance of the cemetery grounds.

Transportation (Public Works) operates the Ladysmith Trolley.

Development

The Development Services Department provides short-term and long-term land use planning services.

- Long-term Planning includes work with the community on reviewing the Town's Official Community Plan, developing new Neighbourhood Plans, the Trail Plan and the review of relevant bylaws.
- Short-term Planning includes the processing of development applications.

These notes form an integral part of these financial statements



Notes to the Consolidated Financial Statements for the Year Ended December 31, 2011

19. Segmented Information (Continued)

Recreation and Culture

The Parks, Recreation and Culture Department contribute to the quality of life and personal wellness of the community through the provision of a variety of special events, programs, services and facilities. The Frank Jameson Community Centre is the location where the majority of the programs are offered.

Parks

Parks includes and provides maintenance of beach area, trails, golf course, spray-park, ball parks, and any other civic grounds.

Water

Water includes all of the operating activities related to the treatment and distribution of water throughout the Town.

Sewer

Sewer includes all of the operating activities related to the collection and treatment of waste water (sewage) throughout the Town.

These notes form an integral part of these financial statements



Long Term Debt for the Year Ended December 31, 2011

SCHEDULE I

Date of Issue Purpose	Issue #	Term	Original Amount	Balance Dec 31, 2010	Principal Payments & Adjustments	Balance Dec 31, 2011	Interest (1)	Interest Rate
<u>Sewer Capital Fund</u>								
2000Sewer Improvements	72	2000-2015	\$93,500	\$38,915	\$7,113	\$31,802	\$489	6.45%
<u>General Fund</u>								
2000First Avenue	73	2000-2015	\$1,438,000	\$598,498	\$ 109,400	\$489,098	\$ 53,535	6.35%
2005Fire Truck Lease	LS	2010-2015	311,189	81,119	7,893	73,226	1,478	4.02%
2006RCMP Building	97	2006-2031	2,750,000	2,469,594	77,249	2,392,345	116,934	4.66%
2006FJCC Fitness EQ	LS	2006-2011	35,929	2,437	2,437	-	10	4.75%
2006FJCC Fitness EQ	LS	2006-2011	54,949	3,727	3,727	-	15	4.75%
2006FJCC Photocopier	LS	2006-2011	15,405	1,234	1,234	-	6	5.00%
2007 Command Resp. Unit	LS	2007-2012	62,780	15,797	13,209	2,589	246	4.88%
2011 City Hall Photocopier	LS	2011-2016	19,113	-	1,543	17,570	153	2.00%
			<u>4,887,385</u>	<u>3,172,406</u>	<u>216,692</u>	<u>2,974,827</u>	<u>172,377</u>	
			<u>\$4,780,885</u>	<u>\$ 3,211,321</u>	<u>\$ 223,805</u>	<u>\$ 3,008,628</u>	<u>\$ 172,866</u>	

(1) Interest, net of actuarial and provincial sales tax adjustment.



Tax Revenues for the Year Ended December 31, 2011

SCHEDULE II

	Actual 2011	Budget 2011	Actual 2010
General Taxes			
General municipal purposes	\$ 6,347,921	\$ 6,351,940	\$ 6,002,485
Grants in lieu and 1% utility tax	145,878	143,466	139,667
Water and sewer parcel tax	880,986	880,224	563,778
	<u>\$ 7,374,785</u>	<u>\$ 7,375,630</u>	<u>\$ 6,705,930</u>
Collections for other governments:			
School district	\$ 2,941,690	\$ 2,939,319	\$ 2,923,808
Regional hospital district	371,171	370,862	287,856
Regional district	681,593	681,104	618,738
BCAA and MFA	86,640	86,570	87,285
	<u>\$ 4,081,094</u>	<u>\$ 4,077,855</u>	<u>\$ 3,917,687</u>
Less:			
Transmission of taxes levied for other governments:			
School district	\$ 2,941,688	\$ 2,939,319	\$ 2,923,808
Regional hospital district	370,862	370,862	287,465
Regional district	681,104	681,104	617,773
BCAA and MFA	86,683	86,570	87,266
	<u>\$ 4,080,337</u>	<u>\$ 4,077,855</u>	<u>\$ 3,916,312</u>
Net Taxation	<u>\$ 7,375,542</u>	<u>\$ 7,375,630</u>	<u>\$ 6,707,305</u>



Schedule of Fees and Charges for the Year Ended December 31, 2011

SCHEDULE III

	Actual 2011	Budget 2011	Actual 2010 <small>Restated</small>
General Revenue Fund			
Fines and Licence Revenue	\$ 79,547	\$ 75,300	\$ 72,970
Garbage Collection	494,986	475,000	450,663
General Revenue Fund	26,459	3,000	7,761
Cemetery Revenue	24,525	50,000	35,790
Miscellaneous Revenue	150,497	98,500	210,284
Parks, Recreation & Culture Revenue	574,870	678,850	657,084
Permits and Fees (Subdivisions)	110,364	126,000	124,153
Protective Services Revenue	249,084	249,866	243,590
	<u>\$ 1,710,332</u>	<u>\$ 1,756,516</u>	<u>\$ 1,802,295</u>
Sewer Utility Fund			
User Rates	<u>\$ 635,101</u>	<u>\$ 615,300</u>	<u>\$ 618,303</u>
Waterworks Utility Fund			
User Rates	<u>\$ 646,117</u>	<u>\$ 674,100</u>	<u>\$ 693,097</u>
Total Fees and Charges	<u>\$ 2,991,550</u>	<u>\$ 3,045,916</u>	<u>\$ 3,113,695</u>



Continuity Schedule of Reserves and Appropriated Equity for the Year Ended December 31, 2011

SCHEDULE IV

	Balance Dec. 31, 2010	Interest Allocated	Contributions	Funding	Balance Dec. 31, 2011
RESERVES					
Tax Sale	\$ 24,249	\$ 306	\$ -	\$ -	\$ 24,555
Perpetual Safety Fund	12,067	152	-	-	12,219
Sale Real Property	70,048	770	21,000	91,818	-
Amenity Funds	112,489	1,327	25,000	60,000	78,796
TOTAL RESERVES	218,833	2,555	46,000	151,818	115,570
APPROPRIATED EQUITY - OPERATIONS					
General Operating Fund					
Future Projects	845,039	-	153,942	737,562	261,419
Equipment	575,306	-	208,050	170,810	612,546
Land & Building	112,019	-	40,264	5,400	146,883
Tax Contingency	261,266	-	-	50,000	211,266
Total General Fund Appropriated Equity	1,793,630	-	402,256	963,772	1,232,114
Water Operating Fund					
Capital Expenditures	166,110	-	124,299	31,244	261,165
MFA Surplus Refunds	575,495	-	-	51,420	524,075
Total Water Operating Fund	743,605	-	124,299	82,664	785,240
Sewer Operating Fund					
Capital Expenditures	2,124,420	-	93,672	1,323	2,216,789
MFA Surplus Refunds	606,353	-	-	-	606,353
Total Sewer Operating Fund	2,730,773	-	93,672	1,323	2,823,122
TOTAL APPROPRIATED EQUITY	\$ 5,268,008	\$ -	\$ 620,227	\$ 1,047,759	\$ 4,840,476
TOTAL RESERVES AND APPROPRIATED EQUITY	\$ 5,486,841	\$ 2,555	\$ 666,227	\$ 1,199,578	\$ 4,956,046



Federal Gas Tax - Schedule of Receipts and Disbursements for the Year Ended December 31, 2011

SCHEDULE V

	2011	2010
Opening balance of unspent funds	\$ 541,269	\$ 332,967
Add: Amount received during the year	252,715	252,738
Interest earned	7,746	5,638
Less: Amount spent on projects	<u>(331,844)</u>	<u>(50,074)</u>
Closing balance of unspent funds	<u>\$ 469,886</u>	<u>\$ 541,269</u>



Statement of Reserve Fund Activities for the Year Ended December 31, 2011

SCHEDULE VI

	2011	2010
Revenue		
Investment income	\$ 2,554	\$ 18,311
Sale of real property	21,000	-
Contributions from developers	25,000	63,000
	<hr/>	<hr/>
Net Revenues	48,554	81,311
Transfers to operating fund	(151,818)	(327,827)
	<hr/>	<hr/>
Changes in Reserve Fund Balances	(103,264)	(246,516)
Funding Surplus, Beginning of Year	218,834	465,350
	<hr/>	<hr/>
Funding Surplus, End of Year	<u>\$ 115,570</u>	<u>\$ 218,834</u>



Schedule of Restricted Reserves, Reserves and Equity by Fund as at December 31, 2011

SCHEDULE VII

	Restricted Reserves	Allocated Reserves	Appropriated Equity	Unappropriated Equity	Capital Funds Equity	Total
General operating fund	\$ -	\$ -	\$ 1,232,114	\$ (125,128)	\$ -	\$ 1,377,391
Water operating fund	-	-	785,240	1,073,156	-	1,858,396
Sewer operating fund	-	-	2,823,122	1,091,444	-	3,914,566
Reserve fund	2,113,537	115,570	-	-	-	1,958,702
Water capital fund	-	-	-	-	543,382	543,382
Sewer capital fund	-	-	-	-	815	815
Total	\$2,113,537	\$115,570	\$4,840,476	\$2,039,472	\$ 544,197	\$9,653,252



TOWN OF LADYSMITH

Schedule VIII

Statement of Operations by Segment
AS AT DEC 31, 2011

	General		Capital		Protective		Library		Transport		Recreation &		Parks		Water		Sewer		Total Actual	
	2011	2011	2011	2011	2011	2011	2011	2011	2011	2011	2011	2011	2011	2011	2011	2011	2011	2011		
REVENUE																				
Tax	\$ 1,373,243	\$ 263,159	\$ 1,099,833	\$ 266,366	\$ 792,612	\$ 624,643	\$ 1,280,136	\$ 796,359	\$ 363,967	\$ 963,627	\$ 7,375,542									\$ 7,375,542
Grants	638,953	1,952,587	69,439	-	9,522	16,303	132,035	-	-	-	2,819,839									2,819,839
Fees & Charges	96,610	-	356,771	-	964,149	64,435	664,845	-	-	640,117	636,101									2,981,550
Investment income	91,159	5,595	-	-	-	-	-	-	-	-	-									96,744
DCC revenue & other funding of capital works	-	-	-	-	-	-	-	-	-	-	-									-
Other revenue	143,402	1,198,166	-	-	119,324	6,978	-	-	-	-	8,822									1,198,165
Total revenue	2,303,387	3,408,496	1,525,043	266,366	1,485,806	732,359	2,077,016	790,678	1,011,684	1,207,650	14,759,408									14,759,408
EXPENSES																				
Contracted Services	298,936	-	877,834	-	508,818	126,422	38,144	44,728	42,428	28,848	1,965,155									1,965,155
Grants in Aid	87,890	-	-	-	-	-	-	-	-	-	87,890									87,890
Insurance	77,114	-	25,204	-	5,385	-	24,319	-	-	4,813	148,741									148,741
Interest	153	-	118,858	-	53,535	-	31	-	-	489	172,866									172,866
Library	-	-	-	286,366	-	-	-	-	-	-	286,366									286,366
Materials & Supplies	53,254	-	65,833	-	68,174	8,388	115,993	84,434	66,427	57,720	510,232									510,232
Wages & Benefits	1,299,853	-	331,685	-	747,579	336,228	1,540,101	353,159	292,307	282,174	5,182,086									5,182,086
Other	127,184	-	102,063	-	172,351	46,073	275,129	116,873	51,282	82,337	885,311									885,311
Amortization	-	2,291,656	-	-	-	-	-	-	-	-	2,291,656									2,291,656
Total expenses	1,845,443	2,291,656	1,521,297	266,366	1,543,640	520,121	1,983,717	601,204	457,257	483,475	11,810,375									11,810,375
Surplus (Deficit)	\$ 307,924	\$ 1,117,840	\$ 0,740	\$ -	\$ (60,234)	\$ 180,238	\$ 83,299	\$ 159,674	\$ 554,427	\$ 744,175	\$ 3,140,031									\$ 3,140,031



TOWN OF LADYSMITH

Statement of Operations by Segment

AS AT DECEMBER 31, 2010

Schedule IX
Restated

	General Government		Protective		Library		Environment & Public Health		Development		Recreation & Culture		Parks		Water		Sewer		Total		
	2010	2010	2010	2010	2010	2010	2010	2010	2010	2010	2010	2010	2010	2010	2010	2010	2010	2010	2010	2010	
REVENUE																					
Tax	\$ 1,560,027	\$ -	\$ 1,107,403	\$ 251,924	\$ 1,902,725	\$ 411,225	\$ 933,927	\$ -	\$ 324,325	\$ 315,748	\$ 6,707,305										
Grants	146,571	4,367,394	21,798	-	-	43,105	129,516	-	-	-	4,708,384										
Fees & Charges	49,257	-	353,853	-	488,453	242,075	688,847	-	893,097	618,303	3,113,895										
Investment income	87,107	-	-	-	-	-	-	-	-	-	-										
DGC revenue & other funding of capital works	-	4,958,928	-	-	-	-	-	-	-	-	-										
Other revenue	106,277	-	-	-	-	-	85,211	-	-	8,922	202,410										
Total revenue	1,861,249	9,326,322	1,483,054	251,924	2,291,178	696,405	1,817,301	-	1,017,423	942,673	18,777,829										
EXPENSES																					
Contract Services	196,229	-	751,189	-	419,247	74,024	14,262	37,784	84,215	9,476	1,586,416										
Grants in Aid	79,272	-	-	-	-	-	-	-	-	-	79,272										
Insurance	69,657	-	23,234	-	4,088	-	16,863	-	3,577	9,709	127,128										
Interest	-	-	113,401	-	58,248	-	(1,883)	-	-	795	170,759										
Library	-	-	-	251,924	-	-	-	-	-	-	-										
Wages & Benefits	1,338,862	-	320,117	-	753,844	277,953	1,503,865	314,171	250,189	240,656	4,997,267										
Other	188,707	-	226,966	-	266,420	70,496	424,305	200,382	116,177	142,048	1,016,313										
Amortization	-	1,966,242	-	-	-	-	-	-	-	-	1,966,242										
Total expenses	1,860,557	1,966,242	1,434,909	251,924	1,501,945	422,473	1,957,602	552,347	458,158	403,284	10,827,341										
Surplus (Deficit)	\$ 100,692	\$ 7,330,080	\$ 48,145	\$ -	\$ 789,333	\$ 273,932	\$ (140,301)	\$ (562,347)	\$ 561,205	\$ 538,689	\$ 8,950,488										

Schedule X

TOWN OF LADYSMITH
 CONSOLIDATED STATEMENT OF TANGIBLE CAPITAL ASSETS

For the Year Ended December 31, 2011

	Land		Buildings		Vehicles Furniture & Equipment		Linear Infrastructure					Assets Under Construction		2011 Total
	Land	Improvements	Buildings	Improvements	Transportation	Sanitary Sewer	Storm Sewer	Water	Construction	Total				
COST														
Opening Balance	\$8,485,454	\$3,231,807	\$14,222,125	\$4,998,081	\$23,585,509	\$13,614,428	\$7,271,824	\$13,406,011	\$11,031,803					\$89,847,492
Add: Additions	67,117	4,344,888	3,405,006	259,544	1,894,894	697,229	572,278	626,353	2,316,264					14,083,378
Less: Disposals	0	4,909	0	60,500	0	0	0	0	7,812,124					7,877,533
Less: Write-downs	0	0	0	0	0	0	0	0	0					0
Closing Balance	8,552,571	7,871,886	17,627,130	5,197,725	25,480,203	14,211,653	7,844,102	14,032,374	5,635,993					106,053,337

ACCUMULATED AMORTIZATION

Opening Balance	1,662,402	2,651,939	2,796,321	10,693,186	4,202,518	1,556,522	3,218,489							26,781,788
Add: Amortization	187,632	408,628	278,426	779,935	286,965	100,832	251,238							2,291,666
Less: Write-downs	0	0	0	0	0	0	0							0
Less: Acc. Amortization on Disposals	4,909	0	57,500	0	0	0	0							62,409
Closing Balance	1,845,125	3,058,567	3,017,247	11,473,133	4,489,483	1,657,754	3,469,726							29,011,035

Net Book Value, year ended
 December 31, 2011

	\$8,552,571	\$5,726,481	\$14,598,563	\$2,180,478	\$14,007,070	\$9,722,170	\$6,186,348	\$10,562,648	\$5,635,993					\$77,042,302
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(1) Included in the tangible capital assets are leased assets with a total cost of \$393,530 - (2010 - \$480,698) and accumulated amortization of \$90,548 - (2010 - \$127,248).

(2) Included in land additions is \$2,000 from tax sale.



Schedule XI
Restated
(Note 17)

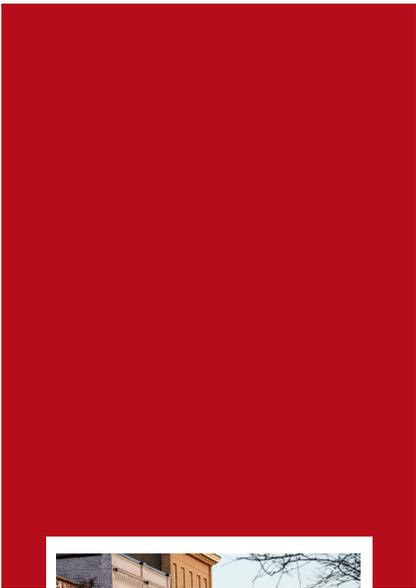
TOWN OF LADYSMITH
CONSOLIDATED STATEMENT OF TANGIBLE CAPITAL ASSETS
For the Year Ended December 31, 2010

	Land		Linear Infrastructure				Assets Under Construction		2010 Total
	Land	Improvements	Buildings	Equipment	Transportation	Sanitary Sewer/Storm Sewer	Water	Construction	
COST									
Opening Balance	\$ 3,052,995	\$ 12,743,342	\$ 4,996,789	\$ 23,472,981	\$ 9,751,008	\$ 7,126,302	\$ 13,131,372	\$ 5,598,271	\$ 88,364,826
Add: Additions	67,600	1,476,763	143,742	112,528	3,863,420	154,898	274,839	8,217,943	14,512,165
Less: Disposals	93,712	-	-	-	-	9,376	-	2,764,361	3,028,299
Less: Write-downs	-	-	-	-	-	-	-	-	-
Closing Balance	\$ 8,485,454	\$ 3,231,607	\$ 14,222,125	\$ 4,996,681	\$ 23,585,509	\$ 13,614,428	\$ 7,271,824	\$ 13,406,011	\$ 99,847,482
ACCUMULATED AMORTIZATION									
Opening Balance	1,568,610	2,331,055	2,622,367	9,931,785	4,011,339	1,485,615	2,976,313	-	24,907,084
Add: Amortization	93,792	320,884	290,804	761,414	191,179	96,984	242,175	-	1,986,242
Less: Write-downs	-	-	-	-	-	-	-	-	-
Less: Acc. Amortization on Disposals	-	-	-	-	-	-	-	4,607	121,537
Closing Balance	\$ 1,662,402	\$ 2,651,939	\$ 2,796,321	\$ 10,693,199	\$ 4,202,518	\$ 1,556,922	\$ 3,218,488	\$ -	\$ 26,781,769
Net Book Value, year ended December 31, 2010	\$ 6,823,052	\$ 659,668	\$ 11,570,196	\$ 2,200,360	\$ 12,892,310	\$ 8,411,910	\$ 5,714,902	\$ 10,187,523	\$ 73,065,703



2011 Permissive Property Tax Exemptions

Organization/ Property Owner	Address	2011 Municipal Tax Exemption
Anglican Synod Diocese of BC	314 Buller St	1,122
Arts Council of Ladysmith	Units J, K & L - 610 Oyster Bay Rd	1,004
Canadian Legion Branch #171	621 1st Ave	2,320
Eco-Tourism Building	Transfer Beach	1,933
Island Corridor Foundation		12,770
Ladysmith & District Historical Society	1115A - 1st Ave	2,324
Ladysmith Fellowship Baptist Church	381 Davis Rd	1,770
Ladysmith Festival of Lights	1163 4th Ave	6,128
Ladysmith Golf Club Society	380 Davis Rd	2,797
Ladysmith Health Care Auxiliary	910 1st Ave	5,078
Ladysmith Maritime Society	616 Oyster Bay Dr	883
Ladysmith Maritime Society	Unit C, I & M - 610 Oyster Bay Dr	1,816
Ladysmith Resource Centre Association	721 1st Ave	4,421
Ladysmith Resource Centre Association	12 Buller St	2,444
Ladysmith Resource Centre Association	26 Buller St	1,256
Ladysmith Senior Citizens Housing Society	207 Jamison Rd	949
Ladysmith Senior Citizens Housing Society	101 1st Ave	5,439
Municipal Parking lot	17 & 25 Roberts St	2,684
Pentecostal Assemblies	1149 4th Ave	4,835
St John's Masonic Temple	26 Gatacre St	2,051
St. Mary's Catholic Church	1135 4th Ave	5,924
United Church of Canada	232 High Street	895
Total		\$70,844
Revitalization Exemptions		
Beantime Restaurant/ Nordic Holdings Ltd	18 High St	281
Futureworks Consulting	411 1st Ave & 30 Roberts St	1,656
J. Cochrane Bldg Corp	524 1st Ave	4,705
Royal Dar Restaurant	120 Roberts St	574
Total	Total	\$7,215
Total Exemptions		\$78,059



Signing of Naut'sa mawt ("working together") Community Accord, 2012



Community Profile





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Introduction

Nestled on the scenic shores of eastern Vancouver Island, the Town of Ladysmith (population 8,328 - BC Stats 2011*) offers a unique blend of traits that combine to create an exceptional quality of life for all who choose our town as a place to live, work or play.

Ladysmith's natural surroundings are simply stunning. The mild coastal climate allows year-round enjoyment of the surrounding hillside forests, picturesque waterfront and wide array of outdoor recreation opportunities. Boutiques and unique dining abound in the historic downtown, where the architecture and ambiance connect the community to its unique heritage. Services, amenities and community events rival much larger communities, and major transportation networks and larger urban centres are but a short drive away.

Ladysmith is renowned for its wide-spread commitment to sustainability and 'green' development. Several recent environmental initiatives have resulted in provincial and national awards for the Town, and the Community Sustainability Plan (adopted in 2009) puts the community on a well-defined path towards its very ambitious and admirable vision for the future.



Introduction



*Note - BC Stats estimates include Statistics Canada Data adjusted for the Census undercount.

Ladysmith's identity as a charming west coast town is steeped in its intriguing history and the history of the original inhabitants of the area, the Stz'uminus First Nation. The community's strong sense of pride in its past is evident in its well maintained architecture and streetscapes. Residents place a very high value on preserving Ladysmith's heritage, and the Town is taking measures to ensure those values are enshrined in all development related plans, policies and guidelines.

The first inhabitants of what is now known as the Town of Ladysmith were the people of the Stz'uminus First Nation. For thousands of years, the Stz'uminus people used Ladysmith Harbour and its environs as a rich source of fish and shellfish. The Stz'uminus established numerous fishing camps around the harbour, where traditional food gathering techniques were practiced. The historic lifestyle of the Stz'uminus was threatened by the arrival of Europeans who usurped much of their territory. They now reside within four reserves, two of which border Ladysmith Harbour. The two other reserves are located south of Chemainus. Although the Harbour is no longer the rich source of marine life it once was, the Stz'uminus people continue to practice many aspects of their traditional lifestyle and are working with the Town of Ladysmith to restore the Harbour to its original condition.

Today, the Stz'uminus are a progressive people who are moving towards building an independent nation via economic development, education and partnerships.

In 1884, the E & N Railway Grant to James Dunsmuir (owner of the Wellington Colliery Company) privatized many of the Stz'uminus First Nation lands and resources. Two decades later, when

James Dunsmuir founded the town, he changed the name from Oyster Harbour to Ladysmith, in honour of the end of the siege of Ladysmith, South Africa during the Boer War. He designed the community as a company town for miners at his recently opened Extension colliery, twelve miles to the north. The town was incorporated in 1904 and the new community, fuelled by the strong demand for coal, grew quickly. By 1911 its population stood at about 3,300 people.

The closure of the mines in 1931 -- and the global economic depression -- hit Ladysmith hard. Businesses closed and the population dropped by more than half. In 1935, however, the Comox Logging and Railway Company purchased a tract of Douglas Fir forests to the west of Ladysmith from the Rockefellers. When logging began the following year, Ladysmith began the slow process of economic recovery. By the late 1940s, Ladysmith was the centre of major logging operations that extended as far as the Nanaimo Lakes region and employed as many as 700 men.

The 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.



Since then, logging and lumber milling have continued to play an important role in the town's economic development. Even with the ups and downs of its industrial base, the Town of Ladysmith has continued to grow and diversify.

Over the last half century, the Town's population has doubled and the strong community spirit is still here, as witnessed by the many and diverse activities of service clubs and community groups. Projects such as downtown revitalization, the installation of heritage artifact displays and, more recently, the Town's emphasis on sustainability have enhanced Ladysmith's reputation as a thriving, progressive community.

The Town of Ladysmith has also been forward-looking in developing relationships with the Stz'uminus First Nation and the Hul'qumi'num Treaty Group. This cooperation will bring even more opportunities to ensure the continued prosperity and well being of all people living in this region.

Sources:

Stz'uminus First Nation

John R. Hinde. When Coal Was King: Ladysmith and the Coal-Mining Industry on Vancouver Island.

Vancouver: University of British Columbia Press, 2003.

Brian D. Thom. Coast Salish Senses of Place. Montreal: Doctoral Dissertation, McGill University, 2005.

Ladysmith: 100 Years, 1904-2004. Ladysmith: Take 5 Centennial Committee

Sustainable Ladysmith

In 2008, the Town of Ladysmith successfully engaged the community in a unique consultation process that resulted in a sustainability-focused vision and action plan for the community. Very few communities have such a widely shared and well-articulated vision. Ladysmith is very well positioned to pursue a future that complements, enhances and improves upon all that makes the community so unique, attractive and desirable.

In 2011, the Town continued to enhance the Plan by working collaboratively with the community and stakeholders to take the Visioning Report to the 'next level'.

The eight key pillars of sustainability in Ladysmith, as defined by the community, are as follows:

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

Ladysmith's Community Sustainability Plan is a vital planning tool that truly reflects the community's wishes, desires and preferences for the future of Ladysmith – a future that emphasizes the importance of environmental, social and economic sustainability, as well as a strong sense of shared values and community identity. This blueprint for the future is designed to ensure a balance between community growth, the need for sustainability, and the community's desire to maintain the charming character of our historic town. We invite you to join us on this journey!



Sustainable Ladysmith

Ladysmith: Leader, Innovator, Frontrunner

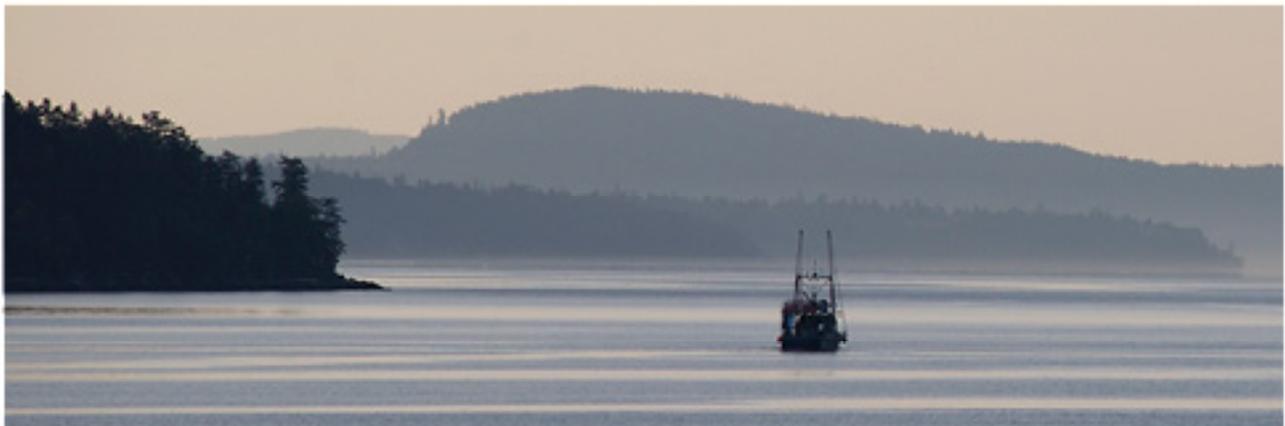
The Town of Ladysmith is a community that leads through continuous improvement and innovation. The municipality has received numerous provincial and national awards in recent years, particularly with respect to its advancements in environmental sustainability.

- Named one of "Canada's Greenest Employers", recognizing the Town's organization-wide commitment to reducing its environmental footprint, 2012
- Local Government Management Association Professional Award for Leadership for the City Manager, 2012
- BC Small Business Roundtable award for Most Small Business Friendly Community in Vancouver Island/Coast Region, 2011
- Union of BC Municipalities Community Excellence Award Honorable Mention in the Partnerships Category for the Ladysmith Community Services Centre, 2011
- Canadian Institute of Planners Award for Planning Excellence (Rural / Small Town Planning) for the Ladysmith Sustainable Community Visioning Project, 2009
- Heritage BC Award – Certificate of Recognition for the Ladysmith Town Archives (joint award with Ladysmith & District Historical Society), 2009
- Provincial Green City Awards Finalist, 2007
- Guinness Book of World Records for the largest street hockey tournament, 2007
- Federation of Canadian Municipalities Sustainable Communities Award, Solid Waste Category for the Organic Curb-Side Collection Program, 2007
- Vancouver Island Health Authority "Get Active" Step Challenge Award, 2007
- Union of BC Municipalities Community Excellence Award in the Best Practices Category for the organic waste collection program, 2006
- Recycling Council of British Columbia Public Sector Recognition Award for outstanding commitment and action towards demonstrating excellence and leadership in environmental stewardship, 2006
- Ladysmith won first place in the 5,000-10,000 population category "Communities in Bloom" contest in 2003. Judges said: "Ladysmith is truly a beautiful town. It is architecturally attractive, historically preserved, friendly, [...] Ladysmith has so many exceptional natural resources it's hard to focus on just one."
- The Vancouver Sun called Ladysmith a "gem of a town", the Business Examiner dubbed it "a community that works and cares", and Ladysmith was featured in Sea Magazine as a great stop on a seaward adventure.

The following are a sampling of some of Ladysmith's most notable achievements in environmental sustainability throughout the past decade:

- Received \$5.2 million in federal funding to build a state-of-the-art secondary waste water treatment system (2012)
- The Town undertook an Integrated Community Sustainability Plan to implement the community's vision in a systematic and accountable manner (2011)
- A Sustainable Development Checklist was incorporated into the Development Procedures Bylaw to align the Community's Vision with development projects and proposals in Ladysmith (2011)
- Bicycle friendly policies were incorporated into the OCP and a bicycle parking option (in place of vehicle parking) was provided in the Zoning Bylaw for larger development proposals (2011)
- The Building and Plumbing Bylaw was amended to require that new residential buildings constructed in Ladysmith be made 'Solar Hot Water Ready' to facilitate the installation of solar hot water heating equipment (2011)

- The Town donated between 250 to 300 pounds of fruits and vegetables to the Food Bank from Town gardens (2011)
- Adopted Greenhouse Gas (GHG) emission reduction targets, actions and strategies (2010)
- Ladysmith is one of 37 communities that have been named a 'BC Solar Community' and received funds to help develop and expand solar power programs (2010)
- Council adopted a Civic Green Building Policy which sets LEED Silver as the standard for all new municipal buildings over 465 square metres in size (2010)
- Community gardens were installed on High Street to improve local food production opportunities as a joint project with the Ladysmith Community Garden Society (2010)
- A new water rate structure was implemented to further increase conservation among residential users (2010)
- BC Hydro Grant received to install energy efficient lighting fixtures in Town buildings (2010)
- The Ladysmith Trolley celebrated its 25,000th car-free trip (2010)
- Completion of the Town's first artificial turf field that does not require irrigation, pesticides, fertilizer, or mowing (2010)
- Adopted the Ladysmith Bicycle Plan and committed to ongoing multi-use pathway development (2009)
- Completed a Community Energy Plan (2008)
- Commenced efforts in consultation with local developers, the Provincial Government and Stz'uminus First Nation to brand Ladysmith as a 'destination green' (2008)
- Established an Environment Commission and Employee Green Team to provide strategic leadership for the implementation of sustainability initiatives and programs (2008)
- Became the first community in BC to implement a universal organic waste curb-side collection program (2006)
- Implemented numerous sustainability-related upgrades and improvements at municipal facilities – low flow toilets and solar hot water heating at City Hall, conversion of several flower beds to vegetable gardens, comprehensive energy savings upgrade at the community centre, water from the water/spray park used for landscape irrigation and park toilets, improvements to water quality and wastewater treatment, conversion of municipal facilities from oil to natural gas heating
... and many, many more!

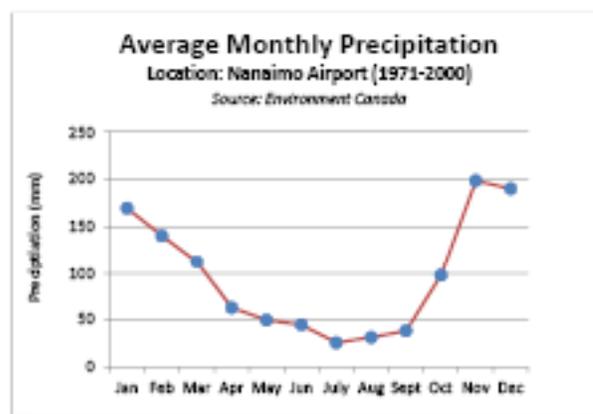
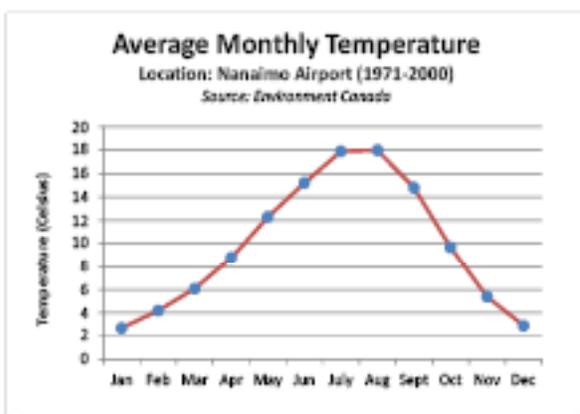


Location & Climate

Ladysmith is located on the 49th Parallel in the Cowichan Valley Regional District on south-central Vancouver Island. The Town has a total land area of 14.82 square kilometres. The Town boundaries are from Grouhel Road and just beyond Gladden Road to the north, extending south to the North Cowichan boundary on the west side of the Island Highway, to Glen Avenue along Chemainus Road, up to the power line corridor in the west and to the east side of Woods Island in Ladysmith Harbour.

Ladysmith's location is nothing short of ideal – it offers the many advantages of being close to much larger urban centres, and yet retains the charm and tranquility of small town living. By highway, Ladysmith is 25 km south of Nanaimo and 88 km north of Victoria. Vancouver is but a hop, skip and a jump away via BC Ferries, or multiple air travel options.

Ladysmith enjoys a moderate coastal climate characterized by slight seasonal variations in temperature, and typically receives over 1900 hours of bright sunshine each year. The average daily temperatures for January and July are 2.7 °C and 17.9 °C respectively. Ladysmith receives on average 1077 mm of rain and 80.9 mm of snow per year.



Location & Climate





Transportation

Highway

The Trans Canada Highway (Island Highway) runs north-south along the eastern side of Vancouver Island. In 2002, the highway was upgraded as it curves through Ladysmith with 4 traffic lanes, turning lanes and improved access to neighbourhoods, commercial areas and the harbour.

Ladysmith is strategically located to offer easy access to the transportation hubs of Nanaimo and Victoria.

Distance to:

Victoria	88 km (55 miles)
Duncan	28 km (18 miles)
Nanaimo	23 km (14 miles)
Campbell River	176 km (109 miles)

Community Transit

In 2009, the Town of Ladysmith officially launched the Ladysmith Trolley Service. This innovative, local transportation service achieves several key goals for the Town. The trolley provides the option for individual action on greenhouse gas emission reduction, provides increased mobility for all ages, residents and visitors alike, reduces parking congestion at the town's two major shopping areas, and strengthens the local economy by enabling more people to support local businesses. The Trolley Service runs from 8:00 a.m. to 6:00 p.m. Monday through Saturday. Route maps and service schedules are available at www.ladysmith.ca.

In 2012, the Town is engaging with the Cowichan Valley Regional District and BC Transit to become part of the regional transit service.

Bus Services

Ladysmith is served by Greyhound Canada (www.greyhound.ca), which offers passenger and freight service with a stop at the 49th Parallel Grocery Store.

Air

The Nanaimo Airport – YCD (www.nanaimoairport.com) located 7 km north of Ladysmith on the Trans Canada Highway – serves Ladysmith and surrounding communities. The runway expansion project completed in 2009 extended the runway by 1,600 feet, improved the taxiway/apron, and added high intensity lighting and instrument system approaches. The airport's longest runway measures 2,010 metres (6,600 feet). The airport terminal underwent extensive expansion and renovation in 2011, including new passenger screening and waiting rooms. A significant increase in air travel though the Nanaimo Airport is expected, serving as another economic generator for Ladysmith.

Passenger service is provided by Air Canada, Orca Airways, and Island Express Air. Air Canada (www.aircanada.com) offers six daily flights to Vancouver International Airport. Island Express Air (www.islandexpressair.com) offers two daily flights to Abbotsford International Airport on the Mainland, and two daily flights to Victoria International Airport. Orca Airways has recently begun offering twice-daily service to Vancouver International Airport. The Nanaimo Airport also offers private, charter, air cargo and courier services. Air cargo is offered by Air Canada Cargo (www.aircanada.com/cargo/en) and Orca Airways Ltd. (www.flyorcaair.com).

Harbour Air (www.harbour-air.com), Seair Seaplanes (www.seairseaplanes.com), Tofino Air (www.tofinoair.ca), Kenmore Air (www.kenmoreair.com) and West Coast Air (www.westcoastair.com) offer scheduled float plane service from Nanaimo to destinations such as Vancouver, Richmond, Tofino, Seattle, and the Gulf Islands, in addition to providing charter services.

Port Facilities

Ladysmith's harbour is classed as a deep sea port, and is used for both commercial and pleasure water activities. There are three different waterfront access points in Ladysmith.

The Ladysmith Fisherman's Wharf, located at the foot of Ludlow Road, offers a host of services for up to 100 commercial and pleasure boaters, including washroom facilities. The Fisherman's Wharf is primarily a wintering home to the local commercial fleet and it caters to pleasure craft in the summer months. (www.ladysmithfishermanswharf.com) The free Rotary boat launch is located next to the Fisherman's Wharf.

The Oak Bay Marine Group has completed significant upgrades to its 150 moorage slips at the Ladysmith Marina offering 50 to 92 foot boathouse opportunities (www.ladysmithmarina.com). The Ladysmith Marina is also home to the Ladysmith Yacht Club.

In May 2012, the Ladysmith Maritime Society opened the new Community Marina Visitor Reception Centre, including new amenities for marine visitors such as showers, washrooms, laundry, meeting space and Wi-Fi access, a new sewage pump-out station, and improved accessibility. The Community Marina (www.ladysmithmaritimesociety.ca) is located off Ludlow Road between Fisherman's Wharf and Slack Point. It provides convenient moorage and facilities for overnight visitors, 900 feet of tourist docks, secure moorage on an annual contract basis, and seasonal moorage during the off-peak months. Water and power are supplied to the docks. The facility hosts an award-winning Maritime Museum and Harbour tours are available in the summer months. The Community Marina is also home to the Cowichan Independent Living disabled sailing program.

In 2011, the Nanaimo Port Authority celebrated the opening of the \$22 million Nanaimo Cruise Ship Terminal. The facility consists of a 1,300 square foot welcoming centre and a floating berth that is capable of accommodating a 320 metre ship. The Nanaimo Port Authority also operates a commercial deep sea port and is the closest full-service ocean port facility to Ladysmith. It operates four berths - three at the Assembly Wharf and one at Duke Point Deep Sea Terminal. The Assembly Wharf berths are 182.88 meters long and range in depth from 10.1 metres to 12.4 metres. The Duke Point Deep Sea Terminal's berth is 170 metres in length and has a depth alongside of 13.5 metres. The port is serviced by rail and a customs port of entry is on location. There is a public warehouse and two bonded warehouses on site.

Ferry

Getting to Vancouver Island from the mainland is made possible through an extensive ferry system. The closest passenger and cargo ferries to Ladysmith are located in Nanaimo - Duke Point is approximately 15 minutes away, and Departure Bay is about 25 minutes. Ferry schedules change depending on the seasons, but travelers and commercial traffic can expect on average six to eight daily sailings from both Duke Point and Departure Bay. BC Ferries also provides access to nearby Gulf Islands, including Gabriola Island and Saltspring Island. Complete details can be found at www.bcferries.com.

Rail

(passenger rail service is currently not available - for more information contact www.viarail.ca)

Commercial freight is available on the Esquimalt and Nanaimo Railway (E&N) which runs along the Trans Canada Highway through Ladysmith (www.sryrallink.com). The railway line is owned by the Island Corridor Foundation (www.islandrail.ca), a charitable organization set up to preserve, own and manage the 234 km rail line.

Government



Local Government

The Town of Ladysmith is governed by an elected Council made up of a Mayor and six Council members. Municipal elections are held every three years. The next scheduled election is in November, 2014.

Town Council

Members	In office since
Mayor Robert Hutchins	1993
Steve Arnett	2008
Jillian Dashwood	2008
Bill Drysdale	2011
Gord Horth	2011
Duck (Don) Paterson	1990
Glenda Patterson	2011

The internal organizational structure of the Town is divided into three key divisions:

- Corporate Services (Administration, Finance and Human Resources)
- Core Services (Public Works and Protective Services)
- Community Services (Parks, Recreation and Culture and Development Services)

Each division is overseen by a Director, who reports to the City Manager. The City Manager reports to Council, and is responsible for ensuring that the strategic priorities and decisions established by Council are carried out by staff.

Council also appoints a number of public advisory committees and commissions to make recommendations on a broad spectrum of issues related to Town governance and operations. Current commissions and committees include:

- Advisory Design Panel
- Advisory Planning Commission
- Heritage Revitalization Advisory Commission
- Liquid Waste Management Committee
- Parks, Recreation and Culture Commission
- Protective Services Committee
- Tourism Advisory Committee

More information on the Town's services can be obtained at www.ladysmith.ca.

Regional District

The Town of Ladysmith appoints one member of Council to represent the municipality on the Board of Directors for the Cowichan Valley Regional District (CVRD). The CVRD Board is made up of 15 members representing 4 municipalities and 11 unincorporated areas throughout the region. Together, they consider issues on a regional basis and administer local services for unincorporated areas. Mayor Robert Hutchins currently serves as CVRD Board Director and Chairperson, and the Alternate Director is Councillor Duck Paterson. For more information about the CVRD, please visit www.cvr.bc.ca.

Provincial Representative

Doug Routley, Member of the Legislative Assembly (MLA)
 Nanaimo-North Cowichan
 In office since: 2005
 Local Contact: 250.245.9375
 Legislature: 250.387.3655
www.dougroutley.ca



Stz'uminus First Nation

John Elliot, Chief Councillor
 In office since: 2009
 Administrator: Ronda Jordan
 250.245.7155
www.cfnation.com

Council members of the Stz'uminus First Nation and the Town of Ladysmith jointly signed a Community Accord in January 2007. In May 2012, these commitments were renewed under an updated Accord, titled the Naut'sa mawt Community Accord ("working together" in the Hul'qumi'num language), which reaffirms and strengthens the communities' commitment to build their relationship and increased cooperation, and lays out specific steps for how to work together on joint initiatives. The purpose of the Accord is to formally recognize and understand the common interests and goals of the two communities so that community leaders may work, in true partnership, towards the greater good. The two Councils meet regularly to discuss topics of common concern and interest and a joint Working Committee also meets to work on the advancement of joint initiatives.

Federal Representative

Jean Crowder, Member of Parliament (MP)
 Nanaimo-Cowichan
 In office since: 2004
 Local Contact: 1.866.609.9998
 Parliament Hill: 613.943.2180
crowder.j@parl.gc.ca
www.jeancrowder.ca

"Ladysmith celebrates its rich history, heritage and small town atmosphere. Our vibrant downtown, integrated with the waterfront, is the anchor of the community. The historic buildings, heritage homes, cultural and natural landscapes are a legacy for future generations."
 ~ Ladysmith Heritage Strategic Plan ~ (2008)



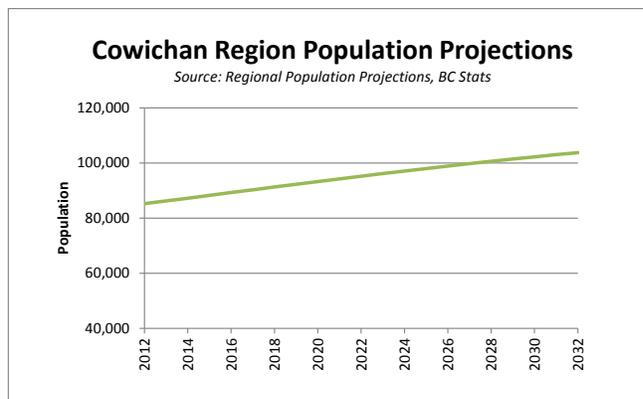
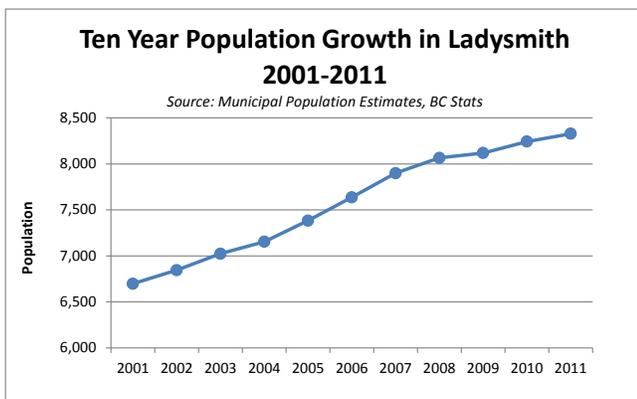
Demographics

Population

Ladysmith’s appeal as highly unique and a desirable community for people of all ages has been a major factor in the town’s ongoing growth. The population has increased consistently over the past couple of decades. The latest Census showed a 5.1% increase in population between 2006 and 2011. BC Stats Municipal Population Estimates show an increase of 24.3% between 2001 and 2011, making Ladysmith one of the fastest growing communities in the province. Currently, the Town’s population is 8,328 (BC Stats 2011).

Currently, most of this growth remains a result of relocations. The 2006 Census estimated that approximately 27.5% (2,075) of the Town’s population relocated to Ladysmith within the five years before the census; the majority (77.5%) moved from within British Columbia.

Continued growth, albeit at a more moderate pace, is expected for the entire Cowichan Valley Regional District throughout the next two decades. Population projections suggested that by 2032, the Regional District will have a population of nearly 104,000. Ladysmith is anticipated to grow by more than 35% during this time period.



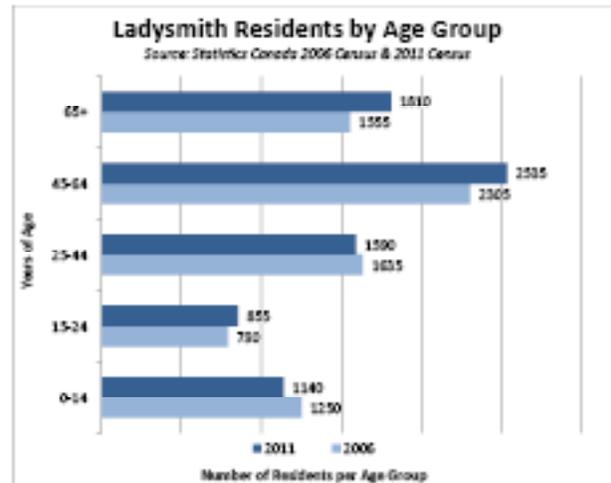
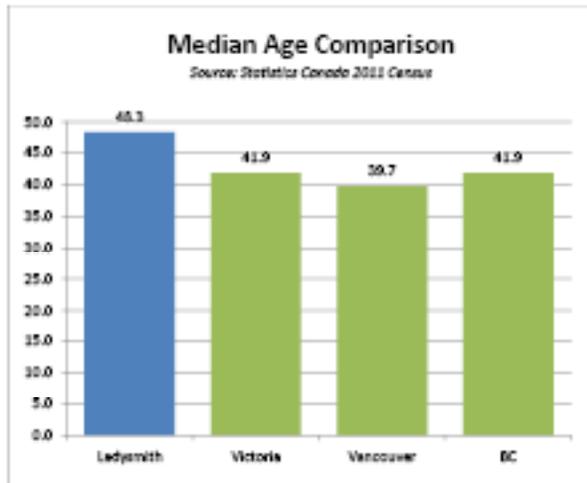
Long-term population growth is expected to be driven by growth in Canadian and BC population levels, aging of the population, and proximity to larger markets - drawing in regional commuters in search of lower home prices and lifestyle.

Age

Ladysmith is an increasingly popular retirement destination. Statistics Canada Census data show that Ladysmith’s median age has increased by over a decade within the last four census periods: from 37.5 years in 1996 to 48.3 years in 2011. Between 2001 and 2011, the Town’s population aged 55 plus grew by 70%. In comparison to larger municipalities such as Victoria and Vancouver and the province as a whole, Ladysmith has a much higher median age of population.

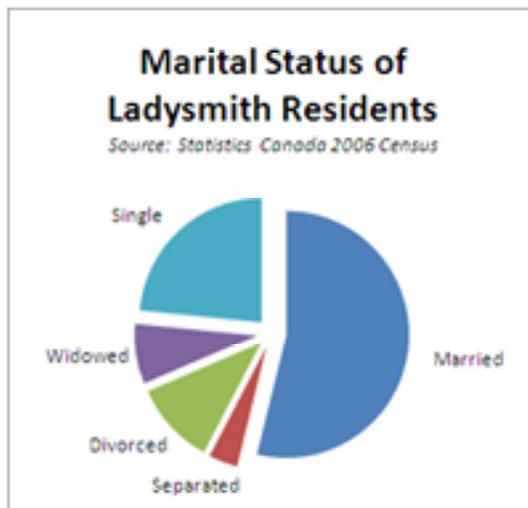
Note: BC Stats estimates include Statistics Canada data adjusted for the Census undercount. As of June 2012, Statistics Canada had released limited information from the 2011 Census, including population and dwelling counts, and age and sex. However, information concerning families, households, marital status, structural type of dwelling and collectives, and language will not be available until the Fall of 2012. Information from the 2006 Census has been utilized when 2011 Census data is not available. New releases of census data will be available at Statistics Canada, www.statcan.gc.ca.

The proportion of the Town's population over 15 years old increased from 78% in 1996, to 80.1% in 2001, and has remained steady at 83% since the 2006 Census. In keeping with the aging population trend, the population that witnessed the highest growth in Ladysmith between 2006 and 2011 was over 45 years of age. However, Ladysmith also grew by more than 100 individuals in the 15-24 year old category.



Marital Status

The Town is home to 2,325 families, 71% of whom are married-couple families. Ladysmith has a lower average persons in a family unit than the provincial average for both married-couple families and lone-parent families. The 2006 Census indicates that 64% of Ladysmith's population is married, and 15% are divorced or separated.



Families in Ladysmith

	Number	Proportion
Total number of families	2325	-
Married-couple families	1640	71%
Common-law families	300	13%
Lone-parent families	380	16%

Source: Statistics Canada 2006 Census

Average Persons in a Family Unit Comparison

	Ladysmith	CVRD	BC
Married-couple families	2.7	2.8	3.0
Common-law families	2.9	2.8	2.6
Lone-parent families	2.4	2.6	2.5

Source: Statistics Canada 2006 Census

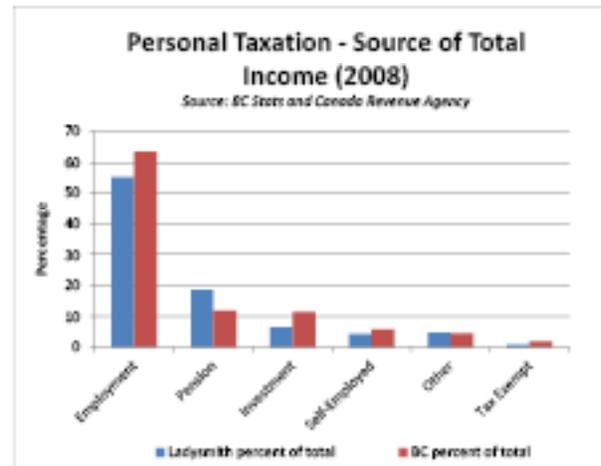
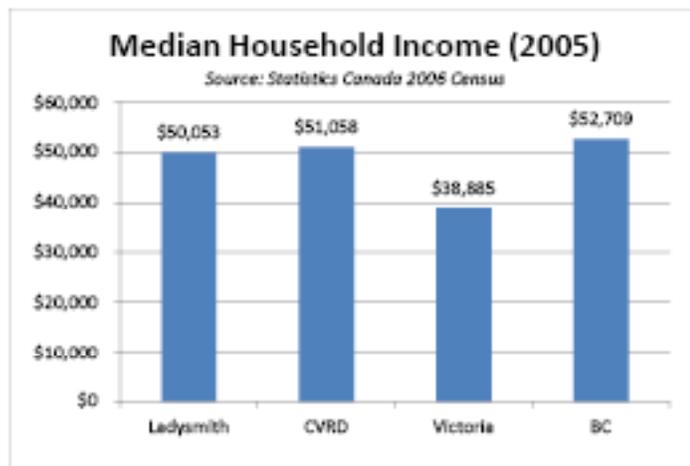
Diversity

Ladysmith boasts a diverse population - according to the 2006 Census, some 940 (12%) of its residents are immigrants, 955 residents are first generation Canadians, and another 1,520 consider themselves to be second generation Canadians.

Income

According to the 2006 Census, the median income of Ladysmith residents (persons 15 years and over with income) in 2005 was \$25,498, slightly more than the provincial average of \$24,867.

The median household income in Ladysmith in 2005 was \$50,053, slightly less than the provincial average of \$52,709. When compared to the rest of the province, a greater proportion of Ladysmith's total income is derived from pension than from employment, a reflection of the older median age.



Demographics

Cost of Living

While there is no data available specifically for Ladysmith, the data shown below for neighbouring communities of Duncan (to the south) and Nanaimo (to the north) provides a glimpse of the estimated household expenditures for the Ladysmith area.

Estimated Income Comparisons

	Duncan	Nanaimo	Victoria	BC
Average Household Income	\$57,031	\$58,953	\$66,657	\$69,968
Average Family Income	\$66,110	\$68,826	\$79,848	\$78,470
Per Capita Income	\$23,238	\$24,940	\$29,472	\$28,388
Disposable Income	\$42,806	\$43,666	\$47,903	\$51,536
Discretionary Income	\$11,885	\$12,006	\$14,421	\$15,519

(Source: FP Markets, 2007, www.stats-link-canada.com/Household-Spending.html)

Estimated Household Expenditures

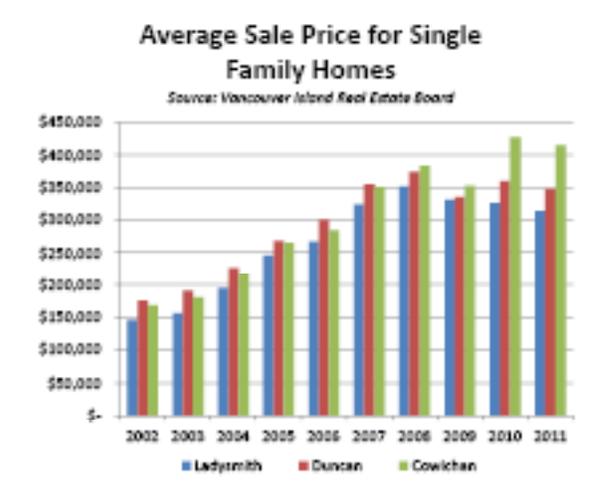
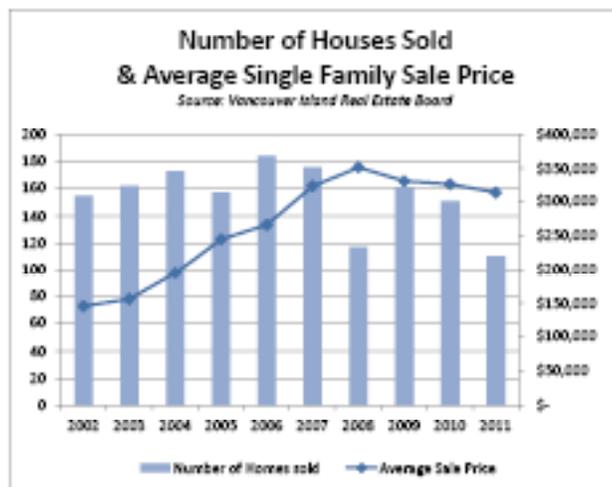
	Duncan	Nanaimo	Victoria	BC
Food	\$6,527	\$6,578	\$6,814	\$7,516
Shelter	\$11,621	\$12,093	\$12,842	\$13,425
Clothing	\$2,209	\$2,281	\$2,522	\$2,684
Transportation	\$7,762	\$7,733	\$8,169	\$8,916
Health & Personal Care	\$2,541	\$2,510	\$2,589	\$2,816
Recreation, reading & education	\$4,538	\$4,602	\$5,244	\$5,561
Taxes & securities	\$13,110	\$14,322	\$17,790	\$17,258
Other	\$8,801	\$8,615	\$9,015	\$9,402
Total expenditures	\$57,109	\$58,734	\$64,985	\$67,578

(Source: FP Markets, 2007, www.stats-link-canada.com/Household-Spending.html)

Housing

"Heritage by the Sea" is not just a marketing tag line in Ladysmith - it describes a large part of the housing stock in the community. Tucked at the base of rolling hillsides and fronted by a spectacular, active harbour, "ocean view" is a common real estate term in Ladysmith. Residential housing has seen a boom in the last decade, significantly adding to the Town's impressive inventory of heritage homes and character living spaces.

The most recent BC Assessment property count lists 3,623 residential properties (including vacant lots) in Ladysmith. According to the 2006 Census, 43% of the homes in Ladysmith were constructed between 1986 and 2000. In addition to newer homes, Ladysmith is home to an exceptional number of heritage homes, many dating back to the turn of the century.



While the average assessed value of a single family home in Ladysmith is \$296,607 (BC Assessment, 2012), the average selling price is \$314,276 (MLS, 2011). When compared to the price of homes in Duncan or Cowichan (at \$347,027 and \$414,724, respectively), Ladysmith proves itself as an affordable community for families and other home purchasers. The Multiple Listing Service (MLS) reported that 110 single family homes sold in Ladysmith in 2011.

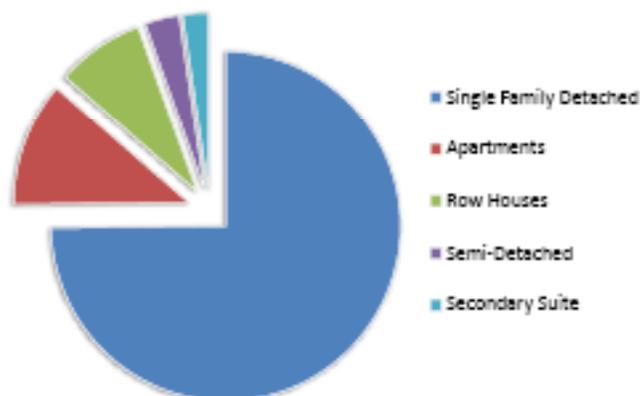


Demographics

Ladysmith provides an ample mix of housing types, from small lot and suburban single family homes, to strata lots, apartments and townhouses. Housing in Ladysmith is comprised of 71% single detached homes, 11% apartments, 8% row houses, 3% semi-detached homes, and 2% secondary suites.

Housing Types in Ladysmith

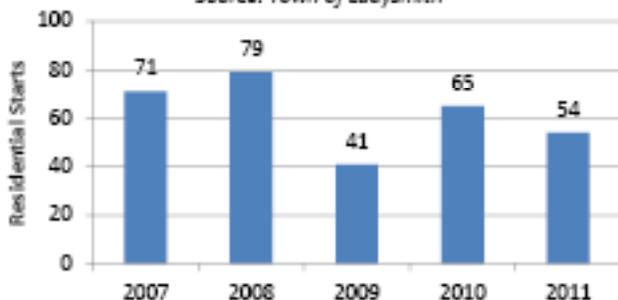
Source: Statistics Canada 2006 Census



The variety of housing options expanded in 2011, when the Town announced that it would permit secondary suites within single family dwellings. A secondary suite is an additional dwelling unit fully contained within and subordinate to a single family dwelling. Secondary suites offer affordable housing in the community for both renters and home-owners who need a mortgage helper. In 2012, further analysis and consultation will determine whether the Town will also permit secondary suites with detached buildings, such as garden suites and carriage houses.

New Dwelling Unit Construction, 2007-2011

Source: Town of Ladysmith



Ongoing construction of new homes is enhancing the existing housing stock in Ladysmith. In 2011, 54 new dwelling units were constructed, with a total of 310 new units constructed within the past 5 years.

The demand for housing in Ladysmith is expected to be affected by baby boomers entering retirement and semi-retirement, providing a rebound in demand for retirement living on the Island - especially to markets like Ladysmith. Proximity to larger markets is expected to continue attracting new residents in search of relatively lower home prices and lifestyle changes.

Education

Public Schools

Ladysmith's Public Schools are administered by School District 68 Nanaimo - Ladysmith, which serves over 15,000 students in the communities of Nanaimo, Ladysmith, Lantzville, Gabriola Island and Cedar.
(www.sd68.bc.ca)

Ladysmith Primary School

Kindergarten to Grade 3
(230 students)
510 Sixth Avenue
250.245.3912
Principal Parmjit Parmar

Ecole Davis Road Elementary

Kindergarten to Grade 7
(247 students)
444 Parkhill Terrace
250.245.7187
Principal Doug English

North Oyster Elementary School

CVRD Area H
Kindergarten to Grade 7
(93 students)
13470 Cedar Road
250.245.3330
Principal Roger Douglas

Ladysmith Intermediate School

Grades 4 to 7
(255 students)
317 French Street
250.245.3351
Principal Christine Bahm

Ladysmith Secondary School

Grades 8 to 12
(666 students)
710 Sixth Avenue
250.245.3043
Principal Dave Street

Independent Schools

St. Joseph's Elementary School

Kindergarten to 7
(118 students, plus preschool and daycare)
9735 Elm Street, Chemainus
250.246.3191
Principal Gwen Jahelka

Chemainus Native College & St. Anne Lelum Secondary School

Grades 8 to 12
(150 students)
5091 Jones Road
250.245.3522
Principal Len Merriman
Programs include:
Secondary, Co-op and Foundation
Skills for Language Teacher
Development Program

Stz'uminus Secondary School

Grades 8 to 12
Secondary and Adult Diplomas
3951 Shell Beach Road
250.245.6650
(Opening September 2012)

Average Class Size, 2011-2012 School Year

	Kindergarten	Grades 1-3	Grades 4-7	Grades 8-12
Ladysmith Primary	17	22.4	-	-
Davis Road Elementary	18.5	21.1	25.8	-
North Oyster Elementary	12	18.4	21	-
Ladysmith Intermediate	-	-	28.3	-
Ladysmith Secondary	-	-	-	28
School District #68 Average (Ladysmith - Nanaimo)	18.4	20.3	26.4	27.2
BC Provincial Average	18.5	20.6	25.9	25

Post-Secondary Education

With five very reputable post-secondary campuses within commuting range, there is certainly no shortage of educational opportunities for Ladysmith residents.

Vancouver Island University (VIU) has campuses in both Nanaimo and Duncan, both of which are within a short, 30-minute drive of Ladysmith. In 2011, the new Cowichan Campus opened in Duncan, offering a multi-purpose educational facility, built to LEED® Gold standards. The campus is part of an exciting new development known as Cowichan Place - a central 'hub' of brand new infrastructure offering premium opportunities in education, recreation and culture.

VIU offers a variety of certificate, diploma, and degree programs that range from basic literacy to undergraduate and graduate university degrees. For detailed information about VIU's programs, please visit www.viu.ca. Key program areas include the following:

- Art, Design & Performing Arts
- Business Management
- Career & Academic Preparation
- Continuing Education
- Education
- First Nations
- Health
- High School Equivalency (ABE)
- Human Services
- Humanities & Social Sciences
- Natural Resource Extension Program
- Online/Distance Courses
- Science & Technology
- Tourism
- Trades & Applied Technology

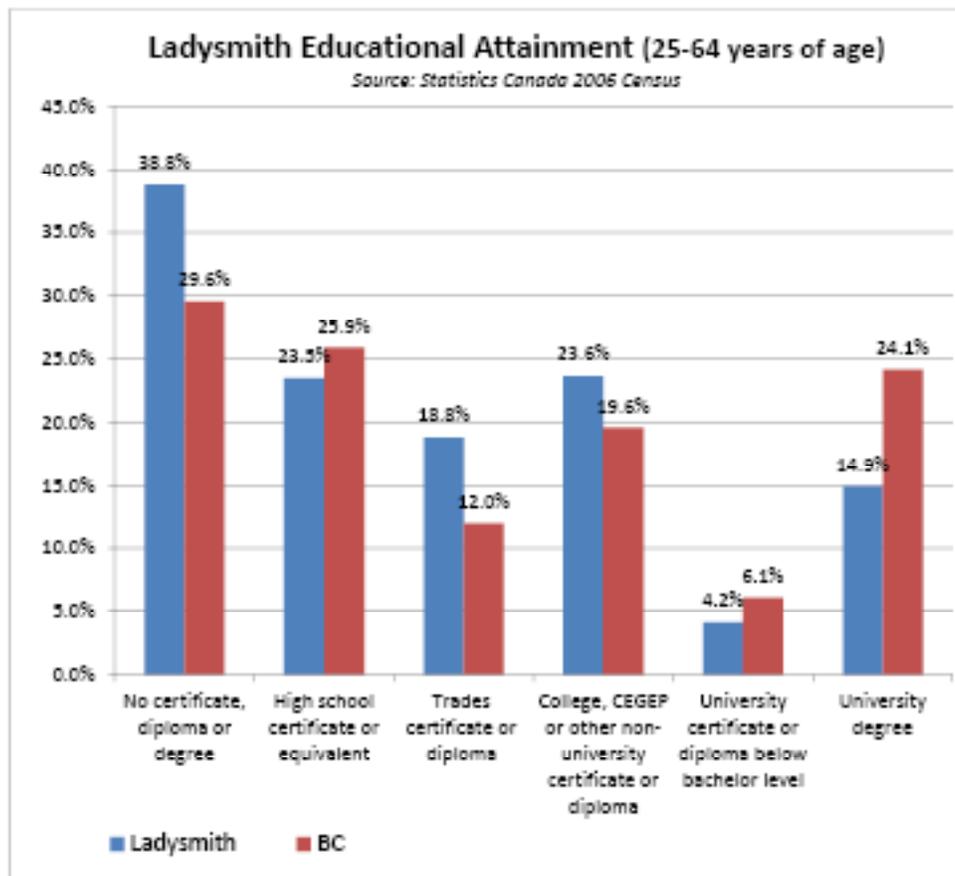
Other nearby post-secondary institutions include the University of Victoria (www.uvic.ca), Royal Roads University (www.royalroads.ca), and Camosun College (www.camosun.ca), all of which are located in the Greater Victoria area.



Workforce Education

Ladysmith boasts a significant number of educated and skilled individuals, many of whom have sought further education and training geared towards local work opportunities. According to the 2006 Census, over 60% of the population aged 25 to 64 have obtained a post-secondary diploma, certificate or degree. Major fields of study include architecture, engineering and related technologies; business management and public administration; and, health, parks, recreation and fitness.

In addition, Ladysmith is ideally located within easy commuting range of five very reputable post secondary campuses, each of which offer an impressive range of educational opportunities, from specialized trades and technical certificates, to university degrees and professional programs. Local workers are therefore highly adaptable and able to respond very efficiently to the ever-changing needs of the labour market, as well as local and global economic conditions.



Local Economy

Business Support Services

Awarded the 2011 “Most Small Business-Friendly Community” in the Vancouver Island/Coast Region, Ladysmith can provide a wealth of knowledge, assistance, and resources for new businesses.

Whether relocating an existing company, expanding to Ladysmith or starting a new venture, the Town is here to help. The Town is proud to announce the new business development portal at www.ladysmith.ca/business-development/ for easy access to business resources and information.

Getting all of the paperwork together in order to open a new business can be confusing. In partnership with the Government of Canada and Province of BC, the Town of Ladysmith is pleased to offer a service called BizPal through the municipal website (www.ladysmith.ca). This service assists entrepreneurs to determine which permits and licenses they will require (federally, provincially and municipally) in order to open their business.

Assistance can also be provided for local businesses regarding available programs and local development issues. In 2011, in partnership with Economic Development Cowichan, “BC Business Counts” was launched to help existing business to grow and expand thereby strengthening the local economy.

The business sector is represented by the Ladysmith Chamber of Commerce (www.ladysmithcofc.com), and the Ladysmith Downtown Business Association (www.ladysmithdowntown.com) is working to promote downtown businesses and offer downtown activities.

As well, the membership-based Vancouver Island Economic Alliance provides a focus on collaboration and pooling of resources for services and initiatives across the Island.

10% Shift, a joint initiative of the Town, Chamber of Commerce and Ladysmith Downtown Business Association, asks citizens to “think local first”. It encourages shifting 10% of spending power to support local, independently-owned businesses. The Town also works with Economic Development Cowichan and “Climate Smart” to offer training to local businesses in order to inventory and reduce their greenhouse gas emissions.

Additional services, assistance and advice - particularly for business start-ups - is often available through not-for-profit and government agencies, including the following:

Community Futures - Cowichan Region
250.746.1004
www.cfcowichan.ca

Community Futures - Central Island
250.753.6414
www.cfnanaimo.org

Some useful online resources include:

- Canada Business Services for Entrepreneurs:
www.canadabusiness.ca
- Service Canada:
www.servicecanada.ca
- Small Business BC:
www.smallbusinessbc.ca
- Women’s Enterprise Centre:
www.womensenterprise.ca
- One Stop BC Registry:
www.bcbusinessregistry.ca
- BC Film Commission:
www.bcfilmcommission.com
- BC Ministry of Finance:
www.fin.gov.bc.ca
- Western Economic Diversification:
www.wd.gc.ca

A number of programs, tax credits, and other incentives are available to businesses through the federal and provincial governments. British Columbia Tax Credit programs are handled by the Ministry of Small Business and Revenue – Income Taxation Branch. More information is available online at www.sbr.gov.bc.ca/business.html, then click on “Tax Credits”.

Federal programs, including grants, loans and financing available for businesses are available online at www.canadabusiness.ca/eng/search/sof.

Business Sectors

Ladysmith’s economy has always depended heavily on natural resources – first coal, and then wood. Logging and lumber mills continue to play an important role. More recently, however, the service industry has expanded, and marine-related manufacturing, green business, and tourism have become key economic pillars. Ladysmith continues to seek out ways to diversify the local economy and increase investment in value-added and service-based industries.

Ladysmith is a growing community both in its population as well as its business base. The Town supports enhanced economic development efforts and works cooperatively with local industry to grow the local economy.

A tremendous amount of effort has been focused on developing a forward-looking strategy that creates a dynamic and supportive environment for entrepreneurs, and seeks to create new opportunities and encourage continued economic growth.

Economic and environmental sustainability is the ‘green thread’ that runs through all of Ladysmith’s economic development activities. The Town encourages investment in businesses that will create jobs and lead to a ‘greener’ and more resilient community.

The new Sustainable Economic Development Strategy for the Cowichan Valley Regional District will help to increase the area’s competitiveness, while planning a sustainable future for the region.

Areas of the Town identified for future development are outlined in the Town of Ladysmith Official Community Plan. These areas include commercial development, directed principally to the downtown core and the south end (Coronation Mall), with complementary commercial areas provided to serve the mixed-use waterfront as well as local neighbourhoods.

Key business sectors:

- Marine-related Manufacturing & Services
- Green Industries
- Professional Services
- Tourism Infrastructure
- Wood Products Manufacturing
- Food and Beverage Processing

“Ladysmith is a business community that balances passion and play, where spirited entrepreneurial minds grow roots and sprout wings .”

~ Ladysmith: Make It Happen Here,
Ladysmith Economic
Development Commission, 2008

Sectors

Forestry and Wood Products Manufacturing:

With a number of mills operating in and near Ladysmith, this is an important activity with a large number of highly skilled residents employed in the sector. Training and educational opportunities already exist to serve new and expanding businesses. Value-added wood products manufacturers are also increasingly present in the community, taking advantage of the proximity to Vancouver Island's forestry operations.

Marine Manufacturing and Services:

Ladysmith's natural harbour and marina facilities make the community a perfect fit for a variety of marine-related industries. Local marine-related industry companies have a distinct advantage in terms of location, expertise and customer base.

Food Processing:

Primarily shellfish processing (oysters, clams, scallops and more) is a sector with many opportunities. Local growers and producers enjoy superior market access and growing conditions, thereby minimizing production costs. Support services are also nearby for the industry, including supplies, workforce and transportation to markets.

Professional Services:

Many knowledge-based businesses can compete globally from anywhere, and more and more entrepreneurs are choosing quality of life over big city living. Ladysmith's small-town atmosphere, coupled with incredible recreational opportunities and proximity to major transportation networks and urban centres makes Ladysmith an ideal location for professionals.

Retail:

The retail sector, located primarily in the historic Downtown core and at Coronation Mall, is a major source of economic activity in Ladysmith. There are over 50 retail establishments, and Ladysmith's historic downtown boutique shops offer some unique finds.

Green Industries:

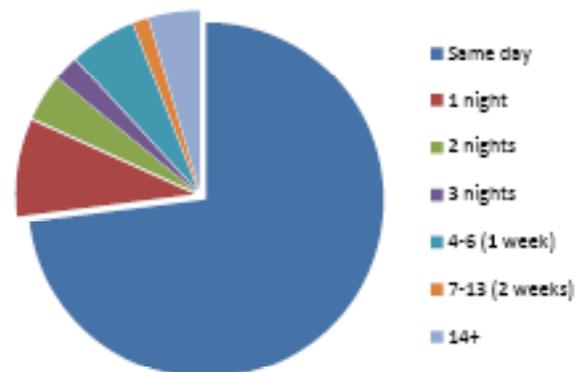
The community's vision for sustainable leadership includes a focus on green industry. This emerging sector includes eco-tourism, green and innovative companies, eco-industrial parks, live-work, green building, buy local and green business leadership. The Town is working with Economic Development Cowichan on its Clean Technology initiatives.

Tourism Infrastructure:

Tourism has emerged as a significant economic pillar in Ladysmith due primarily to the community's stunning West Coast location, waterfront recreation, trails and boutique-style shopping experience. This sector will continue to expand significantly as new marina amenities are developed. According to the Ladysmith Visitor Centre, 27% of the visitors who accessed the Centre in 2011 stayed for at least one night. The vast majority of visitors were from Vancouver Island and the rest of BC.

Length of Stay in 2011

Source: Ladysmith Chamber of Commerce & Visitor Centre



For more detailed business sector information, please visit the Town's website.

Labour Force

The labour force of Ladysmith provides a variety of skilled workers and labourers. By industry, there is a focus on business services, manufacturing, retail trade, and health care/social services. The majority of workers are employed in sales and services, trades/transport/equipment operators/related occupations, and business/finance and administration. Approximately 54% of the population 15 years and older are employed, with 3% unemployed.

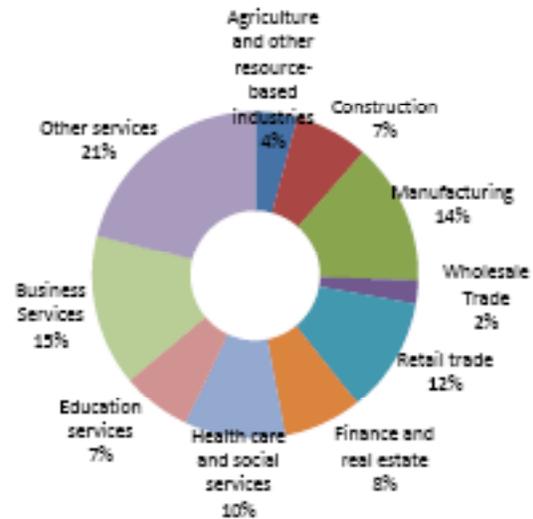
Labour Force Activity in Ladysmith

	Population	Proportion
Total Population 15 years and over	6,260	100%
Labour Force - Employed	3,375	54%
Labour Force - Unemployed	205	3%
Not in the Labour Force	2,680	43%

Source: Statistics Canada 2006 Census

Labour Force by Industry

Source: Statistics Canada 2006 Census

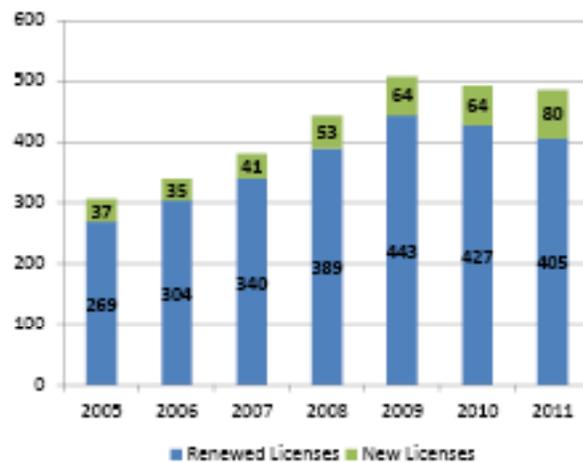


Business Licence Data

All businesses operating in Ladysmith must obtain a business licence through the Town of Ladysmith. The application for a business license is available online on the Town's website and at City Hall. The approval process takes, on average, less than 2 weeks. The cost of the license is \$100. Ladysmith has witnessed a consistent increase in new business licenses over time. In 2011, 80 new business licenses were obtained, and 405 existing business licenses were retained. Business license data includes local businesses and businesses located elsewhere and operating in Ladysmith.

Ladysmith Business Licenses, 2005-2011

Source: Town of Ladysmith



Local Economy

Major Employers

Ladysmith has a significant number of small businesses (employing fewer than 10 people), as well as a large number of home-based businesses. Major employers represent the public service sector, as well as a small number of industries and larger retail establishments. According to the 2006 Census, more than 60% of Ladysmith's population works outside of the community, in Nanaimo and throughout the Cowichan Region, as well as in Victoria. However, Ladysmith also attracts a significant number of non-resident workers. Nearly 50% of the people employed in Ladysmith reside outside the town.

The local economic base is service-oriented. However, there is a significant goods-producing footprint for the size of the population, reflecting the woods product manufacturing sector and local sawmill, marine manufacturing services and food processing. The number of employees represented below includes both full-time and part-time permanent staff.

Ladysmith Major Employers

Company	Employees	Sector
Lodge on 4th	150	Residential Care Home
School District #68 (Ladysmith Only)	145	Education
Western Forest Products Saltair Sawmill	143	Forest
49th Parallel Grocery Store	89	Grocery Retail
Town of Ladysmith	71	Municipal Government
Safeway	64	Grocery Retail
Ladysmith Press	52	Media/Publishing
Ladysmith Community Health Centre	40	Primary Health Care
Ladysmith & District Credit Union	33	Financial Services
Limberis Seafood Processors	30	Clam & Oyster Processing
Pharmasave	24	Pharmacy
Home Hardware	13	Retail

Nanaimo Major Employers

Company	Employees	Sector
School District #68	2100	Education
Nanaimo Regional General Hospital	1600	Healthcare
Vancouver Island University	1030	Education
BC Ferries Corporation	798	Transportation
Shaw Cable	600	Cable Provider
City of Nanaimo	539	Municipal Government
McDonald's (4 locations)	395	Restaurant
Coastal Community Credit Union	269	Financial Services
Department of Fisheries and Oceans	250	Research Lab
The Real Canadian Superstore	240	Grocery Retail

Community Planning

The Town of Ladysmith has formulated long-term development strategies for the community to guide future development. The Official Community Plan and the Community Sustainability Plan are both available on the Town's website (www.ladysmith.ca) or by contacting City Hall. Copies of several of the Town's bylaws are also available on the website, including the Zoning Bylaw, Sign Bylaw, Subdivision Bylaw, and the Building & Plumbing Bylaw. Since the website may not include all revisions and amendments to Town bylaws, it is strongly suggested to request an official version from City Hall.

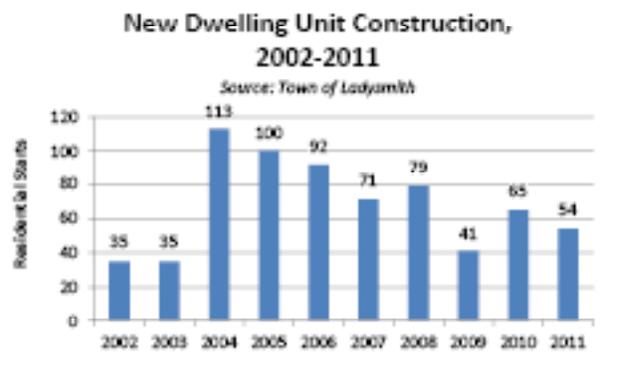
In 2012, the Town's Zoning Bylaw will undergo a significant revision to support the implementation of the Community Sustainability Vision, Community Energy Plan, and 'greener' development in the Town. Planning and zoning is a function of the Development Services Department. The Department can assist in interpreting the bylaws for development projects.

Building Permits

Building permits are issued for any construction, alteration or repair of a building. Plans for construction

or alteration need to accompany the application for the permit. On average, permits are issued within 15 to 30 days, depending on the scale of the project. Costs of the permits are established based on the extent of the construction.

During 2011, \$9.8 million was spent on building in Ladysmith, including over \$1 million on industrial projects, and \$7.4 million in new housing starts on 54 units. In the past ten years, 685 new dwelling units have been constructed in Ladysmith.



Town of Ladysmith Application Fees

OCP / Zoning Amendment Application	\$1500 + advertising costs public hearing
Subdivision Application	\$300 application fee + \$100 per lot
Development Variance Permit	\$750
Development Permit - Multiple Family, Commercial, Industrial	\$750
Development Permit - Environmentally Sensitive Areas and Hazard Lands	\$100
Development Permit - Amendment	\$100
Sign Permit / Façade Development Permit	\$100
Board of Variance	\$750
Temporary Use Permit	\$1000 + advertising costs
Strata Conversion Fee	\$200 per unit to a maximum of \$2500

Source: Town of Ladysmith Fees and Charges Bylaw 2008, No. 1644. For an official copy, please contact City Hall at: 250.245.6400.

Industrial Development

There are two industrial parks in Ladysmith, one located at the north end of town (Rocky Creek Industrial Park) and the other at the south of town (South Ladysmith Industrial Park). Both have excellent highway access, utilities on or near the site, and zoning for industrial activity.

The 72 ha Rocky Creek Industrial Park is located adjacent to the Trans Canada Highway, fronting Ladysmith Harbour. It provides primarily for live-work, light and heavy industrial uses. Highway upgrades and availability of servicing enhances the desirability of the area. Lot sizes range from 0.5 to 2.0 ha with full municipal road, sewer, and water services as well as gas, hydro and telephone utilities.

The 41 ha South Ladysmith Industrial Park is located at the south entrance to Ladysmith and provides for a range of industrial uses. Lot sizes are a minimum 0.5 to 8 ha with rural servicing levels. While servicing is limited, municipal water may be extended as well as gas, hydro and telephone service.



Commercial Development

The Town has two main commercial areas: the historic downtown and the south end (Coronation Mall), with smaller complementary commercial areas located within neighbourhoods. Maintaining the heritage character of the downtown is important to the community. Design guidelines for buildings, signs and canopies are available for new projects and renovations. Design guidelines also exist for commercial development in other areas. Resources for site and building design are available online through the Town's business development portal (www.ladysmith.ca/business-development).

Commercial properties listed for sale or lease are publicized through the many local real estate companies, or through www.icx.ca.

Waterfront Development

Ladysmith's stunning waterfront is one of the community's most defining features and, as such, is integral to the community's identity. Transfer Beach Park is a highly treasured place – a place where residents and visitors go to experience nature, tranquility and fun-filled community events and recreational opportunities. Adjacent to Transfer Beach lie approximately 68 acres of Provincial Crown Land and 24 acres of Town-owned land (known as the 'Uplands') – all vacant and awaiting development.

The Ladysmith Sustainability Plan and the Waterfront Area Plan envision a dynamic multi-use waterfront village comprised of natural areas, recreational areas, marine and marine activity areas, waterfront development and services; and a working waterfront of traditional industrial and related uses.

As a result of historic industrial uses on the waterfront, these lands have been subject to varying levels of environmental challenges. In partnership with the Stz'uminus First Nation and the Province of BC, the Town is currently focusing its efforts on environmental assessment and clean-up of the area so that a sustainable mixed-use development can ensue.

In 2009, the Town formed a municipally-owned corporation to work in partnership with the Ladysmith Maritime Society as an economic development initiative, to grow the marine tourism sector. As part of this initiative a new waterfront Reception Centre was officially opened in May 2012. This architecturally designed facility provides washroom, shower and laundry facilities, indoor and covered gathering spaces for visitors and the community, and sewage pump out for boaters. The facility was funded through a \$1.7 million investment from Western Economic Diversification and Island Coastal Economic Trust and the support of the Town.



Heritage Downtown

Downtown Ladysmith has long been recognized for its historic character and heritage buildings. Several of the buildings have been placed on the local Community Heritage Register and the Canadian Register of Historic Places. The Downtown continues to flourish as a shopping destination for locals and visitors to enjoy all that it has to offer, including boutique retail, cafes, restaurants, locally owned and operated commercial outlets and professional services, and the award winning Heritage Route of historic artifacts. A new downtown Ladysmith Museum opened in 2012.

Opportunities to diversify land use in the Downtown and incorporate increased residential uses through infill or residential development above commercial use are supported to further strengthen Ladysmith's Downtown.

Development Cost Charge Downtown Waiver

In 2011, the Town adopted a Development Cost Charge (DCC) reduction within the downtown core. This initiative provides an incentive to new development in the Downtown by waiving the Development Cost Charges for eligible development. The incentive applies to multi-family residential development and commercial development.

Revitalization Tax Exemption Program

In 2007, the Town of Ladysmith introduced a Revitalization Tax Exemption Program aimed at maintaining the heritage character of Ladysmith and encouraging investment within the downtown core without triggering increased taxation. To qualify, property owners must submit a formal application (fee of \$250 applies) and projects must meet program criteria and objectives.



Taxation

Property Taxes

Property taxation is an important source of municipal revenue. The value of a property, as assessed by BC Assessment, is multiplied by the tax rates as set out by each of the taxing jurisdictions to determine property taxes. Property taxes also include levies for water and sewer services, policing services, the Vancouver Island Regional Library, and services provided by the Cowichan Valley Regional District, including the Cowichan District Hospital. Since 1996, Ladysmith has consistently reduced the portion of taxes paid by industry to reduce reliance on industrial taxes.

The overall tax rate increase contained in the 2012 budget is 2.58%. In the face of ongoing economic uncertainty abroad and at home, tax increases have been kept as low as possible while maintaining the levels of service the community desires. The Town is continuing to invest in its infrastructure. The 2012 budget focuses on continued water and sewer infrastructure improvements. Major water supply projects include a new centralized water supply treatment plant and completion of a pipeline connecting the south end to the Arbutus reservoir and a water supply connection pipeline project. Significant upgrades to secondary treatment at the sewer treatment plant are planned for the next two years. Both projects include a "green" component to capture waste energy, such as the hydraulic energy created through the water pipeline project and waste heat from the wastewater treatment plant. A new fire rescue apparatus truck is also being purchased in 2012.

The average single-family residential house which is assessed at \$296,607 results in a 4.98% increase in municipal taxes from 2011. In keeping with Council's policy to limit commercial property tax increases and encourage economic activity, the commercial property tax will increase by 2%.

The 2012 budget also reflects Council's direction to reduce its reliance on tax revenues from heavy industry. Since 1995, the Town has consistently reduced its dependence on heavy industrial taxes. This year, heavy industry will contribute 14.12% of the Town's property tax revenue, compared to more than 30% in the 1990s.

Sales Tax

The harmonized sales tax (HST) is the single harmonized tax that replaced the GST and PST in British Columbia. The HST applies at a rate of 12% to those goods and services that were previously subject to GST. On April 1st 2013, the Province will return to the former system of GST and PST.



Taxation

Payroll Taxes

Workers Compensation - Provincial

Tax Base	Tax Rate 2012
Assessable earnings up to \$73,700 per employee.	Rates vary by industry and individual employer's safety record. (Rates available online: www.worksafebc.com)

Employment Insurance - Federal

Tax Base	Tax Rate 2012
Insurable earnings up to \$45,900 per employee; (maximum annual premium per employee \$839.99 (Employer \$1175.96))	1.83 per cent (Employer 2.562 per cent)

Income Tax

Income Tax - Corporate	Provincial	Federal
Tax Base	Tax Rate 2012	Tax 2012
Net income from financial statements adjusted to comply with the federal Income Tax Act	General Rate: 10.0 per cent (Canadian-controlled private corporations pay 2.5 per cent on the first \$500,000 of taxable income)	General Rate: 15 per cent Canadian-controlled private corporations pay 11 per cent on the first \$500,000 of taxable income)

Source: www.investbc.com - data current as of June 2012

Water & Wastewater

Water and wastewater (sewer) services are provided by the Town of Ladysmith. The Town obtains its water from two sources, Holland Creek and Stocking Lake. The existing water supply system has the capacity to provide quality drinking water to a population of up to 15,000. The wastewater treatment plant was built to serve a population of up to 12,000; an expansion to serve a population of 17,200 is planned.

The Town has undertaken extensive infrastructure improvements to both the water and wastewater treatment systems in recent years. A state-of-the-art secondary sewage treatment system is now being built in Ladysmith, thanks in part to over \$5 million from Canada's Gas Tax Fund in 2011. The innovative design of the new plant – a first in North America – is based on a model used widely in Europe, which features an exceptionally small environmental footprint compared to conventional technology. It is especially well suited for coastal towns or communities with constricted plant sites. Upgrading the wastewater treatment plant to secondary treatment standards in order to better serve a growing community continues to be a key priority. Watershed protection and ongoing programs aimed at further reducing the Town's water consumption are also a high priority.

In 2010, the Town introduced a block usage water rate structure. Under this structure, users pay a flat rate for the first 25 cubic metres of water used, with the rate increasing for each additional 25 cubic metres.

The annual water parcel tax is \$100 per parcel or group of parcels. The annual sewer parcel tax is \$269 per parcel or group of parcels.

Wastewater Usage Rates (Quarterly)

Residential	\$42 per unit
Commercial	\$42 per unit/office
Industrial	Varies by class

(Effective April 2012)

Water Usage Rates (Quarterly)

Individually Metered Single Family Dwelling Units	\$22 minimum up to 25 cubic metres, \$0.50 per additional cubic metre to 50 cubic metres; \$0.60 per additional cubic metre to 75 cubic metres; \$0.75 per additional cubic metre to 100 cubic metres; \$1.00 per additional cubic metre to 125 cubic metres; \$1.35 per cubic metre per additional cubic metre over 125 cubic metres.
All Other Users	\$22 minimum for first 25 cubic metres, \$0.45 per additional cubic metre
Non-Metered Service	\$39 flat rate, per unit.

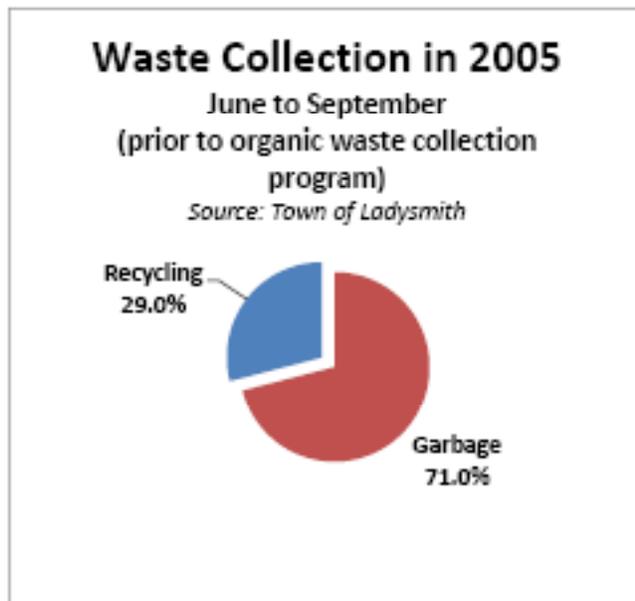
(Effective April 2012)

Garbage, Recycling & Organic Waste Collection

Residential garbage collection services are provided by the Town at a quarterly cost of \$42 for garbage, recycling and organic waste collection. Commercial and industrial users must make their own arrangements at this time.

One garbage can is allowed on alternating weeks, with a \$2 charge for each extra bag, or you can purchase a book of six tags for \$10. Recycling is unlimited, with pick-up alternating weeks with garbage collection. Pick up schedules, extra garbage tags and yellow recycling bags are available at City Hall and the Frank Jameson Community Centre.

The Town of Ladysmith is exceptionally pleased to be among the first municipalities in BC to offer weekly organic waste collection. The program was launched in 2006, and has substantially reduced the amount of garbage sent to landfills. Organic waste collection now accounts for 32% of all waste collection in Ladysmith. For more information about the Town's garbage, recycling and organic waste collection programs, please visit "Our Services" on the Town's website.



Telecommunications

Shaw (www.shaw.ca) and Telus (www.telus.ca) offer digital cable, telephone and high-speed internet service packages for residences and businesses. Bell (www.bell.ca) offers digital cable and internet. Detailed information about pricing and the various packages available can be found on the companies' respective websites.

Electricity

Hydro-electric power is delivered to Ladysmith by BC Hydro, a provincial Crown Corporation. BC Hydro's PowerSmart initiatives include several residential and business programs and incentives for energy efficiency and sustainability. For more information, visit www.bchydro.com. Electricity rates in BC are among the lowest in North America.

Natural Gas

Natural Gas is provided by Fortis BC (www.fortisbc.com) - a shareholder-held private company. The Mt. Hayes liquefied natural gas (LNG) storage facility, a \$190 million project, is located 6 km north-west of Ladysmith. This facility officially opened in 2011, and will ensure that at any point in time, a 10-day supply exists for the entire island, serving some 90,000 customers in the process.



Quality of Life

A Picturesque Coastal Setting

Ladysmith was named one of the 10 prettiest towns in Canada by Harrowsmith Country Life Magazine in 2000, being called "remote enough to feel free of urban nuisances, urban enough not to feel remote." The Saturday Post put it this way: "In Ladysmith you have neighbours; in Vancouver you have people who live next door".

Ladysmith won first place in the 5,000 to 10,000 population category "Communities in Bloom" contest in 2003. Judges said: "Ladysmith is truly a beautiful town. It is architecturally attractive, historically preserved, friendly, [...] Ladysmith has so many exceptional natural resources it's hard to focus on just one."

The Vancouver Sun called Ladysmith a "gem of a town", the Business Examiner dubbed it "a community that works and cares", and Ladysmith was featured in Sea Magazine as a great stop on a seaward adventure.

Ladysmith continues to recognize the importance of history, and has been the recipient of multiple heritage awards. This list includes the Heritage Society of BC Award of Outstanding Achievement for the restoration of Aggie Hall, a Heritage Society of BC Award of Honour for the restoration of the Machine Shop (now housing the Waterfront Art Gallery), and a Certificate

of Recognition for the Ladysmith Town Archive (a joint award with Ladysmith & District Historical Society).

Celebrations Showcase Tremendous Community Spirit...

Ladysmith is renowned for its annual celebrations and community events that showcase the community's tremendous sense of pride. Some of the most popular include:

- New Year's Day Polar Bear Swim
- Ladysmith Home, Garden and Business Show
- Ladysmith Maritime Festival
- Annual Rotary Garden Tour
- Hometown Tourist Weekend
- Canada Day celebrations
- Brits on the Beach
- Ladysmith Days
- Ladysmith Show and Shine
- Arts on the Avenue
- Artisan's Old Fashioned Christmas
- Ladysmith Festival of Lights

The Ladysmith Chamber of Commerce maintains a community event calendar that can be viewed on their website at www.ladysmithcofc.com. Take 5 Magazine (www.take5.ca) also offers a detailed community events listing.

Quality of Life



Library

The Vancouver Island Regional Library (www.virl.bc.ca) operates on a regional basis with 38 branches on Vancouver Island, Haida Gwaii and the Central Coast. The Ladysmith branch is located at 740 First Avenue.

With access to more than a million books, magazines, videos, newspaper and other material, the Ladysmith Library also offers free Wi-Fi, public internet access stations and numerous programs for all ages. Branch hours are Monday, Wednesday and Saturday from 10am to 5pm and Tuesday, Thursday and Friday from 10am to 8pm.

Everyone Belongs Here - Clubs & Organizations Galore!

Ladysmith boasts an impressive number of ways that residents of all ages can get involved in the community. Volunteerism rates are exceptionally high, and social clubs abound. Download the most current directory of community clubs and organizations from the Town's website (www.ladysmith.ca) and get involved!

Healthy, Active Lifestyle

Ladysmith has a number of year-round amenities, leisure services, programs and facilities available to meet the needs of local residents and visitors alike. These include 26 kilometers of trails, 110 hectares of parks and open space, a community centre, community hall, resource centre and a senior's centre.

Ladysmith's beautiful harbor setting and hillside landscape offer hiking and walking trails with easy access points throughout the Town. The routes include beach, marine, and estuary walks, heritage building and artifact routes, forests, waterfalls, and spectacular view points. In addition to trails, vast amounts of parks and open space offer seaside fun, nature experiences, playgrounds and playfields.

Transfer Beach Park, the jewel of Ladysmith, is located across the Trans Canada Highway from the town center. This waterfront park and beach offers a wide range of amenities to meet your needs: picnic facilities, covered shelters, large adventure playgrounds, open fields, a seasonal concession, a water spray park, amphitheatre, kayak and marine adventure centre and much, much more! Transfer Beach is well known for its warm, clear, clean summer swimming water – the warmest north of San Francisco.



Quality of Life

Ladysmith's newest public space is Spirit Square, located in the heart of the new community complex containing the Ladysmith Resources Centre, the Boys' and Girls' Club, and the Seniors' Centre. Spirit Square is an accessible, inclusive place for festivals, events and celebrations.

Ladysmith offers both on- and off-road cycling for beginner and experienced riders. Routes within the town connect residents to shopping and services with the least amount of hill-climbing! Following an update to its Bicycle Plan in 2009, the Town is in the process of planning route and infrastructure improvements to encourage greater use of bicycles in the community. The newest addition is a multi-use pathway, adjacent to the Trans Canada Highway, located between North Davis Road and Bayview Avenue. The pathway was constructed in 2012 to allow better connectivity for cyclists and pedestrians.

For team sport enthusiasts and fans alike, the outdoor sports complex located at 4th Avenue and Jim Cram Drive includes Forrest Field, the home turf of the Mid Isle Highlanders Football Club – Pacific Coast Soccer League. This artificial turf field officially opened in 2011 and is enjoyed by all ages. Along with the new playground, future plans for the complex include the development of two ball fields, a fitness track, and field house.

Forrest Field and other facilities in Ladysmith have hosted two major youth soccer events. The BC Mini-World Cup was hosted by Ladysmith in May 2012 and the Stz'uminus All Native Annual Soccer Tournament is planned for the Canada Day long-weekend. These tournaments showcase the hospitality and amenities that Ladysmith has to offer.

The Frank Jameson Community Centre (the FJCC) includes an indoor swimming pool complex (25 meter lap pool, a therapy/teach/leisure pool, whirlpool, and sauna), gymnasium, program and meeting spaces as well as a new fitness and wellness centre. A wide variety of community education, active living, and leisure services and programs are available for every age and interest. Residents with financial challenges may seek assistance for inexpensive access to programs and services through the Leisure Access Program.

For more information about programs through Ladysmith Parks, Recreation & Culture, download a copy of the Active Living Guide (www.ladysmith.ca) or call the Frank Jameson Community Centre at 250.245.6424.



A Welcoming Community

New residents are warmly welcomed to Ladysmith, and the following resources are available for the information of prospective residents, or to help to ease the transition for newcomers.

- To request a Ladysmith Relocation Package, contact the Ladysmith Chamber of Commerce at 250.245.2112, or at info@ladysmithcofc.com.
- Contact City Hall at 410 Esplanade or call 250.245.6400 to obtain an information package about garbage & recycling pick-up, including service schedules, general information, recycling bags and stickers.
- Once in town, contact the Ladysmith Newcomers Club to meet friends and experience all that Ladysmith has to offer. Contact: 250.245.9334 or drewchisholm@shaw.ca.
- The local Welcome Wagon is another great source of support and information to newcomers. Contact: 250.245.0799 or leankg@shaw.ca

Community Services for All

Volunteerism in Ladysmith is exceptionally high. Download the most current directory of community clubs and organizations from the Town's website (www.ladysmith.ca) and get involved!

Officially opened in 2011, the new Ladysmith Community Services Centre is located between High Street and Buller Street on Second Avenue and provides a new home for the Ladysmith Resources Centre Association, the Seniors' Centre Association, and the Boys' and Girls' Club. The Centre is comprised of a combination of new and revitalized buildings and public spaces, including the new public gathering area "Spirit Square". The project won the Union of BC Municipalities Community Excellence Award Honorable Mention for Partnerships in 2011.

Ladysmith offers a wealth of support services for residents of all ages - from infants to seniors and every age in between. Services for young families in Ladysmith are second to none, with a variety of licensed care facilities, preschools, and other early years services located in the community.



Quality of Life



The Ladysmith Community Health Centre, formerly the Ladysmith Hospital, provides a range of health and community services in one central location, along with an adjacent 101 bed privately-run residential facility. The Community Health Centre offers services such as urgent care and clinical day care, counseling, education, children and youth clinics, midwifery, addictions services, x-ray and laboratory, and home and community care.

Ladysmith is within the catchment area for the Nanaimo Regional General Hospital, a modern 409 bed facility. The Hospital is located at 1200 Dufferin Crescent in central Nanaimo. The Hillside Medical Centre offers a traditional family practice clinic. A number of private health care offices, such as dentists, physiotherapists, chiropractors, massage therapists, optometrists and others are also located in the community.

Anyone seeking employment can contact Global Vocational Services - they offer free employment services to all unemployed, underemployed or employment threatened individuals. Some of their core services include job postings, computer/Internet access, resource information, one-on-one

assistance with returning to work or training and workshops on computer basics, job search and resumes, career assessments and decision making, entrepreneurial exploration and trades and technology information. Visit their website at www.gvsjobs.com, or call 250.924.2884.

Local and Regional Attractions

Ladysmith is at the crossroads of some of the best tourism and recreational opportunities that Vancouver Island has to offer.

Ladysmith's tourism website (www.tourismladysmith.ca) offers vacation planning tips to help visitors (and locals) experience everything that Ladysmith has to offer.

Known for its abundance of community spirit, the Town offers exciting celebrations throughout the year, such as Ladysmith Celebration Days in August and the famous Festival of Lights from November to January. On Sunday nights throughout the summer, free concerts are offered at the Transfer Beach Amphitheatre that will delight residents and visitors alike. Arts on the Avenue is an annual outdoor event which features local artists each August. In November, a self-guided tour of local artisans is organized in time for the holiday season.

The Ladysmith Waterfront Art Gallery (www.ladysmithwaterfrontgallery.com) is located in a restored heritage building just a short walk from Transfer Beach. The gallery was created by a partnership between the Town and the Ladysmith Arts Council to provide a showcase for artistic talents of members and guest artists, along with studio and classroom space. The gallery has a reputation for being forward-thinking and dedicated to the growth

of art in all disciplines, with a focus on providing the community with classes taught by talented teachers. The Ladysmith Waterfront Art Gallery displays local artwork and exhibitions year-round.

With the abundance of beautiful heritage buildings and streetscapes, and artifacts from the coal mining, forestry, rail and marine industry located throughout the town, celebration of heritage is easy in Ladysmith. Discover our past with self-guided walking tour brochures, or visit the new Ladysmith Museum or the floating Maritime Museum at the Ladysmith Maritime Society community marina. While at the marina, take a historical tour of the Ladysmith Harbour aboard a restored lifeboat.

For added fun, you may want to venture out to neighbouring communities. Cultural attractions such as the BC Forest Discovery Centre and the Quw'utsun Cultural Centre in Duncan are unique experiences for visitors and locals alike. The Saturday Market in the Square in Duncan provides a wonderful opportunity to purchase products from local farmers and artisans, as does the Cedar Farmer's Market at the Crow & Gate Pub in Yellowpoint. Mix in a tour of the Chemainus murals, Duncan's outdoor totem collection, or the Art District of Nanaimo, and you are sure to enjoy your stay in the breathtaking Cowichan Region.

Community drama clubs and local restaurants feature a variety of theatrical and musical entertainment. Ladysmith's Little Theatre (www.ladysmiththeatre.com) is a local theatrical group known for unique community performances and weekend dinner theatre. The acclaimed Chemainus Theatre (www.chemainustheatrefestival.ca) and the Port Theatre in Nanaimo (www.porttheatre.com) are within a 20 minute drive and offer a variety of performances.

At various times during the year, wineries and artisans open their doors to visitors and aficionados alike. Hiking, kayaking, paddle boarding and diving are also very popular activities in Ladysmith and surrounding areas. The Visitor Centre is a wonderful source of local tourism-related information. The Visitor Centre is located at 411 First Avenue, and can be contacted at 250.245.2112 or info@ladysmithcofc.com. For more information on regional tourism attractions, visit:

Tourism Cowichan: www.tourismcowichan.com

Tourism Nanaimo: www.tourismnanaimo.com

Tourism Vancouver Island: www.vancouverisland.travel

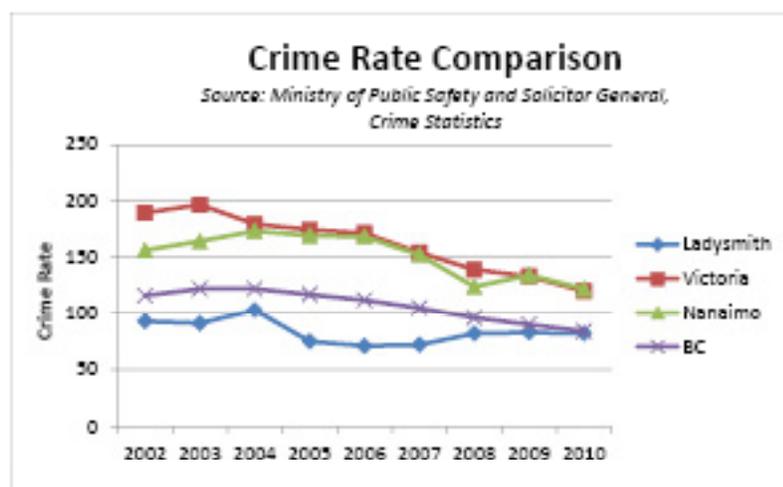


Quality of Life

A Safe Community to Call Home

Policing services are provided by the Royal Canadian Mounted Police (RCMP). The Ladysmith Detachment has seven municipal officers, five provincial officers, one First Nation officer, three on-call guards, four public service staff, and a Victim Services Coordinator, in addition to support from volunteers.

Ladysmith Fire/Rescue provides fire protection to the Town of Ladysmith, parts of Saltair and the Diamond Improvement District. This fire protection area spans over 100 square kilometers. The Fire/Rescue Department consists of 35 paid-on-call members including the Fire Chief, Deputy Chief, Training Officer, Captain, 3 lieutenants, and 28 firefighters. For more information, please visit www.ladysmithfirerescue.com.



Local Media

The Ladysmith-Chemainus Chronicle is published weekly and covers Ladysmith and Chemainus areas. It features news stories, local cultural and sporting events, and classifieds. It is also online at www.ladysmithchronicle.com.

Take 5 (www.take5.ca) is a monthly publication circulated in Chemainus, Saltair, Ladysmith, Yellow Point, Cedar, Cassidy, Chase River and surrounding areas.

The nearest daily newspapers are the Nanaimo Daily News and the Times-Colonist in Victoria.

There are three broadcasting stations serving Vancouver Island: CTV, CHEK TV and Shaw Cable. There are also a great variety of radio stations in the area, including:

- 89.7 FM "Sun FM" (Duncan)
- 90.5 FM CBC Radio (Victoria)
- 101.7 FM Radio VIU "CHLY" (Nanaimo)
- 102.3 FM "The Wave" (Nanaimo)
- 106.9 FM "The Wolf" (Nanaimo)
- 690 AM/ 88.1 FM - CBC Radio One (Vancouver)
- 1070 AM CFAX (Victoria)

The Community Profile is a collection of community information and statistical data deemed accurate and up-to-date at the time of publication. While we have made every effort to confirm the contents, please verify information prior to use to ensure that it is current and correct. Thank you.

© Town of Ladysmith



Ladysmith Celebrations Society
Box 1267
Ladysmith, BC

Ladysmith Town Council
Box 220
Ladysmith BC

July 6, 2012

Dear Mayor & Councillors

Ladysmith Days will be held this year from August 10 - 12. On Sunday our activities take place at Transfer Beach Park. Due to the expansion of events and vendors in recent years we have experienced an increased demand for space and an increase in vehicle traffic.

As you are aware this is a free event for the citizens of Ladysmith and your volunteer committee is trying to work within a smaller budget (due to recession driven loss of sponsors) for an event that is expanding while at the same time we are also trying to alleviate some pedestrian and vehicle congestion.

To that end the Ladysmith Days Committee would like to request the free use of the Town's Trolley for Sunday August 12 from 9:00 am to 5:00 pm to shuttle attendees from off site parking to Transfer Beach Park.

We thank you for your consideration in the matter.

Yours Truly

Ladysmith Days Committee Secretary,
Darlene Kelt
250-245-5295

July, 2012

Felicity Adams
410 Esplanade
Ladysmith, B.C.
V9G 1A2

Dear Felicity:

Further to your application for funding to undertake the Bayview Ave. Multi-Use Connector project, we would like to congratulate you in being successful in its application for support under the Tree Canada – BC Hydro a maximum contribution of **\$6,240** including taxes is being provided for the purchase of trees and shrubs subject to the following conditions:

A) Project Recognition:

Please assure that BC Hydro and Tree Canada being formally recognized as sponsors of the project in communication materials, on site signage and media coverage. Communication strategies should be coordinated with BC Hydro and Tree Canada.

If you are planning a special event around this project, Tree Canada and BC Hydro would appreciate an invitation.

B) After project completion please mail (e-mail preferred) your final report (template provided) and your invoice for the amount of the approved sum shown above to:

Christian Walli, Tree Canada, 520 Sharpe St., New Westminster, B.C. V3M 4R2

C) Your project number: Please use this project number BC Hydro 10-12

Please note that BC Hydro and Tree Canada will receive any carbon credits resulting from the planting program.

D) Planting Guidelines:

BC Hydro requests that no trees should be planted within 5 meters of any powerline corridor which may exist where tall growing trees are planned. Low growing species will need to be selected if a powerline exists. Please refer to the enclosed *Tree Tips* handout for more detail.

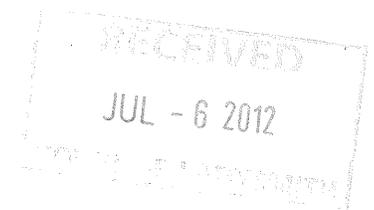
If you have any questions, please feel free to call me anytime at the numbers shown below.

Sincerely,

Christian Walli

Christian Walli R.P.F.,
Tree Canada Community Advisor
520 Sharpe Street, New Westminster, B.C. V3M 4R2
Ph. (604) 521-7771 ext. 103 / Cell (604) 817-7626
e-mail christian_walli@brinkman.ca

CC: Dianne Belanger, TC
Brian Fisher, BC Hydro



JUL 03 2012

265021

His Worship Mayor Rob Hutchins
Town of Ladysmith
PO Box 220
410 Esplanade
Ladysmith BC V9G 1A2

Dear Mayor Hutchins:

Thank you for your letter of May 29, 2012, addressed to the Honourable Christy Clark, Premier, regarding the expert panel review of business taxation and the municipal revenue sources review. I apologize for the delay in response.

On January 12, 2012, I appointed an expert panel to review business taxation. The scope of review for this panel is extensive, covering various types of provincial business taxation as well as municipal property taxation of business, while balancing the principles of competitiveness, fairness and simplicity.

Because of its extensive scope, the panel requires expertise and experience from several areas, including business, industry, academia and the public sector. While there is no direct municipal representation on the expert panel, Dale Wall is an adjunct member. Mr. Wall has two decades of experience with the Province of British Columbia, including serving as both Deputy Minister of the former Ministry of Community and Rural Development, and Assistant Deputy Minister responsible for the Local Government Division. Mr. Wall is also a lifetime member of the Union of British Columbia Municipalities (UBCM).

I would like to state that municipalities are an important stakeholder in this process and the expert panel would benefit from your input. You may contact the chair of the panel, Sarah Morgan-Silvester, at expertpanel@gov.bc.ca. For more information on the scope and purpose of the expert panel, please see the news release located at www2.news.gov.bc.ca/news_releases_2009-2013/2012FIN0002-000018.htm.

For more information about how to make a submission to the panel, please visit www.fin.gov.bc.ca/experts_panel_tax.htm.

.../2

The review of municipal revenue sources does not include a panel. It is being conducted by Ministry of Community, Sport and Cultural Development staff, internally, primarily as an information gathering activity. It is intended to inform decision makers rather than make specific recommendations. A draft of the Terms of Reference has been shared with UBCM for comment so that views and input provided by UBCM can be considered throughout the review.

I would like to thank you again for taking the time to write.

Sincerely,

A handwritten signature in black ink, appearing to read 'Kevin Falcon', with a stylized flourish at the end.

Kevin Falcon
Minister and Deputy Premier

cc: Honourable Christy Clark
Premier

TOWN OF LADYSMITH

BYLAW NO. 1806

A BYLAW TO AMEND THE LADYSMITH DEVELOPMENT PROCEDURES BYLAW 2008, NO. 1667

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

1. Amendments:

Town of Ladysmith Development Procedures Bylaw 2008, No. 1667 is amended as follows:

- (a) Section 1 "Definitions" is amended by deleting "Manager of Development Services" and adding "Director of Development Services".
- (b) Section 3 "Application Procedure" is amended by adding the following new section (f):
 - "f) Accompanied by a survey for the subject property prepared by a BC Land Surveyor (BCLS).
 - (i) Site plans submitted for a proposed development shall be based on the BCLS survey.
 - (ii) The Director may waive this requirement when appropriate."

2. Citation

This bylaw may be cited for all purposes as "Ladysmith Development Procedures Bylaw 2008, No. 1667 Amendment Bylaw 2012, No. 1806".

READ A FIRST TIME on the 3rd day of July, 2012
READ A SECOND TIME on the 3rd day of July, 2012
READ A THIRD TIME on the 3rd day of July, 2012
ADOPTED on the day of , 2012

Mayor (R. Hutchins)

Corporate Officer (S. Bowden)