



TOWN OF LADYSMITH

2022

ANNUAL REPORT

Fiscal year ending December 31, 2022

 **OPEN** *for*  
**BUSINESS**  
*2019 Award Finalist*





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# ABOUT OUR COMMUNITY

Nestled on the eastern shores of spectacular Vancouver Island, Ladysmith features all the warmth and charm of a small town, yet offers its residents a full range of services, amenities and world class municipal infrastructure typically found in larger urban centres. Ladysmith is a growing community (population 8,990 in 2022) located just 88 km (55 miles) north of Victoria and 23 km (14 miles) south of Nanaimo.

Ladysmith residents place a very high value on preserving the storied chronicle of this community, actively celebrating the Town’s intriguing heritage while respectfully acknowledging the more than 5,000 years of history of the first residents of this land, the Stz’uminus First Nation.

The Town’s strong sense of pride for its past is also evident in its well-maintained architecture and colourful streetscapes. 1st Avenue, a major thoroughfare, was nationally recognized in 2017 as Canada’s Great Street by the Canadian Institute of Planners.

As a progressive municipal leader, the Town of Ladysmith places a strong emphasis on the importance of bringing the past to life while simultaneously forging ahead on new initiatives. These values are reflected in the way the Ladysmith Heritage Walks link the vibrant history of its buildings and artifacts with the burgeoning waterfront area and Transfer Beach Park.

Whether the Town is focused on restoring an old building or planning a new development, Council and staff always do so in a thoughtful, balanced and sustainable manner.





## THE MAYOR'S MESSAGE

On behalf of Council, it is my privilege to provide this message for the Town of Ladysmith's 2022 Annual Report, as we reflect on this past year.

The echoes of the COVID19 pandemic continue to reverberate. Combined with rapidly rising costs these impacts continued to stress financial resources of the Town as Council focused attention on opportunities for substantive progress on our Strategic Priorities. As a Council, we entered this final year of our term of office with continued focus on economic recovery and preparing for an uncertain climate future.

We continued to invest resources into our Official Community Plan engagement and policy development, core infrastructure priorities and projects to advance accessibility, sustainability, and community vitality.

As a growing community, a modern OCP that reflects current challenges and future opportunities will guide growth and decision-making moving forward. Hundreds of residents shared their vision for Ladysmith throughout the many in-person and online engagement opportunities and the broad range of feedback has been incorporated into the plan.

Ladysmith Council thanks residents who follow water restrictions in the dry summer months. Following water restrictions help responsibly manage this critical resource in the event of a prolonged drought, major structure fire or other emergency water needs.

Increasing our reservoir storage capacity and the availability of water is an ongoing priority for Council as our community continues to grow. Through a coordinated effort with our partners at the Cowichan Valley Regional District, we completed a preliminary design for replacement of the Stocking Lake Dam. We also completed preliminary design on the Holland Lake reservoir storage capacity upgrades that will ensure adequate water supply in the face of longer, drier summers and greater rainfall in the winter. We continue to explore funding opportunities through senior levels of government to help complete these

and other key infrastructure projects without passing the full burden of cost onto property owners.

On this note, I share gratitude for our Town staff for managing our budgets to balance the need for fiscal responsibility with necessary investments to lay the foundation for a stable and vibrant future. Revenue from new developments as well as the use of Provincial COVID-19 relief funds continue to make up for lost revenue, increased costs, and kept property taxes as low as possible.

I also applaud the work of Ladysmith's volunteers and service clubs for your outstanding commitment to our community. Throughout Ladysmith, volunteers continue to invest their time, energy, and funds to enhance our community. We are ever so grateful.

We also continue to make progress on implementing the Waterfront Area Plan as the Arts & Heritage Hub design is complete and work continued with Provincial authorities on remediation approvals to unlock the vast potential of this area and the entirety of the Town owned uplands. The walkable public space and artist studio, the first phase of the Arts and Heritage Hub, honours Stz'uminus cultural history will invigorate the upland area. Just down the road at Transfer Beach Park, we continued to invest in projects (funded with a

\$701,552 Provincial grant) to improve accessibility and completed upgrades to the public washroom, picnic shelters, additional seating and tables, and food truck concession areas. All these investments support our priority to make Ladysmith more accessible and enjoyable for people of all ages, incomes, and abilities. There is more to come!

Through our work on the waterfront, we continue to prioritize reconciliation and working together with the Stz'uminus First Nation on our shared vision as articulated through our Naut'sa mawt Community Accord, our Memorandum of Understanding and Waterfront Area Plan (Itst uw'hw-nuts' ul-wum - we are working as one). Our communities also gathered at Transfer Beach to celebrate Stz'uminus culture and reflect on our past, present and future as we marked Indigenous Peoples Day and the National Day for Truth and Reconciliation. Record turn-out for both days shows the strong and growing bond between Ladysmith and Stz'uminus and broad support for our work together. We are fortunate to be part of this journey together.

Together, through our shared motivation and mutual respect, we are on the path to building a better future. We celebrate all of these achievements and the progress highlighted within the 2022 Annual Report with our staff, partners, volunteers and residents. Thank you.

**Mayor Aaron Stone**





# THE CAO'S MESSAGE

Thank you for your interest in the Town of Ladysmith's 2022 Annual Report, a review of our accomplishments from the past year on realizing Council's 2020-2023 Strategic Plan objectives.

I'd like to express my sincere appreciation to the entire Town staff team for your outstanding level of service in fulfilling your respective duties.

We continue to achieve great things and deliver on the high quality of service to our residents because of your collective efforts.

I am grateful to work on the unceded traditional territory of the Stz'uminus First Nation. Together, we are continuing to learn from the past and move forward in a good way together in this journey of shared prosperity.

In 2022, a significant highlight for our staff team was the completion of the Official Community Plan (OCP) Review. The project, coined 'Unparalleled 2049', pulled together resources from across all departments as we worked together to achieve this important strategic priority for Council.

Development Services staff and our consultants presented a final draft to Council towards the end of the year, and it included policies that position our thriving community as a both progressive and adaptable to the challenges ahead.

I was impressed by the turnout we received during the public engagement process – at the in-person events such as the Big Ideas Fair, the 'Plancake' Breakfast, and through online surveys. Thank you to everyone who shared their perspectives with us and made the OCP Review a success.

Last year, the Town's Infrastructure Services team again excelled at delivering many of the core services that our residents depend on, such

as water supply and waste water management, garbage and recycling disposal, as well as roads and sidewalk maintenance.

Staff moved the 4th Avenue Reconstruction Project forward to tender, resulting in Council awarding a contract with an optimal timeline and bid price. The project will break ground in 2023 as we deliver on Council's priority of responsibly managing the renewal of aging assets.

Ladysmith's parks, trails and outdoor recreational amenities are among the most scenic on the Island and our crews provide exceptional service maintaining them for all to enjoy.

As a growing community, we understand that building and maintaining infrastructure and amenities is a priority for Council. We continue to apply for grant opportunities to lessen the financial burden on residents.

In 2022, Parks, Recreation & Culture and Infrastructure Services effectively managed a major improvement project at Transfer Beach Park, resulting in an extensive renovation of the public

washroom and rebuilding of the two picnic shelters.

The project is the result of a Provincial tourism grant and subsequent phases will continue in 2024 with the paving of an accessible walkway. In the fall, our Corporate Services department ran the general local election – which culminates the advance polls and General Voting Day but involves months of planning in accordance with the Local Government Act.

Our administrative offices had another busy year; I'd like to particularly recognize staff for providing exceptional customer service, answering phones, responding to inquiries, providing up-to-date information through our website, social media and Town electronic newsletter. We continue to find ways to improve operational efficiency.

In closing, I would like to thank Ladysmith Mayor and Council for entrusting me to lead our hard-working staff team. I look forward to accomplishing great things together.

**Allison McCarrick, CAO**







» **Vision:**

Ladysmith is a diverse and well-managed municipality that reflects the quality of its people, where we work together as stewards of our assets, environment and economy.

» **Mission:**

A safe, caring and vibrant economy.



Ray Gourlay  
Councillor



Amanda Jacobson  
Councillor



Tricia McKay  
Councillor



Duck Paterson  
Councillor



Marsh Stevens  
Councillor



Jeff Virtanen  
Councillor





# LADYSMITH COMMITTEES

Council appoints citizens to serve on local advisory commissions and committees. Their role is to review matters referred by Council, and to make recommendations to help Council conduct its business.

**Committee of the Whole**

The Committee of the Whole is responsible for advising and making recommendations to Council on a broad spectrum of issues related to departmental matters.

- Tricia McKay
- Chair, Nov. 2021 - Apr. 2022
- Marsh Stevens
- Chair, May - Oct. 2022
- Amanda Jacobson
- Chair, Nov. 2022 - Apr. 2023
- All members of Council

**Community Planning Advisory Committee - Jan.-Nov., 2022**

- Jason Harrison
- Chair
- Jason Robertson
- Member
- Brian Childs
- Member
- Steve Frankel
- Member
- Tamara Hutchinson
- Member
- Jennifer Sibbald
- Member
- Abbas Farahbakhsh
- Member
- Julie Thompson
- Staff Liaison
- Jake Belobaba
- Mgmt Liaison
- Marsh Stevens
- Council Liaison
- Tricia McKay
- Alt. Council Liaison

**Board of Variance - Jan.-Nov., 2022**

- Jan Christensen
- Member
- Tim Horner
- Member
- Terry Doherty
- Member

**DL2016 Holdings Corporation - Jan.-Nov., 2022**

- Jake Belobaba
- TOL Appointee
- Allison McCarrick
- TOL Appointee
- Alan Newell
- LMS Appointee
- Richard Wiefelspuett
- LMS Appointee
- Rob Hutchins
- Member

**Parks, Recreation & Culture Advisory Committee- Jan.-Nov., 2022**

- Colleen Butcher
- Member
- Gordon Filewych
- Member
- Terri-Merritt-Worden
- Member
- Lynda Baker
- Member
- Geoff Dean
- Member
- Bruce Mason
- Member
- Jacquiune Huard
- Member
- Lucy Partington
- Youth Rep
- Kelly Daniels
- Area H Rep
- Vacant
- Area G Rep
- Vacant
- Stz'uminus First Nation
- Chris Barfoot
- Mgmt Liaison
- Kim Cheang
- Staff Liaison
- Duck Paterson
- Council Liaison
- Amanda Jacobson
- Alt. Council Liaison

**Protective Services Committee - Jan.-Nov., 2022**

- Duck Paterson
- Chair
- Jeff Virtanen
- Alt. Council Liaison
- April Diver
- CVRD
- Robb Schouler
- CVRD
- Jim Hall
- COPS
- Faye Hjort
- S & R
- Bill Drysdale
- S & R (alt)
- S/Sgt. Wes Olsen
- RCMP
- Steve VanderMinne
- Ambulance
- Vacant
- Youth Coordinator
- Krista Perrault
- Stz'uminus First Nation
- Stephen Adam
- RCM SAR
- Sue Wisely
- Alt. RCM SAR
- Allison McCarrick
- Mgmt Liaison
- Ryan Bouma
- Mgmt Liaison
- Chris Geiger
- Fire Chief
- Andrea Hainrich
- Recording Secretary

**Naut'sa Mawt Steering Committee - Jan.-Nov., 2022**

- Aaron Stone
- Council Liaison
- Allison McCarrick
- Staff Liaison
- Jake Belobaba
- Staff Liaison
- Chief Roxanne Harris
- Stz'uminus First Nation
- Maureen Tommy
- Stz'uminus First Nation
- Ray Gauthier
- Stz'uminus First Nation
- Julie Tierney
- Recording Secretary

**Stocking Lake Advisory Committee - Jan.-Nov., 2022**

- Aaron Stone
- Chair, Council Liaison
- Marsh Stevens
- Council Liaison

**Waterfront Implementation Committee - Jan.-Nov., 2022**

- Aaron Stone
- Council Liaison
- Marsh Stevens
- Council Liaison
- Tricia McKay
- Council Liaison
- Chief Roxanne Harris
- Stz'uminus First Nation
- Coun. Anne Jack
- Stz'uminus First Nation
- Coun. Peter Seymour
- Stz'uminus First Nation
- Allison McCarrick
- Staff Liaison
- Jake Belobaba
- Staff Liaison
- Julie Tierney
- Recording Secretary



2022 Longest Day of Play Group



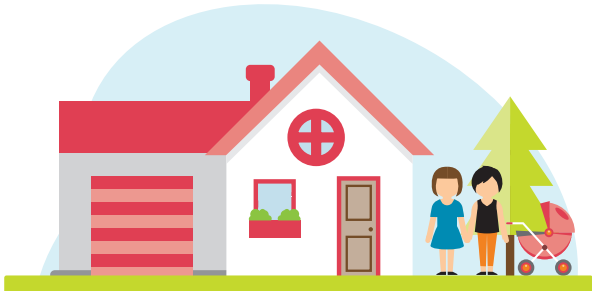
# LADYSMITH BY THE NUMBERS

## Households

Ladysmith has  
**2,540** SINGLE DETACHED HOUSES,  
**945** ATTACHED DWELLINGS, and  
**225** MOBILE DWELLINGS



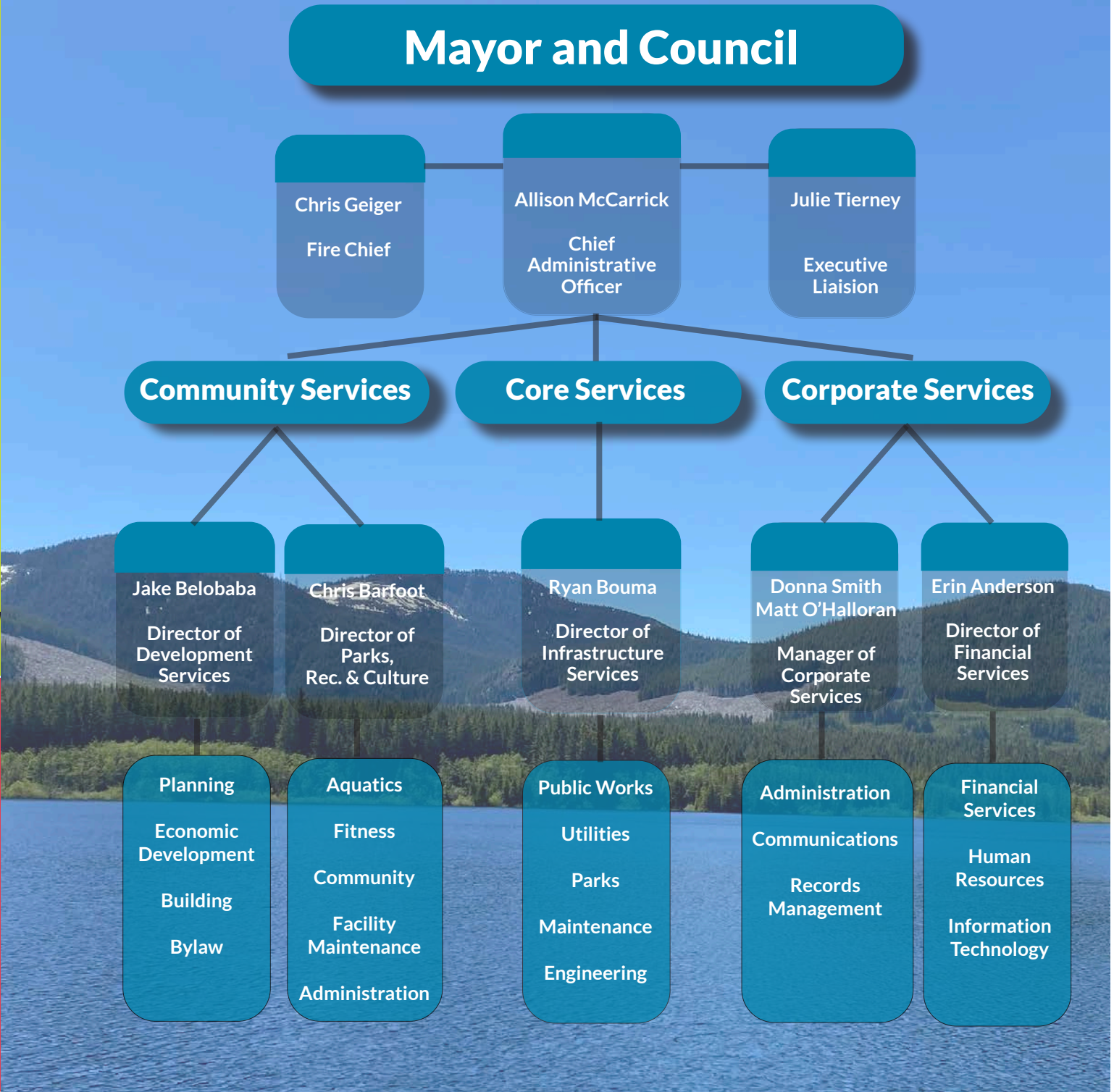
Ladysmith has  
an average of  
**2.3 people**  
PER HOUSEHOLD



Sources: BC Stats (2019), Statistics Canada (2016)



# ORGANIZATIONAL STRUCTURE







# STRATEGIC PRIORITIES

Infrastructure

Community

Waterfront

Economy

In its 2020-2023 Strategic Plan, Ladysmith Council has set a vision and path to guide the organization and community over the coming years.

The four strategic priorities identified by Council include: Infrastructure, Community, Waterfront and Economy.

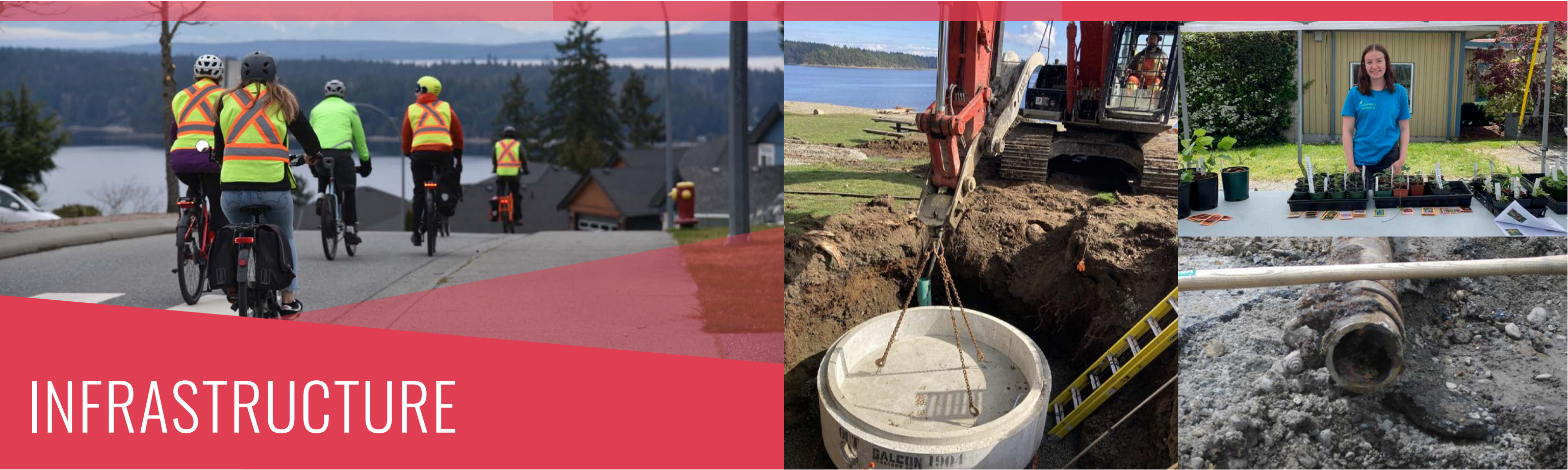
The Strategic Plan strikes a balanced approach to fiscal management, advancing projects that are sustainable and manage future growth, while also preserving our community's character and protecting our natural assets.

Mitigating the impacts of climate change is also an important theme represented in current and future projects.

We invite you to explore the progress Council has made in achieving its strategic priorities as part of the 2022 Annual Report.

Celebrate Our Present.  
Embrace Our Future.  
Honour Our Past.





# INFRASTRUCTURE

In 2022, Ladysmith Council continued to prioritize capital projects that renew our aging infrastructure and accommodate the steady growth experienced by our community in recent years.

The Town completed the full replacement of water main along French, Methuen and Kitchener Streets as well as Parkhill Terrace. The phased project completed over several months ensures our water distribution network is better protected against potential breaks and improves overall water quality for property owners, as well as increased fire flow protection.

Ladysmith Council awarded the tender for the Colonia Drive - Delcourt Avenue Active Transportation project. The Town received a Federal/Provincial grant to help fund the completion of the project, which will build sidewalks that enhance safety for residents accessing nearby amenities such as schools, parks, and the Frank Jameson Community Centre.

The project is anticipated to break ground in spring 2023. Additionally, the Town was awarded a \$50,000 grant to study active transportation options along the Dogwood Drive corridor. The grant supports completing a review of roads and intersections in this area and builds on findings contained within the Ladysmith Bicycle Plan.

The lift station servicing the Transfer Beach Public Washroom was upgraded to increase the storage capacity. The improvements support the extensive renovation that was completed to the washroom during the summer.

Council awarded the tender for the 4th Avenue Reconstruction Project after receiving a bid that aligned with the allocated budget and timeline, despite unstable market and labour conditions. Construction will break ground in spring 2023 and the project scope includes construction of a roundabout, replacement of underground utilities, paving, lamp standards and landscaping.

Council continues to allocate capital funds towards paving projects across town and staff are carefully prioritizing this work based on several factors. Further up the hill, a water meter was installed at the Stocking Lake Dam, providing valuable data to monitor the lake level, leak detection and total usage volume.

Ladysmith received its fair share of snow in late 2022, and our new single axle dump / plow truck and associated snow equipment acquired last year helped to provide snow and ice control, as well as additional servicing for hauling materials.

The Ladysmith Harbour study was initiated last year and is now ongoing. The completion of the study is significant as it will guide the design of a potential new UV system for the wastewater treatment facility - reducing our reliance on chlorination and supporting the sustainability of the harbour.

## Looking ahead to 2023, and beyond:

- ▶ Complete 4th Avenue Reconstruction Project
- ▶ Ongoing renewal of infrastructure to mitigate the impacts of climate change
- ▶ Full replacement of the water main along High Street and partial pavement in area
- ▶ Holland Lake and Stocking Lake Dam replacement
- ▶ Construction of Ludlow Road roundabout, subject to future development in the area





# COMMUNITY

Council, through its strategic priorities, continues to support Ladysmith as a diverse, vibrant and inclusive place to live.

A significant highlight of 2022 was the public's high level of involvement in the the Official Community Plan (OCP) Review - Unparalleled 2049 and resulting completion of the draft document.

The public engagement phase of the OCP Review featured a Big Ideas Fair, several unique online surveys, walkshops and bikeshops and a 'plancake' breakfast supported by Ladysmith Kinsmen.

The OCP is an important policy document that ensures growth and development proceeds in a way that meets our goals.

The Town and BGC Central Vancouver Island broke ground on a major addition to a local childcare building at 220 High Street.

The over 1,000 sq-ft building renovation and improvements to the outdoor play area is the result of a \$875,000 grant received through the Union of BC Municipalities and will facilitate the creation of

12 new infant/toddler spaces.

Amenity improvements to many of Ladysmith's parks was a theme that extended throughout 2022.

Guided by the Parks, Recreation & Culture Committee, the Town launched a successful public engagement campaign to support a new park plan for Hilltop Park, otherwise known as Kinsmen Park. The results of the engagement will be presented to Council along with a phased plan for any recommended amenity improvements.

New playground equipment including swings were installed, and cedar shavings added, at Root Street Park. The project was funded through the Canada Community-Building Fund.

The Fraternal Order of Eagles #2101 Aerie and Auxiliary provided a \$50,000 donation to fund the purchase and installation of three new scoreboards for our sports fields.

South Ladysmith residents gathered to officially open Rutti Park. The park sits on a section of the former farm established by Hugo Rutti over a

century ago.

The Town was successful in receiving a \$50,000 grant from the Union of BC Municipalities to implement the Ladysmith/Stz'uminus Poverty Reduction Strategy, adopted by Council a year earlier.

Early in 2023, the project was planning several initiatives in an effort to raise awareness, reduce stigma and inform residents of lived poverty experiences.

Public art continues to provide beautification opportunities for the community. Last year, Ladysmith Secondary School students designed and started painting the mural outfront of the Frank Jameson Community Centre.

Downtown also received a vibrant splash of colour courtesy of Stz'uminus artist Jason Harris who created two community banner designs.

The Town is grateful to the work of our volunteers who organized a celebration

## Looking ahead to 2023, and beyond:

- ▶ Open new child care spaces at the Town-owned building on High Street
- ▶ Continue ongoing implementation of the Poverty Reduction Strategy
- ▶ Adopt the new Official Community Plan to set the vision and roadmap for thoughtfully managed growth
- ▶ Complete Forrest Field/Lot 108 Phase 1 design
- ▶ Continue ongoing collaboration and reconciliation initiatives with Stz'uminus First Nation





# WATERFRONT

Ladysmith's stunning waterfront, and in particular Transfer Beach Park, underwent many significant amenity improvements in 2022. The waterfront continues to be a key destination for events, tourists and local residents alike.

The Town previously received \$701,552 in Provincial funding to complete tourism upgrades at the park, which included an extensive renovation and addition to the public washrooms. The public washroom renovations add nearly 260 sq. ft. to the existing building and reconfigured the floor plan to achieve better functionality and overall use of space.

A community space was added as part of the building expansion to serve as a headquarters for large scale events at the park. The room is equipped with its own dedicated washroom and will have a cot added for first aid emergencies.

Additionally, a new universal washroom equipped with an AED machine was part of the addition, ensuring it is readily available to the public.

Also, as part of the Transfer Beach improvements, both the Kinsmen and Sportsman shelters were upgraded to improve the overall aesthetics and layout. Future work as part of this grant includes the installation of an accessible walking path connecting park amenities, a new bike rack and mechanic station as well as a rollout accessibility track for beach access.

Council allocated funds so that the former concession stand at Transfer Beach Park was demolished over several days and now provides an unobstructed view for visitors. The Town received a \$20,700 grant through the Tire Stewardship BC (TSBC) Community Grant Program to resurface the Transfer Beach Spray Park, allowing for the continued enjoyment of this popular waterfront amenity during the summer season. In keeping with the Town's ongoing commitment to sustainability, the project was completed using recycled tire rubber sourced from a local supplier.

The Town's contractor for the waterfront

remediation, Golder Associates, completed its site investigation process in the uplands as well as in the vicinity of the Machine Shop. The Town is following next steps to meet the requirements set by the Ministry of the Environment.

The architectural consultant worked with the Council-appointed Arts & Heritage Hub Steering Committee and Stz'uminus elders to complete the Artist Studio building design. The project will now progress towards the permitting and project tender phase in 2023. The Town previously received a \$3.3-million grant to build a 4,500 sq. ft. studio for local artists, honouring Indigenous cultural history in the area, in addition to other public amenities.

Additionally, the Town completed an accessibility audit at Transfer Beach Park to identify gaps and potential barriers faced by those with mobility challenges. The completion of the accessibility audit will assist in applying for future grant opportunities.

## Looking ahead to 2023, and beyond

- ▶ Improve public amenities at Transfer Beach Park
- ▶ Continue exploring funding opportunities to complete Machine Shop upgrades
- ▶ Obtain approval from the Province for waterfront uplands remediation
- ▶ Work with Stz'uminus First Nation on our shared interests as identified through the Waterfront Area Plan





# ECONOMY

Council’s success on achieving its strategic goals in 2022 was highlighted by a final draft of the new Official Community Plan (OCP). The policy document includes the ‘local economy’ as a core policy direction.

Strategies contained with the new OCP are specific, but not limited to, supporting Stz’uminus First Nation in their economic development endeavors, protection, and expansion of industrial land supply, supporting green economic development activities and ongoing implementation of the Ladysmith Economic Development Strategy.

The OCP will be adopted by Council in 2023.

The Town received \$407,455 in federal funding to refresh downtown amenities, supporting local businesses and economic development, while also creating a more inclusive and welcoming gathering space for all. Ladysmith Council’s 2019-2023 Strategic Plan includes support for projects to expand upon our vibrant downtown’s unique

sense of place.

The Town will complete many key initiatives because of the funding, including:

- Installation of a new Level 2 electric vehicle charging station.
- Completion of two new painted crosswalks at 1st Avenue and Gatacre Street.
- Updated Welcome to Ladysmith signage.
- Improvements to existing heritage artifact signage.
- Installation of new tourism and wayfinding signage.
- Replacement of some interlocking brick paving.
- Refreshing bike racks and benches.

The addition of new tourism and wayfinding signage, as well as improvements to sidewalks and benches, will allow for an inviting pedestrian experience, as the public explore the streets on foot

and visit many of the local sites.

The heritage revitalization improvements support our community’s aesthetic appeal for BC’s film industry as well as other potential key economic investment opportunities.

Furthermore, many of the projects specific to sustainable modes of transportation align with the draft Official Community Plan policies for reducing our greenhouse gas emissions.

In March, a new regional bus transit service was introduced, connecting Ladysmith and the greater Cowichan Region to the Nanaimo Airport and onwards to city centre.

Last year was the second highest year on record for planning applications. In total 61 applications were received, down from the 2021 all-time high of 67 applications. Development Services closed 65 files in 2022.

## Looking ahead to 2023, and beyond

- ▶ Continue developing and implementing a strategy to enhance and promote Ladysmith’s trails for hiking and cycling
- ▶ Implement recommendations from the Ladysmith Economic Development Strategy
- ▶ Refresh Town assets in the downtown core



FINANCIAL STATEMENTS  
for  
FISCAL YEAR ENDING  
December 31, 2022

STATEMENT OF MANAGEMENT’S 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.

*MNP LLP* 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 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 Public Sector Accounting Standards.



Allison McCarrick  
Chief Administration Officer





Independent Auditor's Report

To the Mayor and Council of the Town of Ladysmith:

Opinion

We have audited the consolidated financial statements of the Town of Ladysmith (the "Town"), which comprise the consolidated statement of financial position as at December 31, 2022, and the consolidated statements of operations, changes in net financial assets and cash flows for the year then ended, and notes and schedules to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Town as at December 31, 2022, and the results of its consolidated operations, changes in its net financial assets and its consolidated cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are independent of the Town in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

Management is responsible for the other information. The other information comprises the annual report, which is expected to be made available to us after the date of this auditor's report.

Our opinion on the consolidated financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

When we read the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the 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.

In preparing the consolidated financial statements, management is responsible for assessing the Town's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Town or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Town's financial reporting process.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

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

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

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

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

Nanaimo, British Columbia

April 18, 2023


MNP LLP  
Chartered Professional Accountants



TOWN OF LADYSMITH  
CONSOLIDATED STATEMENT OF FINANCIAL POSITION  
AS AT DECEMBER 31, 2022

		2022	2021
Financial Assets			
Cash and short-term deposits	(Note 2)	\$ 40,683,632	\$ 40,312,838
Accounts receivable	(Note 4)	2,704,470	2,344,274
		43,388,102	42,657,112
Liabilities			
Accounts payable and accrued liabilities	(Note 5)	2,862,982	3,372,150
Post-employment benefits	(Note 6)	288,800	314,600
Deferred revenue	(Note 7)	2,327,152	3,481,042
Refundable deposits and other	(Note 8)	2,683,721	2,359,068
Restricted reserves	(Note 9)	510,976	495,736
Development cost charge reserve	(Note 10)	7,966,939	6,886,134
Canada Community-Building reserve	(Note 11)	1,972,401	2,120,128
Equipment financing	(Note 12)	2,834,578	791,629
Short-term financing	(Note 13)	-	952,700
Debenture debt	(Note 14)	14,511,912	15,339,599
		35,959,461	36,112,786
Net Financial Assets		7,428,641	6,544,326
Non-Financial Assets			
Tangible Capital Assets	(Schedule II)	116,279,171	113,619,315
Prepays		114,569	103,139
Inventory		84,600	86,363
		116,478,339	113,808,817
Accumulated Surplus	(Note 19)	\$ 123,906,981	\$ 120,353,143

Commitments and Contingencies (Note 15)

  
Director of Financial Services

TOWN OF LADYSMITH  
CONSOLIDATED STATEMENT OF OPERATIONS  
AS AT DECEMBER 31, 2022

		2022	Budget 2022 (Note 20)	2021
Revenue				
Taxation	(Note 22)	\$ 12,810,369	\$ 12,795,906	\$ 12,213,646
Sale of Services	(Note 23)	4,724,280	4,647,311	4,392,239
Investment Income		899,100	242,883	284,829
Licence, Permits, Rentals & Penalties	(Note 24)	1,161,641	872,007	1,538,025
Grants	(Note 25)	2,401,280	25,302,100	1,151,138
Donations and contributed tangible capital assets		954,078	3,600,830	2,552,570
Gain (loss) on foreign exchange		12,300	-	(682)
Gain (loss) on disposal of tangible capital assets		57,755	-	(297,456)
Development fees		-	2,879,480	10,395
Canada Community-Building funds utilized	(Note 11)	639,367	1,429,647	354,302
		23,660,170	51,770,164	22,199,006
Expenses				
General government services		2,697,917	3,213,305	2,464,818
Protective services		2,130,266	2,382,233	1,740,430
Transportation services		2,669,338	3,345,873	2,423,148
Garbage services		501,989	597,657	495,217
Cemetery services		40,640	27,221	41,051
Development services		910,441	1,152,185	808,511
Recreation and cultural services		3,233,520	3,385,570	3,083,722
Parks operation services		1,035,279	1,077,246	1,095,001
Sewer		3,207,547	3,299,071	3,014,472
Water		3,679,395	4,530,454	3,704,990
		20,106,332	23,010,815	18,871,360
Annual Surplus		3,553,838	28,759,349	3,327,646
Accumulated Surplus, beginning of year		120,353,143	120,353,143	117,025,497
Accumulated Surplus - end of year		\$ 123,906,981	\$ 149,112,492	\$ 120,353,143



TOWN OF LADYSMITH  
CONSOLIDATED STATEMENT OF CASH FLOWS  
AS AT DECEMBER 31, 2022

	2022	2021
Operating Transactions		
Annual Surplus	\$ 3,553,838	\$ 3,327,646
Less non-cash items included in surplus:		
Amortization	4,210,984	4,180,476
Loss on disposal of tangible capital assets	(57,755)	297,456
Actuarial adjustments on debenture debt	(73,075)	(62,102)
Contributed tangible capital assets	(899,546)	(2,518,811)
	6,734,448	5,224,666
Change in		
Accounts receivable	(360,196)	240,216
Prepays	(11,430)	71
Inventory	1,763	(23,571)
Accounts payable and accrued liabilities	(509,168)	(1,089,834)
Post-employment benefits	(25,800)	(4,500)
Deferred revenues	(1,153,890)	1,986,140
Refundable deposits and other	324,653	992,864
Restricted reserves	15,240	10,105
Development cost charge reserve	1,080,805	2,413,576
Canada Community-Building reserve	(147,727)	513,120
Cash provided by operating transactions	5,948,696	10,262,852
Capital Transactions		
Proceeds on sale of tangible capital assets	184,050	181,745
Cash used to acquire tangible capital assets	(6,097,589)	(1,768,603)
Cash used by capital transactions	(5,913,539)	(1,586,858)
Repayment of long-term debt and equipment financing		
Proceeds of equipment financing	2,100,000	-
Repayment of debenture debt	(1,764,363)	(820,403)
Net Increase (decrease) in cash from financing	335,637	(820,403)
Increase in Cash and Short-Term Deposits	370,794	7,855,591
Cash and Short-Term Deposits - Beginning of Year	40,312,838	32,457,247
Cash and Short-Term Deposits - End of Year	\$ 40,683,632	\$ 40,312,838

TOWN OF LADYSMITH  
CONSOLIDATED STATEMENT OF CHANGES IN NET FINANCIAL ASSETS  
AS AT DECEMBER 31, 2022

	2022	Budget 2022 (Note 20)	2021
Annual Surplus	\$ 3,553,838	\$ 28,759,349	\$ 3,327,646
Acquisition of tangible capital assets	(6,997,135)	(49,793,780)	(4,287,414)
Amortization of tangible capital assets	4,210,984	4,180,476	4,180,476
Loss (gain) on sale of tangible capital assets	(57,755)	-	297,456
Proceeds from sale of tangible capital assets	184,050	-	181,745
Decrease (Increase) in inventories	1,763	-	(23,571)
Increase (Decrease) in prepaids	(11,430)	-	71
Change in Net Financial Assets	884,315	(16,853,955)	3,676,409
Net Financial Assets, beginning of year	6,544,326		2,867,917
Net Financial Assets, end of year	\$ 7,428,641		\$ 6,544,326



TOWN OF LADYSMITH  
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2022

The Town of Ladysmith (the Town) was incorporated in 1904 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*.

**Note 1 - Significant Accounting Policies**

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.

**(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 expenses and changes in fund balances and financial position of the Town. These consolidated financial statements consolidate the following operations:

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

**(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

TOWN OF LADYSMITH  
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2022

**Note 1 - Significant Accounting Policies - (b) Reporting Entity (continued)**

expected benefits of 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. Interfund and intercompany 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 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

Constructions in progress contain 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.

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



TOWN OF LADYSMITH  
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2022

Note 1 - Significant Accounting Policies – (c) Tangible Capital Assets (continued)

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 Short-Term Deposits

Cash and short-term deposits have maturities of three months or less from the date of acquisition, reported in Canadian funds using the exchange rate of the prescribed bank as of December 31.

(e) Restricted Reserves and Deferred Revenues

Receipts which are restricted by the legislation of senior governments or by agreement with external parties are deferred and reported as restricted reserves. When qualifying expenses are incurred, restricted reserves are brought into revenue at equal amounts, in accordance with Revenue Recognition policy 1(g). These revenues are comprised of the amounts shown in Note 9, 10, and 11.

Revenues received from non-government sources in advance of expenses which will be incurred in a later period are deferred until the associated purchase or expense is incurred.

(f) 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 expense during the reporting period. Significant areas requiring the use of management estimates relate to the collectability of accounts receivable, accrued liabilities, post-employment benefits, provisions for contingencies and amortization rates, useful lives and salvage values for determining tangible capital asset values. Actual results could differ from those estimates. Liabilities for contaminated sites are estimated based on the best information available regarding potentially contaminated sites that the Town is responsible for. Adjustments, if any, will be reflected in operations in the period of settlement.

TOWN OF LADYSMITH  
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2022

Note 1 - Significant Accounting Policies (continued)

(g) Revenue Recognition

Taxation revenues are recognized at the time of issuing the property tax notices for the fiscal year. Sales of services revenue are recognized when the services are rendered. Investment income is accrued as earned. Licences, permits, rentals and penalty revenues are recognized when the service has been provide or the amount is earned and when collection is reasonably assured.

Other revenues are recognized when earned in accordance with the terms of the agreement, when the amounts are measurable and when collection is reasonably assured.

The Town recognizes a government transfer as revenue when the transfer is authorized and all eligibility criteria, if any, have been met. 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. A government transfer with stipulations giving rise to an obligation that meets the definition of a liability is recognized as a liability (deferred revenue). In such circumstances, the Town recognizes the revenue as the liability is settled.

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.

(h) 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.

(i) Inventory

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



TOWN OF LADYSMITH  
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2022

Note 1 - Significant Accounting Policies (continued)

(j) Liability for contaminated sites

A liability for remediation of a contaminated site is recognized at the best estimate of the amount required to remediate the contaminated site when contamination exceeding an environmental standard exists, the Town of Ladysmith is either directly responsible or accepts responsibility, it is expected that future economic benefits will be given up, and a reasonable estimate of the amount is determinable. The best estimate of the liability includes all costs directly attributable to remediation activities and is reduced by expected net recoveries based on information available at December 31, 2022.

Included in tangible capital assets are specific properties that have been determined to be contaminated in excess of Provincial environmental standards and that require remediation activities. As the Town has not accepted responsibility for the contamination, no liability has been recorded for the estimated remediation costs. Future events may confirm the Town's responsibility, at which point a liability would be recorded. Any remediation activities that occur prior to the determination of responsibility will be expensed as incurred.

(k) Recent accounting pronouncements

PS 3280 Asset Retirement Obligations, issued August 2018, establishes standards for recognition, measurement, presentation and disclosure of legal obligations associated with the retirement of tangible capital assets and is effective for the Town as of January 1, 2023. A liability will be recognized when, as at the financial reporting date:

- a) There is a legal obligation to incur retirement costs in relation to a tangible capital asset;
- b) The past transaction or event giving rise to the liability has occurred;
- c) It is expected that future economic benefits will be given up; and
- d) A reasonable estimate of the amount can be made.

Liabilities are recognized for statutory, contractual or legal obligations associated with the retirement of tangible capital assets when those obligations result from the acquisition, construction, development or normal operation of the assets. The obligations are measured initially at fair value, determined using present value methodology, and the resulting costs capitalized into the carrying amount of the related tangible capital asset. In subsequent periods, the liability is adjusted for accretion and any changes in the amount or timing of the underlying future cash flows. The capitalized asset retirement cost is amortized on the same basis as the related asset and accretion expense is included in the Statement of Operations.

Management is in the process of assessing the impact of adopting this standard on the Town's financial results.

TOWN OF LADYSMITH  
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2022

Note 2 - Cash and Short-Term Deposits

Cash and short-term deposits were comprised as follows:

	2022	2021
Cash	\$ 39,851,882	\$ 39,496,882
Short-term deposits	831,750	815,956
	<u>\$ 40,683,632</u>	<u>\$ 40,312,838</u>

Included in Cash is a deposit of \$199,031 (the equivalent of \$145,149 US Funds based on the exchange rate at the Ladysmith and District Credit Union on December 31, 2022) (\$181,272, equivalent of \$143,329 US Funds - 2021). 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 are expended in accordance with the terms of the restricted reserves.

	2022	2021
Restricted reserves	\$ 510,976	\$ 495,736
Canada Community-Building Fund reserve	1,972,401	2,120,128
Development cost charges reserve	7,951,271	6,886,134
Total restricted cash	<u>\$ 10,434,649</u>	<u>\$ 9,501,997</u>

Note 3 - 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. The Town is exposed to currency risk on its US dollar bank account. Unless otherwise noted in Note 2, the fair value of these financial instruments approximates their carrying values.



TOWN OF LADYSMITH  
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2022

Note 4 - Accounts Receivable

	2022	2021
Developer receivables	\$ -	\$ 5,139
Employee receivables	1,989	2,654
Other government	698,877	538,722
Property taxes	972,621	838,969
User fees and other	1,030,983	958,790
	<u>\$ 2,704,470</u>	<u>\$ 2,344,274</u>

Note 5 - Accounts Payable and Accrued Liabilities

	2022	2021
General	\$ 1,803,410	\$ 1,106,367
Other governments	555,118	440,387
Salaries and wages	203,457	206,976
Contractor holdbacks	202,355	1,515,317
Accrued interest	98,642	103,103
	<u>\$ 2,862,982</u>	<u>\$ 3,372,150</u>

TOWN OF LADYSMITH  
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2022

Note 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 prorated on services. The last actuarial valuation was calculated at September 5, 2020 and has been extrapolated to December 31, 2022. The change in the liability in the financial statements in respect of obligations under the plan amounts to -\$25,800 (-\$4,500 - 2021).

The accrued post-employment benefits are as follows:

	2022	2021
Balance, beginning of year	\$ 314,600	\$ 319,100
Current service costs	38,900	38,100
Benefits paid	(14,200)	(38,500)
Actuarial gain	(50,500)	(4,100)
Past service credit	-	-
Balance, end of year	<u>\$ 288,800</u>	<u>\$ 314,600</u>

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

	2022	2021
Discount Rate	4.40%	2.50%
Expected Inflation Rate and Wage & Salary Increases	2.50%	2.50%



TOWN OF LADYSMITH  
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2022

Note 7 - Deferred Revenue

	2022	2021
Licence fees & charges	\$ 21,239	\$ 20,857
Rental payments	13,330	-
Property tax prepayments	676,873	679,439
Subdivisions prepayments	170,950	153,715
Recreation prepayments	28,628	27,361
Utilities prepayments	27,086	18,701
Government grant prepayments	1,385,546	2,566,820
Other	3,500	14,149
	<u>\$ 2,327,152</u>	<u>\$ 3,481,042</u>

Note 8 - Refundable Deposits and Other

	2022	2021
Developer performance deposits	\$ 1,205,416	\$ 1,186,590
Damage deposits	422,990	395,950
Other	1,055,315	776,528
	<u>\$ 2,683,721</u>	<u>\$ 2,359,068</u>

TOWN OF LADYSMITH  
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2022

Note 9 - Restricted Reserves

There are two reserves, LRCA Capital and B&G Capital for the replacement of specific building components located at 630 2nd Avenue and 220 High Street. The Town renewed the operating leases with the Ladysmith Seniors Society and the Ladysmith Resources Community Association (LRCA) in 2021.

Description	Balance Dec. 31, 2021	Interest	Contributions	Expenditures	Balance Dec. 31, 2022
Parking	\$ 109,740	\$ 2,937	\$ -	\$ -	\$ 112,678
Green Streets	1,554	42	-	-	1,595
Amphitheatre	10,599	287	300	-	11,186
B&G - Capital	61,582	1,776	5,064	-	68,422
LRCA/Seniors - Capital	312,261	2,239	8,345	(5,751)	317,094
TOTAL	<u>\$ 495,736</u>	<u>\$ 7,282</u>	<u>\$ 13,709</u>	<u>\$ (5,751)</u>	<u>\$ 510,976</u>

Note 10 - Development Cost Charges Reserve

Restricted reserves include Development Cost Charges (DCC's) which are charged to developers and utilized for infrastructure development.

Description	Balance Dec. 31, 2021	Interest	Contributions	Expenditures	Balance Dec. 31, 2022
DCC - Water	\$ 2,037,827	\$ 64,064	\$ 472,162	\$ -	\$ 2,574,053
DCC - Parks	1,305,246	37,052	73,329	-	1,415,628
DCC - Roads	1,476,768	42,453	114,581	-	1,633,802
DCC - Sewer	1,577,490	46,555	192,946	-	1,816,991
DCC - Storm	488,803	13,840	23,822	-	526,465
TOTAL	<u>\$ 6,886,134</u>	<u>\$ 203,965</u>	<u>\$ 876,840</u>	<u>\$ -</u>	<u>\$ 7,966,939</u>

Developers may be entitled to DCC credits in certain circumstances. There was \$9,347 provided in DCC-Water credits, \$2,319 provided in DCC-Roads credits, and \$1,358 provided in DCC-Parks credits (\$31,563 for all DCC programs – 2021).



TOWN OF LADYSMITH  
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2022

Note 11 – Canada Community-Building Fund Reserve

The Canada Community-Building (CCB) funding (formally known as 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. Canada Community-Building funding may be used towards designated public transit, community energy, water, wastewater, solid waste and capacity building projects, as specified in the funding agreements. A one-time additional payment of \$414,804 was received in 2021. The funds are recorded on the consolidated financial statements as a restricted reserve.

	2022	2021
Opening balance of unspent funds	\$ 2,120,128	\$ 1,607,008
Add: Amounts received during the year	433,786	848,590
Interest earned	57,854	18,832
Less: Canada Community-Building funds utilized	(639,367)	(354,302)
Closing balance of unspent funds	<u>\$ 1,972,401</u>	<u>\$ 2,120,128</u>

Note 12 - Obligations under Equipment Financing

The total equipment financing outstanding with the Municipal Finance Authority of BC (MFABC) as at December 31, 2022 was \$2,834,578 (\$791,629 - 2021). This balance is made up of:

	Balance December 2021	Principal Payments	Balance December 2022	Interest
Spartan Fire Truck	\$ 181,986	\$ 36,577	\$ 145,409	\$ 3,597
Pumper Truck	609,643	20,217	589,425	13,798
Aerial Truck	-	256	2,099,744	11,855
	<u>\$ 791,629</u>	<u>\$ 57,050</u>	<u>\$ 2,834,578</u>	<u>\$29,250</u>

Interest in the consolidated statement of operations is calculated as \$29,250 (\$7,720 - 2021).

TOWN OF LADYSMITH  
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2022

Note 12 - Obligations under Equipment Financing (continued)

- 1) A five-year equipment loan agreement with the MFABC renewed June of 2022 in the amount of \$166,214 for the purchase of a 2012 Spartan fire truck. The balance of the loan at December 31, 2022 was \$145,410 (\$181,987 - 2021). The remaining obligation will be repaid with monthly loan payments in the amount of \$3,388 including interest at a monthly varying rate (December, 2022 was 4.51%) (0.97% - 2021). Loan to expire July 2026.
- 2) A five-year equipment loan agreement with the MFABC commenced September of 2018 in the amount of \$682,000 for the purchase of a 2018 Spartan fire truck. The balance of the loan at December 31, 2022 was \$589,425 (\$609,642 - 2021). The remaining obligation will be repaid with monthly loan payments in the amount of \$2,835 including interest at a monthly varying rate (December, 2022 was 4.51%) (0.97% - 2021). The loan is set to expire September 2023.
- 3) A new five-year equipment loan agreement with the MFABC commenced November of 2022 in the amount of \$2,100,000 for the purchase of an Aerial fire truck. The balance of the loan at December 31, 2022 was \$2,099,744 (\$0 - 2021). The remaining obligation will be repaid with monthly loan payments in the amount of \$8,300 including interest at a monthly varying rate (December, 2022 was 4.51%). The loan is set to expire November 2027.

The future minimum loan payments payable to MFABC for all three equipment loan obligations are as follows:

2023	\$ 624,039
2024	36,026
2025	38,143
2026	37,722
2027	2,098,649



TOWN OF LADYSMITH  
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2022

Note 13 – Short-term Financing

In 2022, the Town repaid the short-term financing to the Municipal Finance Authority of BC in the amount of \$952,700 in November. Interest was charged at a daily varying rate, ranging from 0.90% to 4.51% when the loan was repaid.

Short-term interest in the consolidated statement of operations is calculated at \$19,834 (\$8,123 – 2021).

Note 14 - Debenture Debt

The Town of Ladysmith secures its long-term borrowing through the Municipal Finance Authority of BC (MFABC). As a condition of each borrowing, a portion of the debenture proceeds is retained by the MFABC as a debt reserve fund. As at December 31, 2022, the cash balance of the Town's debt reserve funds was \$237,176 (\$231,994 – 2021). Debt reserve funds are not recorded elsewhere in the financial statements.

The total long-term debt issued and outstanding with MFABC as at December 31, 2022 was \$14,511,912 (\$15,339,599 as at December 31, 2021). This balance is made up of:

	Original Amount	Balance Dec 31, 2021	Principal Payments	Balance Dec 31, 2022	Interest	Actuarial Adjustment	Interest Rate
<b>General Capital Fund</b>							
RCMP Building Issue #97 Term 2006-2031	\$ 2,750,000	\$ 1,427,784	\$ 118,922	\$ 1,308,863	\$ 50,490	\$ (52,889)	1.75%
<b>Water Capital Fund</b>							
Water Improvements Issue #118 Term 2012-2037	1,000,000	745,886	34,177	711,710	41,473	(10,165)	3.40%
Water Filtration Plant Issue #147 Term 2019-2044	6,000,000	5,665,929	174,589	5,491,339	195,893	(10,022)	2.66%
<b>Sewer Capital Fund</b>							
Sewer Treatment Plant Issue #138 Term 2016-2036	10,000,000	7,500,000	500,000	7,000,000	193,911	-	1.54%
	<u>\$ 19,750,000</u>	<u>\$ 15,339,599</u>	<u>\$ 827,687</u>	<u>\$ 14,511,912</u>	<u>\$ 481,767</u>	<u>\$ (73,075)</u>	

TOWN OF LADYSMITH  
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2022

Note 14 - Debenture Debt (continued)

The following principal payments are payable over the next five years:

	General		Water		Sewer		Total
	Principal Repayment	Actuarial Sinking Fund Earnings	Principal Repayment	Actuarial Sinking Fund Earnings	Principal Repayment	Actuarial Sinking Fund Earnings	Net
2023	66,033	57,645	194,185	23,909	500,000	-	841,772
2024	66,033	62,593	194,185	30,451	500,000	-	853,262
2025	66,033	67,738	194,185	37,190	500,000	-	865,146
2026	66,033	73,088	194,185	44,132	500,000	-	877,438
2027	66,033	78,653	194,185	51,281	500,000	-	890,152
Thereafter	264,132	374,850	3,093,818	1,951,344	4,500,000	-	10,184,144

Debt interest, net of actuarial adjustment included in the consolidated statement of operations, is calculated at \$408,692 (\$333,762 – 2021).

On February 18, 2020, the electors approved an additional \$6.2 million dollars in long-term debt to increase the Town's water supply. This new debt has not been executed.



TOWN OF LADYSMITH  
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2022

Note 15 - 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) There were various claims made against the Town as at December 31, 2022 for incidents that 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 Town and its employees contribute to the Municipal Pension Plan (a jointly trustee pension plan). The board of trustees, representing plan members and employers, is responsible for administering the plan, including investment of assets and administration of benefits. The plan is a multi-employer defined benefit pension plan. Basic pension benefits are based on a formula. As at December 31, 2021, the plan has about 227,000 active members and approximately 112,000 retired members. Active members include approximately 42,000 contributors from local governments.

Every three years, an actuarial valuation is performed to assess the financial position of the plan and adequacy of plan funding. The actuary determines an appropriate combined employer and member contribution rate to fund the plan. The actuary's calculated contribution rate is based on the entry-age normal cost method, which produces the long-term rate of member and employer contributions sufficient to provide benefits for average future entrants to the plan. This rate may be adjusted for the amortization of any actuarial funding surplus and will be adjusted for the amortization of any unfunded actuarial liability.

TOWN OF LADYSMITH  
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2022

Note 15 - Commitments and Contingencies – (b) Pension Liability (continued)

The most recent actuarial valuation for the Municipal Pension Plan as of December 31, 2021, indicated a \$3.761 billion funding surplus for basic pension benefits on a going concern basis.

The Town of Ladysmith paid \$506,763 (2021 - \$527,953) for employer contributions to the plan in fiscal 2022.

The next valuation will be as at December 31, 2024, with results available in 2025.

Employers participating in the plan record their pension expense as the amount of employer contributions made during the fiscal year (defined contribution pension plan accounting). This is because the plan records accrued liabilities and accrued assets for the plan in aggregate, resulting in no consistent and reliable basis for allocating the obligation, assets and cost to individual employers participating in the plan.

(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.



TOWN OF LADYSMITH  
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2022

Note 15 - Commitments and Contingencies (continued)

(d) Service Agreements & Rental Payments

Service Agreements	2022	2021
Ladysmith & District Historical Society	\$ 29,046	\$ 28,537
Ladysmith Resources Centre Association	44,713	43,838
Ladysmith Chamber of Commerce & Visitor Centre	60,400	43,400
	<u>\$ 134,159</u>	<u>\$ 115,775</u>

In 2022, the Town renewed a 2-year Service Agreement with the Ladysmith & District Historical Society (LDHS) for the occupancy, operation and management of the museum and archives and with the Ladysmith Resources Centre Association (LRCA). Both agreements may be renegotiated in 2024.

The Town provides the Ladysmith Chamber of Commerce & Visitor Centre annual funding to operate the visitor centre and provide support services for local businesses. The agreement is year-to-year. In 2022, the Town provided an additional \$17,000 to the Ladysmith Chamber of Commerce to promote economic development and tourism services.

Rental payments under operating leases are expensed as incurred.

	2022	2021
132c Roberts Street - office space	\$ 31,975	\$ 28,653
17 & 25 Roberts Street - parking lot	9,600	9,300
	<u>\$ 41,575</u>	<u>\$ 37,953</u>

The Town continued with a 3-year lease with Ivory Tower Investments Ltd for the use of office space at 132c Roberts Street which expires December 2023. The future monthly payments are \$2,690 for 2023.

The Town continued with a 3-year lease agreement with Paul Jorjorian for the rental of the 17 & 25 Roberts Street Parking Lot which expires December 2023. The future monthly payments are \$825 for 2023.

TOWN OF LADYSMITH  
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2022

Note 16 - Significant Taxpayers

The Town is reliant upon 10 taxpayers for approximately 11.31% (12.09% - 2021) of the total property tax revenue which includes Western Forest Products at approximately 6.25% (6.51% - 2021) of the total property tax revenue.

Note 17 - 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:

	2022	2021
<b>Assets</b>		
Cash and short term investment	<u>\$ 174,827</u>	<u>\$ 169,227</u>
<b>Equity</b>		
Opening balance	\$ 169,227	\$ 164,942
Interest	4,717	1,684
Transfer interest to fund cemetery costs	(4,717)	(1,684)
Contributions	5,600	4,285
Refunds	-	-
Balance, end of year	<u>\$ 174,827</u>	<u>\$ 169,227</u>

Note 18 - Comparative Figures

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



TOWN OF LADYSMITH  
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2022

Note 19 - Accumulated Surplus

The Town segregates its accumulated surplus in the following categories:

	2022	2021
<b>Appropriated Equity</b> (Note 26)		
Continuing projects	\$ 6,887,947	\$ 4,899,793
General fund	6,983,188	6,456,011
Water fund	2,153,202	2,586,283
Sewer fund	<u>737,965</u>	<u>1,210,180</u>
	<u>16,762,303</u>	<u>15,152,267</u>
<b>Unappropriated Equity</b>		
General fund	2,771,233	2,295,424
Water fund	593,612	603,028
Sewer fund	1,411,885	1,412,450
General capital fund	304,084	283,233
Sewer capital fund	32,529	32,529
Water capital fund	<u>446,073</u>	<u>446,073</u>
	<u>5,559,414</u>	<u>5,072,739</u>
<b>Reserve Funds</b>		
Reserve funds (Note 26)	<u>2,652,577</u>	<u>3,592,745</u>
Equity in Tangible Capital Assets	<u>98,932,686</u>	<u>96,535,392</u>
Total Accumulated Surplus	<u>\$ 123,906,981</u>	<u>\$ 120,353,143</u>

TOWN OF LADYSMITH  
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2022

Note 20 - Annual Budget

Fiscal plan amounts represent the Financial Plan Bylaw adopted by Council on May 3<sup>rd</sup>, 2022.

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

The following shows how these amounts were combined:

Financial Plan Balance for the year	\$ -
Add back:	
Amortization	(4,180,476)
Proceeds from new debt	(8,300,000)
Transfers to/from own funds	(10,520,527)
Less:	
Principal payments on debt	1,966,572
Capital expenditures per budget	52,382,902
Capital Expenditures expensed according to Tangible Capital Asset Policy	<u>(2,589,122)</u>
Adjusted Annual Surplus	<u>\$ 28,759,349</u>

Note 21 - DL 2016 Holdings Corporation

The Town of Ladysmith has an investment in DL 2016 Holdings Corporation (DL 2016), a wholly owned subsidiary company of the Town.

The Town of Ladysmith leases portions of its waterfront from the Province of British Columbia parts of which are subleased 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. A portion of the moorage revenues from LMS are owed to DL 2016.

The Town of Ladysmith is in the process of severing contracts with DL2016 Holding Corporation and the Ladysmith Maritime Society.



TOWN OF LADYSMITH  
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2022

Note 22 – Taxation

Taxation revenue comprises the following amounts less transfer to other governments:

	Actuals 2022	Actuals 2021
<b>Taxes Collected:</b>		
General municipal purposes	\$ 9,459,445	\$ 8,918,112
Grants in lieu and 1% utility tax	180,092	163,500
Water and sewer parcel tax	3,170,831	3,132,034
School district	3,934,148	3,542,809
Regional hospital district	1,101,390	1,048,123
Regional district	1,782,845	1,655,183
BCAA and MFA	111,385	96,820
Library	444,033	425,760
	<u>\$ 20,184,171</u>	<u>\$ 18,982,342</u>
<b>Less transfer to other governments</b>		
Province of BC (school taxes)	3,934,148	3,542,809
Cowichan Valley Regional Hospital District	1,101,390	1,048,123
Cowichan Valley Regional District	1,782,845	1,655,183
BC Assessment & Municipal Finance Authority	111,385	96,820
Vancouver Island Regional Library	444,033	425,760
	<u>7,373,802</u>	<u>6,768,696</u>
<b>Net taxation for municipal purposes</b>	<u><u>\$ 12,810,369</u></u>	<u><u>\$ 12,213,646</u></u>

TOWN OF LADYSMITH  
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2022

Note 23 - Sale of Services

	Actuals 2022	Budget 2022	Actuals 2021
Administration recoveries	\$ 44,180	\$ 29,930	\$ 48,424
Cemetery services	40,135	22,000	34,763
Fire service agreements	129,159	85,475	98,459
Public Works recoveries	35,935	-	82,420
Recreation services	503,183	610,674	325,723
Sewer utility fees	1,701,741	1,640,096	1,645,828
Solid waste fees	710,377	681,255	687,119
Water utility fees	<u>1,559,570</u>	<u>1,577,881</u>	<u>1,469,502</u>
	<u><u>\$ 4,724,280</u></u>	<u><u>\$ 4,647,311</u></u>	<u><u>\$ 4,392,239</u></u>

Note 24 – Licences, Permits, Rentals & Penalties

	Actuals 2022	Budget 2022	Actuals 2021
Facility Rentals & Leases	\$ 365,417	\$ 356,443	\$ 320,902
Fines	3,745	2,550	3,780
Licences	111,726	91,500	87,988
Penalties and interest	128,718	116,528	112,842
Permits, Licences & Fees	<u>552,035</u>	<u>304,986</u>	<u>1,012,513</u>
	<u><u>\$ 1,161,641</u></u>	<u><u>\$ 872,007</u></u>	<u><u>\$ 1,538,025</u></u>



TOWN OF LADYSMITH  
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2022

Note 25 – Grants

	Actuals 2022	Budget 2022	Actuals 2021
<b>Operating Grants</b>			
Traffic Fines Revenue	\$ 53,393	\$ 37,933	\$ 37,933
Small Communities	567,000	451,000	451,000
CVRD Recreation	174,990	175,281	175,281
Other	30,238	19,880	45,877
	<u>825,621</u>	<u>684,094</u>	<u>710,091</u>
<b>Capital Grants</b>			
Arts & Heritage Hub - Phase 1	\$ 270,748	\$ 3,458,584	\$ 147,916
Childcare Space Creation	508,793	857,658	17,451
Climate Action Program	99,082	-	-
Colonia/Delcourt Active Transportation	25,550	296,343	-
Community to Community	-	5,000	-
Dogwood Bike Lanes Design	11,248	35,000	-
Downtown Refresh	16,833	407,455	-
Emergency Support Service Program	-	-	5,974
Ludlow/Rocky Creek Rd Roundabout	-	-	9,750
OCP Review - Phase 1	18,351	20,000	-
Poverty Reduction	-	-	7,925
Poverty Reduction - Stream 2	25,000	50,000	-
Pre-Emption Highway Light	-	-	10,000
Stocking Lake Dam Repair	21,544	35,841	114,159
Tourism - Transfer Beach	547,807	661,720	39,831
Transfer Beach Railing	10,000	10,000	-
Transfer Beach Spray Park Resurfacing	20,704	21,000	-
Tree Replacements	-	-	2,860
UV Pilot Study	-	-	45,877
Water Supply Infrastructure	-	18,759,405	-
Waterfront Stage 1 Remediation	-	-	39,303
	<u>1,575,659</u>	<u>24,618,006</u>	<u>441,047</u>
<b>Total Grants</b>	<u>\$ 2,401,280</u>	<u>\$ 25,302,100</u>	<u>\$ 1,151,138</u>

TOWN OF LADYSMITH  
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2022

Note 26 – Reserves & Appropriated Equity

	Balance Dec. 31, 2021	Interest Allocated	Contributions	Funding	Balance Dec. 31, 2022
<b>RESERVES</b>					
Amenity Funds	\$ 118,028	\$ 3,367	\$ 5,000	\$ -	\$ 126,395
Covid Safe Restart	1,769,724	-	-	347,413	1,422,311
Climate Action Program	-	-	99,082	-	99,082
Municipal Office reserve	535,000	-	60,000	-	595,000
Filming reserve	562	-	18	-	580
Perpetual Safety Fund	13,871	383	-	-	14,254
Sale Real Property	1,127,685	32,224	170,000	963,598	366,311
Tax Sale	27,876	769	-	-	28,645
<b>TOTAL RESERVES</b>	<u>\$ 3,592,745</u>	<u>\$ 36,743</u>	<u>\$ 334,100</u>	<u>\$ 1,311,011</u>	<u>\$ 2,652,577</u>
<b>APPROPRIATED EQUITY</b>					
General Operating Fund					
Continuing Projects	2,897,328	-	1,911,719	913,300	3,895,748
Future Projects	3,159,004	-	297,968	338,694	3,118,278
Equipment	1,281,443	-	614,904	201,615	1,694,732
Land & Building	489,667	-	101,470	142,500	448,637
Tax Contingency	7,986	-	-	-	7,986
Snow & Ice Removal	50,000	-	-	-	50,000
Infrastructure Deficit	663,071	-	258,957	238,111	683,917
Solid Waste	804,841	-	174,797	-	979,638
	<u>9,353,340</u>	<u>-</u>	<u>3,359,816</u>	<u>1,834,220</u>	<u>10,878,936</u>
Water Operating Fund					
Continuing Projects	1,206,758	-	1,037,402	1,043,521	1,200,639
Future Projects	2,062,208	-	192,376	625,457	1,629,127
MFA Surplus Refunds	524,076	-	-	-	524,076
Water Operating Fund Total	<u>3,793,042</u>	<u>-</u>	<u>1,229,778</u>	<u>1,668,978</u>	<u>3,353,841</u>
Sewer Operating Fund					
Continuing Projects	795,706	-	1,314,585	318,731	1,791,560
Future Projects	1,210,180	-	240,285	712,500	737,965
Sewer Operating Fund	<u>2,005,886</u>	<u>-</u>	<u>1,554,870</u>	<u>1,031,231</u>	<u>2,529,526</u>
<b>TOTAL APPROPRIATED EQUITY</b>	<u>\$ 15,152,268</u>	<u>\$ -</u>	<u>\$ 6,144,464</u>	<u>\$ 4,534,429</u>	<u>\$ 16,762,303</u>
<b>TOTAL RESERVES &amp; APPROPRIATED EQUITY</b>	<u>\$ 18,745,013</u>	<u>\$ 36,743</u>	<u>\$ 6,478,564</u>	<u>\$ 5,845,440</u>	<u>\$ 19,414,881</u>



TOWN OF LADYSMITH  
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2022

Note 27 - 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 City Manager is the liaison between Council and the Town departments and staff. 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 in General Government Services is the Finance Department, Information Technology, Human Resources, and Waterfront Area Plan Implementation.

Protective Services

Protective Services is comprised of fire protection, policing, and bylaw enforcement.

Fire protection, includes a full-time Fire Chief starting in October of 2022. The fire department consists of paid on-call fire fighters who volunteer their service and receive compensating for each callout in which they take part. The fire department oversees a fleet a fire vehicles necessary to respond to calls.

Policing services is provided under contract with the RCMP. The Town is responsible for funding eight of the members within the detachment. The detachment occupies a building located in and owned by the Town of Ladysmith.

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.

TOWN OF LADYSMITH  
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2022

Note 27 - Segmented Information (continued)

Transportation, Solid Waste and Cemetery Services

The Transportation (Public Works) Department is responsible for the infrastructure of the Town. Public works provides and maintains Town’s roads, sidewalks, streetlights, signage and line markings, storm drainage and hydrants.

Solid Waste (Public Works) is responsible for the garbage collection, kitchen organics and recycling programs operating in the Town of Ladysmith. Solid waste collection is performed by a contractor.

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

Development Services

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 Neighborhood Plans, the Trail Plan and the review of relevant bylaws. Short term Planning includes the processing of development applications.

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.

Recreation and Cultural Services

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 Operation Services

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



TOWN OF LADYSMITH  
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2022

Note 27 - Segmented Information (continued)

Water

Water includes all of the operating activities related to the treatment and distribution of water throughout the Town as well as ensuring clean and safe water to the Town, supplied through underground pipes and reservoirs,

Sewer

Sewer includes all of the operating activities related to the collection and treatment of wastewater (sewage) and bio-solids composting throughout the Town as well as maintaining a separate system of underground pipes to collect sewer or waste water for proper treatment prior to discharging it.

TOWN OF LADYSMITH  
STATEMENT OF OPERATIONS BY SEGMENT  
FOR THE YEAR ENDED DECEMBER 31, 2022

SCHEDULE I

	General Government		Protective Services		Transportation, Garbage & Cemetery Services		Development Services	
	2022	2021	2022	2021	2022	2021	2022	2021
REVENUE								
Tax	\$ 9,639,537	\$ 9,081,612	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sale of services	31,423	49,753	129,159	98,459	791,662	786,862	2,146	12,528
Investment income & MFA Refunds	899,100	284,829	-	-	-	-	-	-
Licence, Permits, Rentals & Penalties	84,855	71,948	191,340	186,625	188,238	202,267	428,613	863,126
Grants	666,082	451,000	53,393	37,933	58,803	23,737	18,351	39,303
Donations & contributed property	5,000	10,459	-	-	699,771	2,133,343	-	-
Loss on foreign exchange	12,300	(682)	-	-	-	-	-	-
Gain (loss) on disposal	47,390	34,025	-	-	14,050	21,745	-	-
Development fees	-	-	-	-	-	10,395	-	-
CCB funds utilized	-	-	-	-	369,316	61,661	180,933	65,203
Total revenue	11,385,688	9,982,944	373,892	323,017	2,121,839	3,240,010	630,042	980,160
EXPENSES								
Contracted Services	319,045	344,387	1,422,875	1,103,059	792,636	719,265	226,237	145,444
Service Agreements/Grants In Aid	197,277	172,475	-	-	-	-	-	-
Insurance	77,772	72,207	16,294	16,883	-	-	-	-
Interest	19,834	8,907	18,367	3,285	-	-	-	-
Materials & Supplies	48,017	46,613	80,688	98,001	145,580	157,462	22,849	19,951
Utilities & Telephone	12,092	13,463	4,680	4,886	135,625	155,650	4,944	5,531
Wages & Benefits	1,964,709	1,829,067	325,702	307,571	1,095,282	1,063,113	644,351	625,565
Other	(223,934)	(286,938)	31,256	21,486	74,359	(101,107)	9,714	9,674
Amortization	283,106	264,636	230,405	185,258	968,486	965,033	2,345	2,345
Total expenses	2,697,917	2,464,818	2,130,266	1,740,430	3,211,967	2,959,416	910,441	808,511
Surplus (Deficit)	\$ 8,687,770	\$ 7,518,126	\$ (1,756,374)	\$ (1,417,413)	\$ (1,090,129)	\$ 280,594	\$ (280,398)	\$ 171,649

TOWN OF LADYSMITH  
STATEMENT OF OPERATIONS BY SEGMENT  
FOR THE YEAR ENDED DECEMBER 31, 2022

SCHEDULE I –CONTINUED

Recreation & Culture Services		Parks Operations Services		Sewer Operations Services		Water Operations Services		Total Actual	Total Actual
2022	2021	2022	2021	2022	2021	2022	2021	2022	2021
\$ -	\$ -	\$ -	\$ -	\$ 1,336,300	\$ 1,318,800	\$ 1,834,531	\$ 1,813,234	\$ 12,810,369	\$ 12,213,646
503,183	325,723	-	-	1,702,104	1,648,894	1,564,602	1,470,020	4,724,280	4,392,239
-	-	-	-	-	-	-	-	899,100	284,829
225,226	168,552	-	-	22,982	23,243	20,387	22,263	1,161,641	1,538,025
1,509,912	416,073	73,196	23,055	-	45,877	21,544	114,159	2,401,280	1,151,138
15,800	21,800	33,732	1,500	86,445	176,833	113,330	208,635	954,078	2,552,570
-	-	-	-	-	-	-	-	12,300	(682)
-	-	-	-	-	(4,292)	(3,685)	(348,934)	57,755	(297,456)
-	-	-	-	-	-	-	-	-	10,395
-	-	89,118	98,732	-	128,706	-	-	639,367	354,302
2,254,121	932,148	196,046	123,287	3,147,832	3,338,061	3,550,709	3,279,377	23,660,170	22,199,006
388,691	384,973	78,692	73,033	383,225	276,554	946,903	699,288	4,558,304	3,746,005
-	-	-	-	-	-	-	-	197,277	172,475
49,747	41,815	4,704	4,717	40,053	41,009	29,525	33,112	218,095	209,743
-	-	-	-	143,494	154,139	172,978	179,813	354,673	346,143
182,388	162,650	82,458	104,688	282,975	235,799	334,421	406,336	1,179,377	1,231,501
222,694	209,232	6,952	8,354	147,930	162,393	56,100	68,845	591,017	628,355
2,102,991	2,008,493	489,339	484,388	730,308	632,275	857,667	996,801	8,210,348	7,947,274
37,279	37,674	117,926	171,391	227,830	211,820	311,828	345,388	586,257	409,388
249,730	238,884	255,207	248,430	1,251,732	1,300,484	969,973	975,406	4,210,984	4,180,476
3,233,520	3,083,722	1,035,279	1,095,001	3,207,547	3,014,472	3,679,395	3,704,990	20,106,332	18,871,360
\$ (979,400)	\$ (2,151,574)	\$ (839,233)	\$ (971,714)	\$ (59,716)	\$ 323,589	\$ (128,685)	\$ (425,613)	\$ 3,553,838	\$ 3,327,646

TOWN OF LADYSMITH  
CONSOLIDATED STATEMENT OF TANGIBLE CAPITAL ASSETS  
FOR THE YEAR ENDED DECEMBER 31, 2022

SCHEDULE II

	Land		Land Improvements		Buildings		Vehicle Furniture & Equipment		Transportation
	2022	2021	2022	2021	2022	2021	2022	2021	2022
<b>COST</b>									
Opening Balance	\$ 11,024,061	\$ 10,518,581	\$ 9,697,268	\$ 9,533,068	\$ 25,624,351	\$ 25,741,080	\$ 9,050,929	\$ 9,337,652	\$ 31,362,370
Add: Additions	277,576	579,191	126,409	176,324	641,111	122,591	2,585,773	336,507	346,781
Less: Disposals	-	73,711	157,621	12,124	100,622	239,320	85,665	623,230	-
Less: Write-downs	-	-	-	-	-	-	-	-	-
Closing Balance	11,301,638	11,024,061	9,666,056	9,697,268	26,164,840	25,624,351	11,551,035	9,050,929	31,709,150
<b>ACCUMULATED AMORTIZATION</b>									
Opening Balance	-	-	4,229,121	3,967,989	8,701,678	8,070,840	4,705,258	4,848,498	17,906,451
Add: Amortization	-	-	281,657	273,256	730,632	722,876	517,015	463,581	663,203
Less: Write-downs	-	-	-	-	-	-	-	-	-
Less: Disposals	-	-	75,463	12,124	72,170	92,038	73,665	606,821	-
Closing Balance	-	-	4,435,315	4,229,121	9,360,140	8,701,678	5,148,608	4,705,258	18,569,654
Net Book Value	\$ 11,301,638	\$ 11,024,061	\$ 5,230,741	\$ 5,468,147	\$ 16,804,700	\$ 16,922,673	\$ 6,402,427	\$ 4,345,671	\$ 13,139,496



TOWN OF LADYSMITH  
CONSOLIDATED STATEMENT OF TANGIBLE CAPITAL ASSETS  
FOR THE YEAR ENDED DECEMBER 31, 2022

SCHEDULE II (CONTINUED)

Linear Infrastructure											
Transportation	Sanitary Sewer		Storm		Water		Assets Under Construction		Total		
2021	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021	
\$ 30,313,284	\$ 38,013,008	\$ 37,423,106	\$ 10,693,928	\$ 10,005,404	\$ 34,270,128	\$ 33,753,543	\$ 961,579	\$ 1,044,267	\$ 170,697,621	\$ 167,669,984	
1,070,471	138,658	609,411	120,990	688,524	1,068,560	755,794	1,822,695	704,905	7,128,553	5,043,718	
21,385	-	19,509	-	-	19,281	239,209	131,415	787,593	494,604	2,016,081	
-	-	-	-	-	-	-	-	-	-	-	
31,362,370	38,151,666	38,013,008	10,814,922	10,693,928	35,319,407	34,270,128	2,652,856	961,579	177,331,569	170,697,621	
17,244,612	11,604,971	10,590,869	2,835,174	2,687,915	7,095,653	6,267,683	-	-	57,078,306	53,678,406	
682,319	1,001,034	1,029,319	155,464	147,259	861,979	861,866	-	-	4,210,984	4,180,476	
-	-	-	-	-	-	-	-	-	-	-	
20,480	-	15,217	-	-	15,596	33,896	-	-	236,894	780,576	
17,906,451	12,606,005	11,604,971	2,990,638	2,835,174	7,942,036	7,095,653	-	-	61,052,396	57,078,306	
<u>\$ 13,455,919</u>	<u>\$ 25,545,661</u>	<u>\$ 26,408,037</u>	<u>\$ 7,824,284</u>	<u>\$ 7,858,754</u>	<u>\$ 27,377,371</u>	<u>\$ 27,174,475</u>	<u>\$ 2,652,856</u>	<u>\$ 961,579</u>	<u>\$ 116,279,171</u>	<u>\$ 113,619,315</u>	





STATISTICAL INFORMATION  
for  
FISCAL YEAR ENDING  
December 31, 2022

unaudited

STATISTICAL INFORMATION  
FIVE - YEAR STATISTICAL REVIEW 2017-2021  
DEBENTURE DEBT & LEASES

	2017	2018	2019	2020	2021
PROTECTIVE SERIVCES	\$ 1,859,457	\$ 1,757,803	\$ 1,652,082	\$ 1,542,132	\$ 1,427,784
WATER	869,943	840,729	6,810,346	6,614,181	6,411,815
SEWER	9,500,000	9,000,000	8,500,000	8,000,000	7,500,000
SHORT TERM DEBT	-	952,700	952,700	952,700	952,700
CAPITAL LEASES	359,437	986,306	915,465	857,420	791,629
	\$ 12,588,838	\$ 13,537,538	\$ 18,830,593	\$ 17,966,433	\$ 17,083,928
LIABILITY SERVICING	2017	2018	2019	2020	2021
Liability Servicing Limit	3,588,988	3,865,936	4,218,062	4,221,605	4,532,646
Total Liability Servicing Cost	2,148,940	1,472,136	1,074,034	1,717,239	1,700,987
Liability Servicing Capacity Available	1,440,048	2,393,800	3,144,028	2,504,366	2,831,659

Source: Ladysmith Financial Services



STATISTICAL INFORMATION  
FIVE - YEAR STATISTICAL REVIEW 2017-2021  
GENERAL TAXABLE ASSESSMENTS

	2017		2018		2019		2020		2021	
Residential	\$	1,190,734,401	\$	1,414,078,301	\$	1,604,732,001	\$	1,683,946,701	\$	1,805,729,101
Utilities		891,700		893,500		1,557,500		1,653,100		1,685,200
Supportive Housing		-		-		-		-		-
Major Industry		9,379,800		9,491,500		10,161,500		10,727,800		11,679,700
Light Industry		3,490,700		3,151,600		3,264,500		4,456,200		6,831,100
Business and Other		82,062,700		88,476,550		93,104,100		106,926,600		105,142,650
Managed Forest Land		5,500		6,300		6,700		7,100		7,600
Recreation/Non-profit		7,687,400		7,747,000		9,249,000		10,036,000		10,528,000
Farmland		27,778		27,778		24,480		24,480		30,048
Total	\$	1,294,279,979	\$	1,523,872,529	\$	1,722,099,781	\$	1,817,777,981	\$	1,941,633,399

Source: Ladysmith Financial Services & BC Assessment - Revised Roll

STATISTICAL INFORMATION  
FIVE - YEAR STATISTICAL REVIEW 2017-2021  
PROPERTY TAX LEVIED AND COLLECTED

	2017		2018		2019		2020		2021	
Municipal Taxes	\$	6,549,961	\$	6,718,989	\$	7,129,762	\$	7,404,636	\$	7,563,140
Police Taxes		1,171,288		1,234,742		1,320,581		1,315,754		1,354,972
Library Taxes		364,616		386,677		414,149		429,596		425,760
Parcel Taxes		2,260,367		2,570,196		2,977,916		3,069,391		3,132,033
Grants in Lieu		26,540		25,581		26,776		30,174		30,580
1% Utility Tax		138,753		142,336		145,321		142,827		132,920
School Taxes		2,880,030		2,999,577		3,130,367		3,070,875		3,542,809
CVRD Hospital Taxes		788,355		891,070		971,645		1,056,358		1,048,123
CVRD Taxes		1,237,926		1,332,669		1,480,883		1,583,873		1,655,183
BC Assessment Taxes		72,043		77,142		81,433		92,941		96,385
MFA Taxes		296		344		384		408		435
	\$	15,490,175	\$	16,379,323	\$	17,679,217	\$	18,196,833	\$	18,982,340
Total Current Taxes Levied	\$	15,490,175	\$	16,379,323	\$	17,679,217	\$	18,196,833	\$	18,982,340
Total Current Taxes Collected		14,894,288		15,830,430		17,159,440		17,662,073		18,472,582
Outstanding	\$	595,887	\$	548,893	\$	514,017	\$	534,760	\$	509,758
Percentage Collected		96.2%		96.6%		97.1%		97.1%		97.3%

Source: Ladysmith Financial Services

STATISTICAL INFORMATION

FIVE - YEAR STATISTICAL REVIEW 2017-2021  
ASSESSMENT BASED PROPERTY TAXATION BY CLASS (at time of Levy)

	2017	2018	2019	2020	2021
Residential	\$ 9,819,701	\$ 10,405,299	\$ 11,158,680	\$ 11,705,850	\$ 12,058,153
Utilities	217,395	213,891	234,588	237,740	240,746
Supportive Housing	-	-	-	-	-
Major Industry	1,033,948	1,050,874	1,128,756	1,135,867	1,178,352
Light Industry	96,668	95,265	86,137	90,100	136,494
Business and Other	1,856,441	1,826,769	1,855,786	1,733,912	2,002,143
Managed Forest Land	230	242	235	238	270
Recreation/Non-profit	53,547	52,750	57,311	44,083	60,983
Farmland	992	1,010	912	931	1,146
Total	13,078,922	13,646,100	14,522,405	14,948,721	15,678,287

Source: Ladysmith Financial Services

STATISTICAL INFORMATION

FIVE - YEAR STATISTICAL REVIEW 2017-2021  
EXPENSES BY FUNCTION

	2017	2018	2019	2020	2021
General government services	\$ 2,329,962	\$ 2,698,993	\$ 2,780,011	\$ 2,439,412	\$ 2,464,818
Protective services	1,802,436	1,742,911	1,443,022	1,935,494	1,740,430
Transportation services	2,145,021	2,338,580	2,250,325	2,383,547	2,423,148
Garbage services	488,715	511,805	527,606	429,609	495,217
Cemetery services	36,876	28,609	29,068	25,910	41,051
Development services	771,490	578,671	573,622	614,932	808,511
Recreation and cultural services	2,743,912	2,887,980	2,897,536	2,903,436	3,083,722
Parks operation services	912,806	930,872	1,093,968	958,428	1,095,001
Sewer	2,890,663	2,787,753	2,854,002	4,042,452	3,014,472
Water	1,289,564	1,360,108	1,778,406	3,063,352	3,704,990
	\$ 15,411,445	\$ 15,866,282	\$ 16,227,566	\$ 18,796,572	\$ 18,871,360

Source: Ladysmith Financial Services



## STATISTICAL INFORMATION

FIVE - YEAR STATISTICAL REVIEW 2017-2021

CAPITAL EXPENDITURE BY SOURCES OF FINANCING

	2017	2018	2019	2020	2021
Operating Funds	\$ 676,703	\$ 508,927	\$ 1,043,321	\$ 1,081,087	\$ 501,036
Reserve Funds	3,563,633	1,582,774	2,190,064	3,500,883	1,188,725
Development Cost Charges			6,700	78,447	10,395
Debt	-	2,222,748	4,671,213	-	-
Grants	1,246,391	2,982,094	6,138,063	1,323,965	441,047
Gas Tax	230,053	398,071	893,244	303,100	354,302
Other	3,009,988	327,419	2,204,555	2,560,334	21,800
	<u>\$ 8,726,768</u>	<u>\$ 8,022,033</u>	<u>\$ 17,147,160</u>	<u>\$ 8,847,816</u>	<u>\$ 2,517,304</u>

Source: Ladysmith Financial Services

## PERMISSIVE TAX EXEMPTIONS

## 2022 Permissive Property Tax Exemptions

<u>Organization/ Property Owner</u>	<u>Address</u>	<u>2022 Municipal Tax Exemption</u>	
Arts Council of Ladysmith	Units J, K & L - 610 Oyster Bay Rd	\$	2,594
Boys & Girls Club	220 High St	\$	8,167
Canadian Legion Branch #171	621 1st Ave	\$	334
Eco-Tourism Building	Transfer Beach	\$	263
Island Corridor Foundation		\$	10,244
Ladysmith & District Historical Society	1115A - 1st Ave	\$	3,788
Ladysmith & District Historical Society - Roundhouse	612 & 614 Oyster Bay Dr	\$	5,293
Ladysmith & District Historical Society - Museum	721 1st Ave	\$	5,959
Ladysmith Fellowship Baptist Church	381 Davis Rd	\$	1,436
Ladysmith Festival of Lights	1163 4th Ave	\$	8,944
Ladysmith Golf Club Society	380 Davis Rd	\$	3,331
Ladysmith Health Care Auxiliary	910 1st Ave	\$	17,971
Ladysmith Maritime Society	616 Oyster Bay Dr	\$	2,718
Ladysmith Maritime Society	Unit C, I & M - 610 Oyster Bay Dr	\$	2,425
Ladysmith Maritime Society	Visitors Information Centre	\$	7,589
Ladysmith Resource Centre Association	630 2nd Ave	\$	6,717
Ladysmith Resource Centre Association	314 Buller	\$	21,537
Ladysmith Seniors Centre Society	630 2nd Ave	\$	3,499
Ladysmith Senior Citizens Housing Society	207 Jamison Rd	\$	5,752
Ladysmith Senior Citizens Housing Society	101 1st Ave	\$	4,812
Municipal Parking lot	17 Roberts St	\$	3,174
Municipal Parking lot	25 Roberts St	\$	2,291
Pentecostal Assemblies	1149 4th Ave	\$	3,075
St John's Masonic Temple	26 Gatacre St	\$	2,933
St. Mary's Catholic Church	1135 4th Ave	\$	9,650
United Church of Canada	232 High Street	\$	1,452
	<b>Total</b>	<b>\$</b>	<b>145,945</b>
<b><u>Revitalization Exemptions</u></b>			
Mees, Adine and Van Seters, David	341 1st Ave		3,561
Antique Addict - Joy/Goldie	12 Roberts St		456
	<b>Total</b>	<b>\$</b>	<b>4,017</b>
	<b>Total Exemptions</b>	<b>\$</b>	<b>149,962</b>

# 2022 GRANTS-IN-AID AWARDED

2022 Grants-in-Aid

Ladysmith Celebrations Society	\$ 10,000
Ladysmith Festival of Lights Society	15,000
Ladysmith Fire Rescue Santa Parade	1,500
Ladysmith Maritime Society	1,500
Ladysmith Show & Shine	2,000
Old English Car Club - Central Island Branch	600
<b>Total Celebrations</b>	<b>30,600</b>
Ladysmith & District Marine Rescue Society	2,500
<b>Total Harbour Functions</b>	<b>2,500</b>
Arts Council of Ladysmith & District	5,000
Ladysmith Downtown Business Association	5,000
Ladysmith & District Historical Society	7,500
Ladysmith Little Theatre	2,500
<b>Total Other</b>	<b>20,000</b>
Cowichan Family Caregivers Support Society	1,000
Ladysmith Family and Friends (LaFF)	2,500
<b>Total Social Services</b>	<b>3,500</b>
Ladysmith Sec School - Frank Jameson Bursary	1,500
<b>Total Youth, Education &amp; Sport</b>	<b>1,500</b>
<b>Waiving of Fees</b>	<b>1,500</b>
<b>TOTAL</b>	<b>59,600</b>







# We Value Your Feedback

Successful civic engagement ensures that our citizens' and stakeholders' views, values, needs and concerns are identified before and during decision making.

Being part of this two-way process gives residents the opportunity to contribute and connect with the Town. We encourage our citizens to engage their family, friends and colleagues in discussions and actions that improve our community.

We want to hear what you have to say. Connect with us in the following ways:



Send an E-mail to [info@ladysmith.ca](mailto:info@ladysmith.ca)



Send a letter to Town of Ladysmith City Hall, Box 220, Ladysmith, B.C. V9G 1A2



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Call us 250.245.6400

