



Town of Ladysmith 2014 Annual Report



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Ladysmith *Heritage by the Sea*

Nestled on the eastern shores of spectacular Vancouver Island, the Town of Ladysmith features all the warmth and charm of small town living with a full range of services and amenities. Ladysmith is a growing community (population 8,273 in 2014, BC Stats) located just 88 km (55 miles) north of Victoria and 23 km (14 miles) south of Nanaimo.

Ladysmith's identity as a charming west coast town is steeped in its intriguing history and the history of the original inhabitants of the area, the people of the Stz'uminus First Nation. The community's strong sense of pride for its past is evident in its well-maintained architecture and streetscapes. Residents place a very high value on preserving Ladysmith's heritage, and the Town is taking measures to ensure those values are enshrined in all development related plans, policies and guidelines as we plan for a future that emphasizes the importance of environmental, social and economic resilience, as well as a strong sense of shared values and community identity, bound together with the green thread of sustainability.

Message from the Mayor

I am honoured to provide this message for the 2014 Annual Report for the Town of Ladysmith, on behalf of both our newly elected Council and the outgoing Council who served our Town so well.

In addition to the day-to-day business of running our Town, we enjoyed notable success in 2014 on some important initiatives. These include:

- A flourishing relationship with the Stz'uminus First Nation. In the spirit of Naut'sa Mawt (Working together), we continued to collaborate with our neighbours on projects of mutual interest. We signed a Services Agreement to provide Stz'uminus lands with Town water and sewer services, which will in turn allow for significant development on these lands. We continued to meet regularly, and in November, we published a joint Working Together Community Report detailing all the progress we have made together since we signed the original 2007 Community Accord and the 2012 Naut'sa Mawt Community Accord with its language of commitment and resolve to work together.
- Significant progress on construction of the new Waste Water Treatment Plant, the single largest capital project in our history. The upgraded plant has a small footprint and a scalable design, and will treat water to a standard that exceeds anticipated federal and provincial requirements. The improvements will introduce secondary-level sewage treatment, provide for future expansion to a population of at least 18,000 (ultimately 30,000), and enhance Ladysmith's ability to accommodate growth, attract new businesses and benefit the local tourism and shellfish industries.
- Improvements to our water supply system, to ensure that we have plenty of safe drinking water for our current and future citizens. These include an upgrade of the water chlorination system, and design and pilot testing of a new water filtration system, with construction expected to start in 2015.
- Completion of an extensive study of the Town's water supply and storage system. This report, presented to the public in October, takes into account water licence limitations, minimum flow requirements, population growth and the effect of climate change on our water supply system. It makes several recommendations with respect to both water supply and storage that will guide Council in coming years, enabling us to continue to meet water demand while stewarding this precious resource.
- Adoption of a new Zoning Bylaw and related Development Permit Area Design Guidelines, after extensive consultation. The updated zoning Bylaw will guide growth and future development in a way that fits our shared vision and lays a solid foundation for our future.
- Safety improvements on the Holland Creek Trail, including a brand new bridge, new stairs and railings, improved drainage and more grading of the trail.

- Increased voter turnout in the November Local Government election, up from 29 per cent in 2011 to 42.5 per cent in 2014.

As a result of that election, we bid farewell to four very dedicated Council members: Gord Horth, Bill Drysdale, Jillian Dashwood, and Glenda Patterson. I would like to take this opportunity to pay tribute to the many accomplishments and extraordinary dedication of outgoing Mayor Rob Hutchins. His commitment to and vision for our community are a stellar example for those of us who are honoured to serve in public life. I look forward with enthusiasm to working on many important initiatives over the next four years with Councillors Steve Arnett, Cal Fradin, Joe Friesenhan, Carol Henderson, Rob Hutchins and Duck Paterson.



As Council, we are very well served by a professional and dedicated staff, who consistently demonstrate their deep commitment to our community. We are also well supported by many, many community volunteers on our Town advisory bodies as well as on numerous community groups and organizations, all working to build a strong and resilient town.

Ladysmith is an amazing place to live, work, own a business, raise a family and retire. We have many great successes in our community today and even more untapped potential on the horizon. We are truly fortunate to live in a community where working together for success is a way of life that continues to enrich each of us.

Mayor Aaron Stone



Mayor and Council 2014 to 2018

The Mayor and Council of the Town of Ladysmith were each elected for a four-year term in the municipal election held in November 2014. Each member is appointed to standing portfolios, Town and regional committees.



Mayor Aaron Stone

- Municipal Services Committee
- Heritage Revitalization Advisory Commission
- Parcel Tax Review Panel
- Advisory Design Panel

Alternate:

- Cowichan Valley Regional District Director
- Community Health/Interagency Group
- Ladysmith Downtown Business Association



Councillor Steve Arnett

- Municipal Services Committee (Chair)
- Vancouver Island Regional Library Board
- Stocking Lake Advisory Committee
- Ladysmith Celebrations

Alternate:

- Social Planning Cowichan – Affordable Housing Directorate
- Parks, Recreation and Culture Commission



Councillor Cal Fradin

- Municipal Services Committee
- Liquid Waste Management Committee
- Advisory Planning Commission
- CVRD Community Safety Advisory Commission
- Ladysmith Downtown Business Association

Alternate:

- Protective Services Committee



Councillor Joe Friesenhan

- Municipal Services Committee
- Parcel Tax Review Panel
- Liquid Waste Management Committee
- Parks, Recreation and Culture Commission

Alternate:

- Festival of Lights
- Ladysmith Chamber of Commerce
- Advisory Planning Commission

*All appointments as of December 31, 2014



Councillor Carol Henderson

- Municipal Services Committee
- Ladysmith Early Years Partnership
- Affordable Housing Cowichan
- Youth Advisory Committee
- Community Health/ Interagency Group

Alternate:

- Vancouver Island Regional Library Board
- Advisory Design Panel



Councillor Rob Hutchins

- Director, Cowichan Valley Regional District
- Municipal Services Committee
- Parcel Tax Review Panel
- Protective Services Committee
- Liquid Waste Management Committee
- Stocking Lake Advisory Committee
- Ladysmith Chamber of Commerce

Alternate:

- CVRD Community Safety Advisory Commission
- Ladysmith Early Years Partnership
- Heritage Revitalization Advisory Commission
- Youth Advisory Committee



Councillor Duck Paterson

- Deputy Mayor
- Municipal Services Committee
- Protective Services Committee
- Festival of Lights
- Parks, Recreation, and Culture Commission

Alternate:

- Ladysmith Celebrations
- Heritage Revitalization Advisory Commission

Council / Public Advisory Bodies as at December 31, 2014

The Town of Ladysmith is governed by an elected Council made up of a Mayor and six Councillors. Municipal elections are held every four years.

Council also appoints citizens to serve on local Advisory Commissions. The role of the Commissions is to review matters referred by Council, and to make recommendations to help Council conduct its business.

Municipal Services Committee

(Council Committee of the Whole)

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

Coun. Steve Arnett, Chair

All members of Council

Ruth Malli, Management Liaison

Heritage Revitalization Advisory Commission

Marnie Craig, Chair

Tamara Hutchinson

Maureen Martin

Allen McDermid

Jennifer Robinson

Ann Rogers

Bernardien Knol, Historical Society Liaison

Mayor Aaron Stone, Council Liaison

Coun. Duck Paterson, Alternate Liaison

Felicity Adams, Management Liaison

Angela Vincent, Staff Liaison

Advisory Design Panel

Ron Kinney, Chair

Brian Childs

John Craig

Kaien Shimizu

Maureen Martin / Ann Rogers, Heritage

Revitalization Advisory Commission Liaison

Mayor Aaron Stone, Council Liaison

Coun. Carol Henderson, Alternate Liaison

Lisa Brinkman, Staff Liaison

Advisory Planning Commission

Pamela Fraser, Chair

J. Harald Cowie

Tina Donovan

Dawn Evans

Bruce Laxdal

Mayo McDonough

Brian McLaurin

M. Lynn Rolko

Coun. Cal Fradin, Council Liaison

Coun. Joe Friesenhan, Alternate Liaison

Felicity Adams, Management Liaison

Lisa Brinkman, Staff Liaison

Parks, Recreation and Culture Commission

William Vandergrift (Chair)

Bryon Adams

Alison Baillie

Chantal Blumel

Kathy Holmes

John Perry

Brad Uytterhagen, Area H Representative

Tim Godau, Area G Representative

Coun. Duck Paterson, Council Liaison

Coun. Joe Friesenhan, Council Liaison

Coun. Steve Arnett, Alternate Council Liaison

Clayton Postings, Management Liaison

Protective Services Committee

Coun. Duck Paterson, Chair & Council Liaison
Ken Hamilton, Citizens on Patrol
Ray Delcourt, Ladysmith Fire/Rescue
S/Sgt. Dave Herman, RCMP
Eric Kesteloot, Stz'uminus First Nation
Don Watson, Citizens on Patrol & Speed Watch
Sybille Sanderson, CVRD
Steven Van Der Minne, BC Ambulance Service
Allen McDermid, Ladysmith Search & Rescue (Bill Drysdale, Alternate)
Coun. Rob Hutchins, Council Liaison
Coun. Cal Fradin, Alternate Liaison
Ruth Malli, Management Liaison
John Manson, Management Liaison

Liquid Waste Management Committee

John Wilson, Chair
David Brown
Gerry Clarke
Jim Cram
Ross Davis
Greg Edwards
Ray Gauthier, Stz'uminus First Nation
David Leitch, CVRD
Blake Medlar, BC Ministry of Environment
Nick Meijer Drees
Lorena Mueller
Kirsten White, BC Ministry of Environment
Coun. Rob Hutchins, Council Liaison
Coun. Joe Friesenhan, Council Liaison
John Manson, Management Liaison
Curtis Baker, Staff Liaison



Citizen of the Year Nita Grant with Mayor Hutchins

Message from the City Manager

Thank you for your interest in the Town of Ladysmith's 2014 Annual Report, containing a summary of the Town's financial, capital and operational activities for the past year, as well as our plans for future years. Preparation of the Annual Report gives us occasion to pause and consider our performance over the past year – the key question being: did we do what we said we would do in a responsible and cost-effective way? In answering, we take into account several variables related to our work, including how we interacted with the community, the number and types of partnerships we developed, and whether we receive external acknowledgement for our efforts (such as grants and awards).

Under the Community Charter, a local government is mandated to provide a broad range of essential (or core) services. In addition, Council completes a planning process each year that results in a focused set of strategic priorities, usually involving a series of projects and programs. As the senior staff leader, the City Manager's role is to provide leadership and direction to staff on the continued delivery of essential services, as well as implementation of Council's strategic priorities.

In 2014, Council continued to focus on 'community resiliency' as the overarching priority. This meant that any activities we undertook beyond the essential services were intentionally selected, designed and delivered to create a more resilient, vibrant community. Locally, we defined a resilient community as one that is economically vibrant, one that accepts and plans for change, one that offers a safe and caring home for its citizens, and one that employs sustainable environmental practices.

Highlights of our accomplishments supporting continued quality service delivery and enhanced resiliency in 2014 include:

- Commenced construction on a new Waste Water Treatment Plant that will offer secondary sewage treatment and support a growing population of up to 18,000;
- Upgrades to the water chlorination system;
- Adoption of a new Zoning Bylaw, which provides regulations to support sustainability;
- Completion and signing a landmark servicing agreement with the Stz'uminus First Nation (SFN) to provide water and sewer services to the SFN community;
- Completion of a Watershed Modelling Study to help plan for a secure water supply for a growing community;
- Management of a complex boundary extension application from TimberWest/Couverdon;
- Replacement of the Holland Creek bridge;
- Completion of an energy retrofit at the Frank Jameson Community Centre, Aggie Hall, Forrest Field and the Public works building;

- Installation of new downtown parking lot signage;
- Updated the Community Heritage Register;
- Finalized contracts with the Canadian Union of Public Employees and Ladysmith Fire/Rescue members;
- Carried out Emergency Operations Centre training for staff; and,
- Conducted the 2014 general local election.



All of this was done within a balanced budget, approved in May of 2014.

We were honoured to be recognized for our leadership in a number of areas in 2014, as we were named one of Canada’s Greenest Employers for the third consecutive year; were short-listed as one of Canada’s Top 100 Employers; and, were awarded a major grant for the Waste Water Treatment Plant, as well as a Destination BC Community Tourism grant and Heritage Awareness Program grant.

As staff, we continue to challenge ourselves and each other to do even more, to give better service, to provide more value for taxpayers’ dollars, to develop innovative new programs and services that will enhance our community’s resiliency, enhance residents’ quality of life and support Council’s priorities. I salute all our staff for the quality of the work they do, and for their commitment to our Town. I would also like to take this opportunity to acknowledge the hard work and dedication of our outgoing elected officials who ended their terms in November, 2014. Your many accomplishments will benefit Ladysmith for years to come, and your contribution to your community is sincerely appreciated. As we move forward with welcoming a new Mayor and Council, we continue to be mindful of how fortunate we are to serve in this special community. It is truly a privilege, one for which we are incredibly thankful.

Ruth Malli



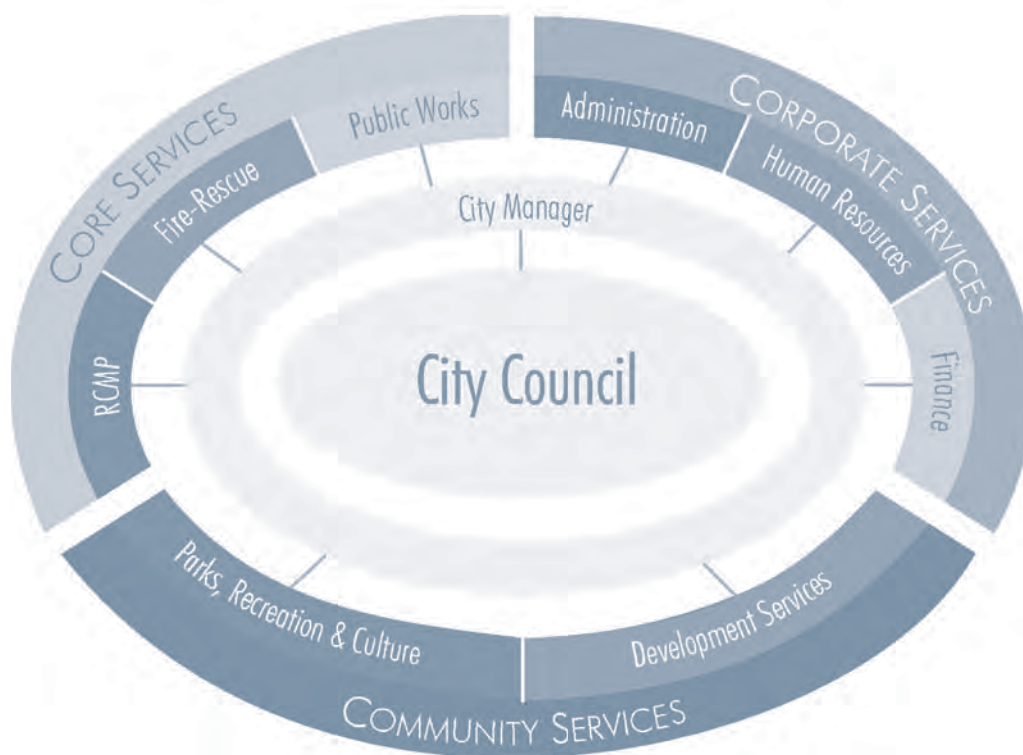
The Town and Stz’uminus First Nation gave a joint presentation on partnerships at the Local Government Management Association Annual conference. Left to right: Mayor Hutchins, Chief Elliott, Ray Gauthier (SFN), Felicity Adams (Town), Ruth Malli (Town)

Corporate Structure

The internal organizational structure of the Town is divided into five departments in three divisions:

- Corporate Services (Administration, Information Technology and Human Resources)
- Development Services (Planning, Economic Development and Tourism)
- Financial Services
- Infrastructure Services (Public Works, Utilities and Parks Maintenance)
- Parks, Recreation and Culture

Each department is overseen by a Director, who reports to the City Manager. The City Manager reports to Council, and is responsible for ensuring that the strategic priorities and decisions established by Council are carried out by staff. Council also appoints a number of public advisory committees and commissions to make recommendations on matters related to Town governance and operations.



Civic Officials as of December 31, 2014

City Manager Ruth Malli
Director of Infrastructure Services (Core Services)John Manson
Director of Corporate Services (Corporate Services).....Sandy Bowden
Director of Parks, Recreation & Culture (Community Services) .. Clayton Postings
Director of Development Services (Community Services) Felicity Adams
Director of Financial Services (Corporate Services) Erin Anderson
Manager of Accounting Services (Corporate Services)Gerald Fukakusa
Manager of Administrative Services (Corporate Services) Joanna Winter
Manager of Human Resources (Corporate Services)Karen Cousins
Manager of Operations (Core Services)Kevin Goldfuss
Chief, Ladysmith Fire-Rescue (Core Services) Ray Delcourt
Officer in Charge, RCMP Ladysmith Detachment.....S/Sgt. Dave Herman

Financial Institutions:

Ladysmith and District Credit Union
Royal Bank of Canada

Auditor:

MNP



Staff

City Hall & Development Services



L to R: Joanna Winter, Karen Cousins, Gerald Fukakusa, Samantha Eck, Diane Webber, Kari-Anne McLennan, Felicity Adams, Jim Cameron, Beth Kirkland, Erin Anderson, Ruth Malli, Jennifer LeBlanc, Sue Bouma, Joanne Schneider, Angela Vincent, Sandy Bowden, Lisa Brinkman

Public Works



L to R: Shane Lassam, Bob Simpson, Scott Cunningham, Shawn Sturgeon, Nick LaRose, Kevin Goldfuss, Greg Smith, Mike Ganderton, Phil Slater, Rocky Coussens, Martin Barney, Beverley Taschuk, Glen Britton, Shawn Freer, Isaac Jack, Larry McLeod, Chris Pinnington, Mike Morgan, John Manson, Neil Bouma, Ken Smith, Curtis Baker

L to R: Clayton Postings, Lois Walkling, Julie Tierney, Sue Glenn, Danielle Winter, Anita McLeod, Paul Kenny

Parks, Recreation and Culture



L to R: Lois Walkling, Kelly Britton-Foster, Christine Young, Kelly Pearce, Morgan Horsman, Tami-Lyn Stephen, Victoria Timmermans, Mallory McLeod, Meagan Randle, Hilary Britton-Foster, Aria MacColl



L to R: Suzanne Senecal, Dave Clausen, Paul Kenny, Len Manuel, Charlotte Williams, Les Kovacs



L to R: Sue Glenn, Tiffany Wong, Kelly Britton-Foster, Heather Irwin, Debbie Windsor, PJ Halliday, Andie Gibson



Staff Committees as at December 31, 2014

Occupational Health & Safety Committee

Provides advice and recommendations to the employer on issues related to health and safety and the occupational environment, and to ensure compliance with WorkSafe BC Regulations

Members:

Shane Lassam – Co-chair
Karen Cousins – Co-chair
Glen Britton
Martin Barney
Lisa Brinkman
Ray Delcourt
Kevin Goldfuss
Clayton Postings
Kate Glenn
Bob Simpson (Alternate)

Labour Management Committee

Responsible for unionized employees, personnel issues, and union contract

Members:

Ruth Malli	Jennifer LeBlanc
Sandy Bowden	Bob Simpson
Karen Cousins	Mike Morgan (Alternate)
Sue Glenn	

Green Team

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

Members:

Ruth Malli
Joanne Schneider
Phil Slater
Julie Tierney
Diane Webber

Employee Wellness Committee

Responsible for organizing an on-going Corporate Wellness Program

Members:

Felicity Adams	Tom Skarvig
Karen Cousins	Joanna Winter
PJ Halliday	Samantha Eck (Alternate)
Chris Pinnington	



Summary of Services and Regional Relationships

The Town of Ladysmith is building a future that emphasizes the importance of environmental, social and economic sustainability, as well as a strong sense of shared values and community identity. This blueprint for the future is designed to ensure a balance between community growth, the need for sustainability, and the community's desire to maintain the charming character of our historic town.

The Town is responsible for providing a wide variety of services to citizens. These include:

- ⇒ Transportation Network (roads, bridges, street cleaning, sidewalks, etc.)
- ⇒ Storm Water Management
- ⇒ Garbage/Recycling/Organics Collection
- ⇒ Sewage Treatment System
- ⇒ Water Supply
- ⇒ Parks, Recreation and Cultural Facilities, Programs and Services
- ⇒ Fire Protection
- ⇒ Land Use Planning
- ⇒ Economic Development
- ⇒ Building Inspection
- ⇒ Domestic Animal Control
- ⇒ Bylaw Establishment and Enforcement
- ⇒ Heritage and Revitalization
- ⇒ Cemetery
- ⇒ Policing (Royal Canadian Mounted Police)

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

- ⇒ School System (Provincial Government and Local School Board)
- ⇒ Social and Health Programs (Provincial Government)
- ⇒ Hospital Care System (Provincial Government)
- ⇒ Real Property Assessments (BC Assessment)
- ⇒ Solid Waste Disposal, 911, Emergency Planning (Cowichan Valley Regional District)
- ⇒ Employee Pension Plan (Provincial Plan)
- ⇒ Debt Marketing (Municipal Finance Authority)
- ⇒ Library Collection and Distribution System (Vancouver Island Regional Library)

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

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

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

- ⇒ Municipal Finance Authority (MFA) - A provincial organization that provides marketing, placement and administration of municipal borrowing. This Authority also operates an investment pool and leasing program on behalf of municipalities.
- ⇒ Municipal Insurance Association (MIA) - The main purpose of the MIA is to pool the risks of liability so as to reduce the impact upon any member municipality. Under the Reciprocal Insurance Exchange Agreement the Municipality is assessed a premium and a specific deductible for its claims based on population.





Strategic Planning

The goal of a Strategic Plan is to provide a framework, or “umbrella”, for all other corporate planning documents. The Strategic Plan was built on public processes undertaken in 2003 and 2008/2009 and is renewed each year. A full review and update of the existing Strategic Plan is planned for 2015.

Vision

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

Mission

To ensure a safe, caring, and vibrant community.

Values

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



Strategic Directions

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

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

The Town of Ladysmith is guided by the principle of sustainability in all its plans:

Sustainability Action Plan Priority Actions

- Growth and Development
- Transportation
- Energy and Emissions
- Green and Natural Systems
- Water and Waste Systems
- Culture and Identity
- Public Health and Social Development
- Economic Development
- Local Food and Agriculture
- Leadership and Partnerships

Eight Pillars of Sustainability

- Complete Community Land Use
- Low Impact Transportation
- Green Buildings
- Multi-use Landscapes
- Innovative Infrastructure
- Local Food Systems
- Healthy Community
- Local, Diverse Economy

2014 in Review

Wise Financial Management

The Town is committed to ensuring wise financial management and providing fair value to the taxpayer. The Financial Services Department takes the lead role in this direction, providing budget services, accounting, and financial management. It supports strategic decision-making by providing the necessary financial information to Council and staff.

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

Financial Services include:

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

2014 by the Numbers

13 grants received and managed,
totalling \$1,375,509

479 business licences

41 intercommunity business licences

998 dog licences

\$11.8 million -- average dollar value
of investments managed

465 subscribers to electronic utility
billing

330 subscribers to pre-authorized
utility payment program

What we committed to:

- Establish a Fitness Equipment Reserve Fund
- Establish an Infrastructure Reserve Fund
- Continue to market Town-owned properties
- Implement the Inter-Municipal Business Licence Program
- Introduce a Property Tax Pre-Payment Plan
- Streamline internal financial processes
- Develop policies to support the Town's long-term capital plan

What we achieved:

- Established an Infrastructure Reserve Fund and a Fitness Equipment Reserve Fund
- Commissioned a feasibility study to assist in marketing the Town-owned property on Christie Road
- Sold one property; three others are being marketed
- Completed implementation of Inter Municipal Business Licence Program
- Streamlined internal financial control processes
- Established a Property Tax Pre-Payment Plan
- Developed policies to support the Town's long-term capital plan



2014 in Review

Effective Land Use Planning and Community Design

The Town undertakes community planning so that economic, ecological, physical and social factors are integrated into sensitive and appropriate community design. Development must also align with the Town's Sustainability Vision and Action Plan, Official Community Plan and Zoning Bylaw, as well as provincial legislation. The Development Services Department takes the lead role in this direction and is responsible for both guiding and promoting development in Ladysmith, implementing this direction through community planning and economic development functions.

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

Development Services include:

- Long Range Planning (community and area plans, specific issue studies)
- Development (subdivision referrals and development applications)
- Heritage Revitalization (Heritage Revitalization Advisory Commission, Downtown Sign Permits)
- Urban Design (Advisory Design Panel, Development Permits)
- Tourism Promotion (brochures, advertising, www.tourismladysmith.ca website)
- Economic Development (Community Profile, investor enquiries, 'ease the process' materials, Business and Development Portal on Town website)

2014 by the Numbers

- 11 Development Permit applications processed
- 5 Development Variance Permit applications processed
- 3 Rezoning applications processed
- 13 Sign Permit applications processed
- 0 Temporary Use Permit applications processed
- 12 Commission and Committee meetings organized and attended
- 4 Naut'sa Mawt Steering Committee meetings organized and attended
- 2 Zoning Bylaw Update Project meetings held
- 300+ customer enquiries addressed
- 10 tourism marketing advertisements placed
- 13 new records added to the Community Heritage Register
- 3 Heritage Revitalization Tax Exemption agreements

What we committed to:

- Complete the Zoning Bylaw update
- Update Design Guidelines
- Commence update of the Waterfront Area Plan
- Implement a Services Agreement with Stz'uminus First Nation
- Introduce a Community Amenity Contribution Policy
- Manage Boundary Extension Application from TimberWest/Couverdon
- Support the Naut'sa Mawt (Working Together) Steering Committee

What we achieved:

- Completed Zoning Bylaw update with the adoption of Zoning Bylaw 1860 and Development Permit Area Design Guidelines
- Started Waterfront Area Plan update process with Council
- Finalized a Services Agreement with Stz'uminus First Nation
- Prepared a new Community Amenity Contribution Policy
- Managed the Boundary Extension application from TimberWest/Couverdon, including an Alternative Approval Process -- Council voted not to proceed further with the application
- Implemented a School Planning Policy
- Adopted a Service Extension Policy
- Supported Naut'sa Mawt Steering Committee
- Made joint presentation on partnerships with Stz'uminus First Nation at Local Government Management Association annual conference
- Produced joint Community Report with Stz'uminus First Nation
- Updated community Heritage Register



2014 in Review

Dynamic Economic Development

The Town is committed to developing a complete community, to keep and foster local business, to attract new businesses, and to expand our tax and employment base. The Development Services Department takes the lead role in this direction, supported by all departments and the Cowichan Valley Regional District. The Department is responsible for both guiding and promoting economic development in Ladysmith in collaboration with local and regional partners.

Through partnerships with local businesses and other levels of government, the Town facilitates the development of a sustainable economy.

Economic Development Services include:

- Facilitating the growth of existing and future businesses in key areas
- Assisting with business retention and expansion
- Setting strategic directions for economic development
- Publishing the annual Community Profile
- Maintaining the Business and Development Portal on the Town's website at www.ladysmith.ca
- Responding to investor enquiries
- Tourism promotion -- website, advertising, print materials
- Membership in the Partnership for an Economically Diverse Community
- First Nation relations and partnerships

2014 by the Numbers

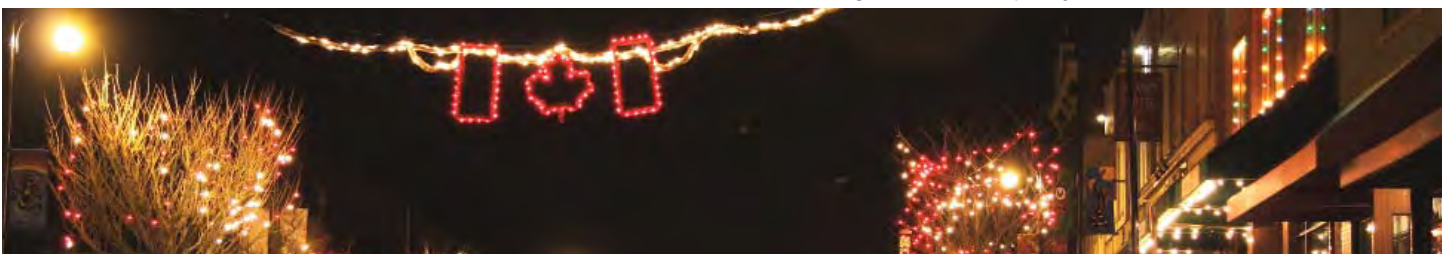
- 10 tourism marketing advertisements placed
- 13 Sign Permit applications
- 3 Rezoning applications
- 1 Economic Revitalization Tax Exemption agreement
- 13 Sign Permit applications
- 503 Business licences
- 13,804 visitors to tourismladysmith.ca (15.6 per cent increase from 2013)
- 50 per cent increase in mobile website use
- 35 per cent increase in tablet website use

What we committed to:

- Update the Community Profile
- Facilitate retention and expansion of business by continuing to prepare 'ease the process' materials
- Support the Economic Development Partnership and assist with strategy development and implementation
- Install new parking lot signage and downtown banners
- Update www.tourismladysmith.ca website with a mobile-friendly platform
- Install First Nation place name signs
- Support the Ladysmith Chamber of Commerce in establishing a new Business Centre in their new premises
- Market to attract tourism investment and green business
- Participate in regional initiatives such as the Regional Visitor Information Centre, Cowichan Community Profile, Economic Development Cowichan and the Trans-Canada Trail

What we achieved:

- Published 2014 Community Profile with updated information
- Continued to support 10% Shift program with Ladysmith Chamber of Commerce and Ladysmith Downtown Business Association
- Published new user-friendly guides about Zoning Bylaw (Green Initiatives, Downtown Initiatives, Home Based Business, Coach Houses)
- Marketed Town of Ladysmith to visitors and business investors through Tourism Vancouver Island Travel Planning Map, Cowichan Travel Planner, Chronicle Ladysmith Guide, Chronicle Chemainus Guide, Take 5 Ladysmith Guide and Enterprise Magazine, Tourism Ladysmith website, Town of Ladysmith Business and Development Portal
- Participated in the development of the Cowichan Region Community Profile and Ladysmith sub-profile
- Installed new banners and downtown free parking lot signage
- Commenced discussions with Stz'uminus First Nation for First Nation place name signs
- Supported Ladysmith Chamber of Commerce in move to new premises
- Developed a mobile-friendly platform for Tourism Ladysmith website
- Commenced Transfer Beach Interpretive History Pictorial project



2014 in Review

Enhanced Standard of Infrastructure

The Town is committed to creating a legacy of durable, functional, and effective physical infrastructure to support future community growth and development. The Infrastructure Services Department is responsible for maintaining the Town's infrastructure -- roads, sidewalks, and water and sewer utilities.

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

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

Infrastructure Services include:

- Engineering services
- Transportation and infrastructure (roads, sidewalks, sewer and water mains)
- Treatment and delivery of drinking water
- Liquid waste management (sewage)
- Solid waste management (garbage, recyclables, organics)
- Cemetery services (interments, marker installations and grounds maintenance)

2014 by the Numbers

65 km of roads

37.2 km of sidewalks

70.6 km of water mains

54.5 km of sewer mains

2,947 residential sewer connections

2,774 single family dwelling water connections

365 consecutive days providing tested and approved drinking water

26 interments in the Ladysmith Cemetery

13 marker installments in the Ladysmith Cemetery

390 customer service requests addressed

What we committed to:

- Commence construction on Waste Water Treatment Plant upgrade for secondary treatment
- Commence design of new water filtration system
- Upgrade water chlorination system
- Create models for analysis of sewer and water network capacity to meet future demand
- Replace Holland Creek Trail Bridge
- Replace storm water (flume) line
- Upgrade seawall at Gourlay Janes Park
- Install weather station at Public Works Yard to assist with weather event planning
- Maintain existing road infrastructure

What we achieved:

- Completed the tendering process for construction, equipment supply and contract management, and started construction of the Waste Water Treatment Plant Phase III
- Completed water filtration system design and commenced pilot testing of the design
- Completed upgrade of water chlorination system
- Completed watershed modelling study and presented results and options to community and Council
- Replaced Holland Creek Trail Bridge
- Replaced storm water (flume) line
- Replaced storm line on Oyster Bay Drive
- Replaced seawall at Gourlay Janes Park
- Installed weather station at Public Works Yard



2014 in Review

Responsible Stewardship of the Environment

The Town takes a leadership role in protecting and fostering our natural resources. Commitment to environmental sustainability underlies all activities and priorities of the Town. The Development Services, Public Works and Parks, Recreation and Culture Departments each play a role in this strategic direction and all departments support it.

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

Services in this direction include:

- Recycling and composting services
- Creating environmental policy
- Setting environmental standards for the community
- Setting environmental standards for the organization
- Garbage and recycling (solid waste management)
- Waste water treatment
- Composting

2014 by the Numbers

3065 units serviced with waste pick-up

1,390 tonnes solid waste collected
(garbage, recyclables, organics)

57.5 per cent of total waste diverted
from landfill

What we committed to:

- Negotiate a contract with Multi-Material BC for collection of recyclables
- Commence construction of Waste Water Treatment Plant upgrade for secondary treatment
- Investigate options for water filtration
- Implement the recyclables collection contract with Multi-Material B.C.
- Negotiate acquisition of watershed lands around Holland and Stocking Lakes as part of boundary extension discussions with Couverdon/Timber-West
- Achieve "Greenest Employer 2014" designation

What we achieved:

- Entered into contract with Multi-Material BC for curbside collection of recyclables
- Started construction of the Waste Water Treatment Plant Phase III
- Continued discussions with Couverdon Real Estate for proposed boundary expansion which would enable the Town to acquire additional watershed lands around Holland Lake and Stocking Lake
- Boundary extension will not proceed; options for watershed land acquisition are under consideration
- Named one of Canada's Greenest Employers for third year in a row
- Continued Low Flush Toilet Rebate program
- Continued to purchase carbon offset credits to ensure carbon neutrality



2014 in Review

Safe and Healthy Community

The Town is committed to providing appropriate protective and recreational services and other initiatives to support community wellness. The Parks, Recreation & Culture Department, Ladysmith Fire/Rescue and the Ladysmith RCMP Detachment take lead roles in this direction.

Parks, Recreation & Culture Services include:

- Provision and facilitation of recreation programs and services
- Planning, building and maintaining parks
- Community and leadership development and education
- Support for and development of Arts and Culture

Safety (RCMP and Fire/Rescue) Services include:

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

This area also includes Animal Control Bylaw enforcement and Building Inspection.

2014 by the Numbers

110 hectares of parks, trails and open spaces

26 km of hiking and walking trails

407 private swimming lessons booked

889 children enrolled in swimming lessons

73,300 visits to Frank Jameson Community Centre

918 people registered in fitness classes

766 drop-in participants in fitness programs

260 personal training passes sold

1,600 youth dropped in to the Youth Rec Room

33 weddings at the Transfer Beach Amphitheatre

65 picnics at the Transfer Beach Kinsmen Shelter

210 rentals at Forrest Field

Ladysmith Fire/Rescue responded to 199 incidents

RCMP responded to 1982 calls for service in the Town of Ladysmith

RCMP responded to 4045 calls for service in the entire Detachment area

82 building permits issued

39 occupancy permits issued

What we committed to:

- Complete energy upgrades at the Community Centre, Aggie Hall and Forrest Field to reduce energy consumption and costs
- Review fees and charges for Town buildings and facility rentals
- Maintain Healthy Living Program with Stz' uminus First Nation
- Enhance partnerships, cultural awareness and understanding with community groups and organizations
- Implement parks maintenance efficiencies
- Collaborate on sport, recreation and healthy community initiatives at a regional level
- Increase participation in fitness and recreation programs
- Investigate online registration and booking system
- Ensure the Town continues to provide infrastructure and services that meets legislative requirements
- Install closed circuit video monitoring and live scan fingerprint equipment at Ladysmith RCMP Detachment
- Increase seasonal policing during the summer months

What we achieved:

- Completed Community Centre, Aggie Hall and Forrest Field energy upgrades, resulting in a noticeable decrease in energy consumption
- Installed lights at Brown Drive Park and directional signage for Forrest Field and Community Centre
- Replaced Fitness Centre cardio equipment
- Updated fees and charges for facility rentals
- Carried out ongoing maintenance of 14 Town parks and 26 km of trails
- Enhanced Healthy Living Program with Stz' uminus First Nation and offered Cultural Connections training to Council and staff
- Partnered with community organizations for grant applications, emergency preparedness and emergency operations centre training, replacement of the playground at Transfer Beach and community events
- 7 staff took part in Justice Institute of BC Emergency Operations Centre training
- Investigated options to address safety concerns and reduce speed and noise on Trans-Canada Highway through Ladysmith
- Carried out safety improvements on Holland Creek Trail -- replaced bridge, installed stairs, added railings, improved drainage and graded trails
- Increased policing for summer months
- Installed closed circuit video equipment at RCMP detachment



2014 in Review

Supportive Corporate Governance

The Town is committed to supporting the activities of Council as required by legislation and beyond, to engaging in effective two-way communications with citizens and partners, and to nurturing our corporate human resources to ensure that the Town is optimally positioned to deliver on all strategic directions.

The Corporate Services Department takes the lead role and all departments participate in this direction.

Corporate Services include:

- Human resources management
- Support to Council
- Information technology
- Communications
- Freedom of information
- Records management
- Risk management
- Legal matters
- Local government elections

2014 by the Numbers

- 67 council meetings supported
- 22 external committee meetings supported
- 57 internal committee meetings supported
- 656 Council resolutions adopted
- 6 Freedom of Information requests processed
- 37 job postings issued
- 1 staff retirement
- 541 job applications received
- 16 statutory advertisements placed
- 10 newsletters
- 1 Election brochure published
- 1 Recyclables leaflet produced
- 1,229 e-mail subscribers
- 7 insurance claims processed

What we committed to:

- Conduct an Alternative Approval Process for a Boundary Extension Application
- Manage the November 15, 2014 Local Government Election
- Prepare a succession plan for the organization
- Conclude contract negotiations with Canadian Union of Public Employees Local 401
- Streamline service delivery in preparation for determining new City Hall requirements
- Implement an organization-wide upgraded records management system
- Install a new telephone system to replace the obsolete one currently in use
- Continue to implement the Information Systems Strategic Plan

What we achieved:

- Conducted Alternative Approval Process on Boundary Extension Application from TimberWest/Couverdon
- Managed the November 15, 2014 Local Government Election; voter turnout increased from 29 per cent in 2011 to 42.5 per cent
- Succession Plan prepared and under review
- Successfully concluded contract negotiations with CUPE Local 401; established four year contract
- Service delivery and building requirement recommendations are under review
- Upgrades to the records management system are ongoing
- Contract awarded and installation work commenced on new telephone system
- Started implementation of the strategic directions contained in the Information Systems Strategic Plan



Planning for the Future - 2015

Council has established the following key focus areas for 2015. These focus areas set the priority for actions within the strategic directions established within the Town's strategic plan.

First Nations Partnerships: to continue the collaborative relationship with Stz'uminus First Nation and implement joint initiatives that will benefit both communities

Water Supply and Watershed Protection: to protect the Town's water supply and ensure adequate capacity to meet future demand

Vibrant Downtown and Economic Development: to optimize economic development and environmental sustainability in the region, working in partnership with the Ladysmith Chamber of Commerce, Downtown Business Association, Stz'uminus First Nation and the Cowichan Valley Regional District

Waterfront: to maximize the potential of the Ladysmith Waterfront for sustainable economic development and quality of life

Asset Management System: the focus of this initiative is to ensure that the Town has a policy-supported plan in place to replace its assets and infrastructure as required

Asset Replacement Funding: to ensure ongoing investment that will support current and future upgrade and replacement of assets in accordance with the Town's asset management plan

Information Technology and Service: to continue implementing the Town's Information Systems Strategy

Right People in the Right Places: to establish the appropriate organizational structure to ensure successful implementation of Council's strategic priorities

Specific actions for 2015 are outlined below.

Wise Financial Management

- Implement a long-term financial plan
- Establish a policy, strategy and plan for the replacement of all current assets
- Carry out a condition assessment of high priority assets, both above and below ground
- Integrate asset management into long-term financial planning
- Ensure adequate funding for the Equipment Replacement and Civic Buildings Reserve Funds (to replace the aging City Hall and Fire Hall)

Effective Land Use Planning and Community Design

- Commence a review of the waterfront subarea lands and update the Waterfront Area Plan
 - Continue Council-to-Council and Naut'sa Mawt Steering Committee meetings and work on joint initiatives
 - Establish a Development Approval Information Bylaw
 - Implement the Welcome and Directional Signage initiatives
 - Install First Nation Place Name signs in key locations
-

Dynamic Economic Development

- Continue to encourage development of green industries
- Continue the commitment to the Partnership for an Economically Vibrant Community
- Investigate opportunities for establishing a downtown Business Improvement Area
- Enhance facilities at Transfer Beach, including interpretive historical signage and replacement of the Kinsmen Playground
- Update and reprint the Heritage Artifacts brochure
- Install a historic building plaque at Aggie Hall

Enhanced Standard of Infrastructure

- Complete the Waste Water Treatment Plant to offer secondary treatment
- Implement Geographic Information System (GIS)
- Carry out scheduled water, sewer and storm main replacement
- Upgrade the water main and storm sewer on Gatacre Street
- Commence construction of a water filtration plant
- Investigate options for water storage
- Carry out design work for Fourth Avenue upgrades

Responsible Stewardship of the Environment

- Implement the Sustainability Action Plan
- Seek future discharge locations for marine waste water
- Continue to compost Waste Water Treatment Plant sludge
- Replace recycling and garbage containers in the downtown core
- Work with Stz'uminus First Nation and Ladysmith Maritime Society to address issues associated with District Lot 651
- Take part in round table discussions on watershed governance at a local and regional level
- Investigate various watershed protection initiatives such as gates, cameras and partnerships with stewardship organizations
- Monitor use of the watershed



Planning for the Future - 2015 continued

Safe and Healthy Community

- Enhance facilities at Transfer Beach, include upgrades to the off-leash dog area
- Establish an off-leash dog park in the community
- Continue to maintain parks and trails for public enjoyment
- Replace firefighters' turn-out gear
- Replace fire rescue vehicles in accordance with the Vehicle Replacement Plan
- Ensure a plan is in place to secure funding for new Fire Hall
- Upgrade the Parks, Recreation and Culture Master Plan
- Replace the Community Centre's program registration and booking system
- Upgrade the road to the South Ladysmith Industrial Park

Supportive Corporate Governance

- Continue to implement Information Systems Strategic Plan – upgrade existing servers and key software, hire and/or contract Information Technology staff
- Install Geographic Information System and Asset Management software and systems
- Complete installation of the telephone system
- Upgrade the electronic records management system and develop a comprehensive Records Management Strategy
- Plan for replacement of City Hall to better facilitate Council and Committee meetings and business with the public
- Implement succession plan
- Conduct relevant training and professional development for staff
- Determine and implement the appropriate organizational structure to support future needs
- Enhance citizen engagement and communications, including social media



2016 and Beyond

Wise Financial Management

- Implement a long-term financial plan
- Implement an asset replacement plan
- Ensure adequate funding for the Equipment Replacement and Civic Buildings Reserve Funds (to replace the aging City Hall and Fire Hall)

Effective Land Use Planning and Community Design

- Continue with Waterfront Area Plan update
- Commence review of the Sign and Canopy Bylaw
- Review Master Transportation Plan
- Review and update the Subdivision Bylaw
- Continue waterfront area improvements

Dynamic Economic Development

- Continue to encourage development of green industries
- Implement the Welcome and Directional Signage initiatives
- Convert economic data to an electronic platform

Enhanced Standard of Infrastructure

- Complete the Waste Water Treatment Plant to offer secondary treatment
- Implement Geographic Information System (GIS)
- Complete water, sewer and storm main replacement
- Work with the Cowichan Valley Regional District to make any necessary improvements to the Stocking Lake Dam
- Complete construction of a water filtration plant
- Continue to upgrade water supply mains

Responsible Stewardship of the Environment

- Implement the Sustainability Action Plan
- Complete construction on Water Filtration Plant
- Seek future discharge locations for marine waste water
- Continue to compost Waste Water Treatment Plant sludge
- Implement the Sustainability Action Plan

Safe and Healthy Community

- Continue to maintain parks and trails for public enjoyment
- Replace firefighters' turn-out gear
- Replace fire rescue vehicles in accordance with the Vehicle Replacement Plan
- Ensure adequate funding is available to commence construction of a new Fire Hall

Supportive Corporate Governance

- Continue to update Information Technology
- Conduct Citizen Surveys to ensure the Town is providing the desired services
- Upgrade the electronic records management system and implement a comprehensive Records Management Strategy
- Ensure adequate funding is available to begin construction of a new City Hall to better facilitate Council and Committee meetings and business with the public





Sustainability
Progress
Report

2014






Sustainability Progress Report

SHORT TERM ACTION ITEMS				
Growth & Development	Transportation	Energy & Emissions	Green & Natural Systems	Water & Waste Systems
<p>ACTION: Review zoning bylaw to determine feasibility of allowing detached suites.</p> <p>STATUS: Complete</p>	<p>ACTION: Develop a Master Transportation Plan</p> <p>STATUS: In five year Financial Plan</p>	<p>ACTION: Review and update the Community Energy Plan</p> <p>STATUS: Working with BC Hydro for funding of review in 2016</p>	<p>ACTION: Review the Riparian Development Permit Area 6 Guidelines</p> <p>STATUS: Complete</p>	<p>ACTION: Complete current upgrades to the Town's drinking water system</p> <p>STATUS: In five year Financial Plan</p>
<p>ACTION: Update Waterfront Area Plan to align with sustainability vision</p> <p>STATUS: In five year Financial Plan</p>	<p>ACTION: Inventory/review pedestrian conditions</p> <p>STATUS: Sidewalk assessment completed</p>	<p>ACTION: Consider amending the Civic Green Building Policy to require LEED Gold for new municipal buildings over 465 sq m</p> <p>STATUS: Not started</p>	<p>ACTION: Prepare a Ladysmith Harbour Remediation Action Plan</p> <p>STATUS: Not started</p>	<p>ACTION: Complete construction of the secondary wastewater treatment plant</p> <p>STATUS: Underway, completion in 2016</p>
<p>ACTION: Complete and implement Downtown Area Plan</p> <p>STATUS: Not started</p>	<p>ACTION: Enhance public transit systems</p> <p>STATUS: On-going, joined BC Transit system</p>	<p>ACTION: Provide information to residents on incentive and rebate programs for energy efficiency.</p> <p>STATUS: On-going</p>	<p>ACTION: Prepare a Holland Creek Restoration Plan</p> <p>STATUS: Not started. Work on culvert in golf course</p>	<p>ACTION: Implement Stage 3 of the Liquid Waste Management Plan (LWMP)</p> <p>STATUS: Commenced (see WWTP project)</p>
	<p>ACTION: Establish more bike lanes and improve cycling infrastructure</p> <p>STATUS: On-going</p>	<p>ACTION: Develop a municipal fleet inventory and assess for efficiencies</p> <p>STATUS: In five year Financial Plan (asset management)</p>	<p>ACTION: Form a multi-stakeholder watershed management committee</p> <p>STATUS: Currently under consideration</p>	<p>ACTION: Develop a Zero Waste Plan</p> <p>STATUS: Zero Waste Plan in co-operation with the Cowichan Valley Regional District</p>
		<p>ACTION: Inclusion of regulations to support energy efficient building guidelines in the new Zoning Bylaw.</p> <p>STATUS: Complete</p>		<p>ACTION: Implement a coordinated Environmental Education Campaign</p> <p>STATUS: Not started</p>
		<p>ACTION: Undertake a detailed energy audit of key buildings</p> <p>STATUS: On-going. Completed Recreation Centre upgrades.</p>		


SHORT TERM ACTION ITEMS

Culture & Identity	Public Health & Social Development	Economic Development	Local Food & Agriculture	Leadership & Partnerships
<p>ACTION: Expand existing spaces and programming for arts-based groups and activities</p> <p>STATUS: Complete</p>	<p>ACTION: Participate in the Cowichan Communities Health Network</p> <p>STATUS: On-going</p>	<p>ACTION: Develop business and retention action plans for target sectors identified in the Economic Development Strategy</p> <p>STATUS: Working within context of regional function</p>	<p>ACTION: Develop a community food strategy</p> <p>STATUS: Working within context of regional function</p>	<p>ACTION: Publish the Ladysmith Sustainability Action Plan to the municipal website</p> <p>STATUS: Complete</p>
<p>ACTION: Review Town's Heritage Strategic Plan to align with the Sustainability Vision outcomes</p> <p>STATUS: In-process</p>	<p>ACTION: Improve engagement with residents about recreational facilities and programming</p> <p>STATUS: On-going</p>	<p>ACTION: Expand the 10% Shift "buy local" program</p> <p>STATUS: On-going and expanding to social procurement in 2015</p>	<p>ACTION: Make local food available in municipal facilities and community events</p> <p>STATUS: On-going</p>	<p>ACTION: Promote engagement in the implementation of the Ladysmith Sustainability Action Plan</p> <p>STATUS: On-going</p>
<p>ACTION: Review and update the 2011 Community resources listing on the Town's website</p> <p>STATUS: Complete</p>	<p>ACTION: Conduct a community recreational assessment & gap analysis</p> <p>STATUS: Commence in fall 2015 with Parks, Recreation & Culture master plan</p>	<p>ACTION: Continue working on the "Partnership for an Economically Diverse Community"</p> <p>STATUS: On-going</p>	<p>ACTION: Integrate agricultural opportunities in land use plans, including the update to the Zoning Bylaw</p> <p>STATUS: Complete</p>	<p>ACTION: Continue implementing opportunities for shared infrastructure and servicing with the Stz'uminus First Nation</p> <p>STATUS: In-process</p>
<p>ACTION: Enhance public art and experience</p> <p>STATUS: On-going</p>		<p>ACTION: Promote the opportunity for local businesses to calculate their carbon footprint and become carbon neutral</p> <p>STATUS: Not started</p>		
		<p>ACTION: Support building the green economy</p> <p>STATUS: On-going</p>		
		<p>ACTION: Support efforts to expand visitor moorage and coordinate on efforts to expand hotel accommodations in the area</p> <p>STATUS: On-going, 100% increase in visitor nights in five years</p>		

Sustainability Progress Report

LONG TERM ACTION ITEMS				
Growth & Development	Transportation	Energy & Emissions	Green & Natural Systems	Water & Waste Systems
<p>ACTION: Aim for transit-supportive densities in new development areas</p> <p>STATUS: Supported by OCP in Downtown and at small lot and higher densities.</p>	<p>ACTION: Open discussions with Provincial Transportation Ministries to identify ways to work together on sustainable innovations</p> <p>STATUS: On-going</p>	<p>ACTION: Explore alternate forms of energy, such as solar, wind and geothermal</p> <p>STATUS: On-going with Province and CVRD</p>	<p>ACTION: Undertake more detailed mapping of wildlife habitats and corridors</p> <p>STATUS: On-going with CVRD</p>	<p>ACTION: Explore options for composting of municipal bio-solids</p> <p>STATUS: Underway</p>
<p>ACTION: Explore ways to integrate other land uses into or around existing single-use areas</p> <p>STATUS: On-going</p>	<p>ACTION: Create an alternate transportation reserve fund</p> <p>STATUS: Not started</p>	<p>ACTION: Review existing guidelines to support green building directions</p> <p>STATUS: On-going</p>	<p>ACTION: Support the protection of sensitive areas such as wetlands and watersheds</p> <p>STATUS: On-going with CVRD</p>	<p>ACTION: Expand the curbside recycling program to include glass and Styrofoam</p> <p>STATUS: MMBC regulations guide</p>
<p>ACTION: Leverage Ladysmith's location along the Island highway corridor</p> <p>STATUS: Consider within scope of waterfront plan review</p>	<p>ACTION: Explore the possibility of providing a commuter service between Ladysmith and Duncan and Nanaimo via train or bus</p> <p>STATUS: In progress</p>	<p>ACTION: Use heat from available sources, such as sewage pipes or pumping stations, to heat buildings through district energy systems and encourage new developments to incorporate an alternative energy source</p> <p>STATUS: on going and part of new WWTP</p>	<p>ACTION: Reduce/eliminate invasive species throughout the community</p> <p>STATUS: On-going. Partnerships with volunteers for Earth Day.</p>	<p>ACTION: Improve rainwater management</p> <p>STATUS: Included rainwater management in the new Development Permit Area guidelines for commercial, Industrial and multi-unit residential development</p>
<p>ACTION: Improve the pedestrian linkage between downtown, the highway and the waterfront</p> <p>STATUS: On-going</p>	<p>ACTION: Support car-pooling and car co-op programs and look at ways to incorporate connections to regional nodes into these programs</p> <p>STATUS: Complete</p>	<p>ACTION: Explore opportunities to pursue a pilot project of a Net Zero building/home and neighbourhood</p> <p>STATUS: Not started</p>	<p>ACTION: Develop and implement landscape design guidelines to provide songbird and butterfly habitat</p> <p>STATUS: Complete.</p>	
	<p>ACTION: Review existing parking requirements and consider reducing requirements in new developments</p> <p>STATUS: Complete</p>			
	<p>ACTION: Consider opportunities to develop new road standards</p> <p>STATUS: In five year Financial Plan (Master Transportation Plan and condition assessment process)</p>			




LONG TERM ACTION ITEMS

Culture & Identity	Public Health & Social Development	Economic Development	Local Food & Agriculture	Leadership & Partnerships
<p>ACTION: Develop a Volunteer Stewardship Strategy</p> <p>STATUS: Not started (on-going work with local sports clubs). Watershed roundtable in 2015.</p>	<p>ACTION: Develop ways to ensure that affordable housing is included in new developments</p> <p>STATUS: On-going</p>	<p>ACTION: Update the Town's Economic Development Strategy</p> <p>STATUS: Not started</p>	<p>ACTION: Host food workshops, including training for local growers and producers</p> <p>STATUS: On-going</p>	<p>ACTION: Support regional collaboration where it serves the greater good and promotes long-term sustainability</p> <p>STATUS: On-going</p>
<p>ACTION: Develop a Public Art Strategy to profile and celebrate the artists and arts in Ladysmith</p> <p>STATUS: Not started Strategy. On-going support to Arts Council</p>	<p>ACTION: In partnership with VIHA, redesign the Primary Health Centre and improve daycare services and elderly support</p> <p>STATUS: On-going support with VIHA.</p>	<p>ACTION: Explore opportunities for an eco-industrial project for a new industrial park at South Ladysmith</p> <p>STATUS: On-going. Working with First Nations and road realignment in 2015</p>	<p>ACTION: Facilitate and encourage food sharing</p> <p>STATUS: On-going donations to food bank from municipal gardens</p>	<p>ACTION: Seek opportunities to leverage more efficient use of community facilities and resources</p> <p>STATUS: On-going partnerships</p>
		<p>ACTION: Continue to support home-based businesses</p> <p>STATUS: Zoning Bylaw regulations updated.</p>	<p>ACTION: Support the efforts of community partnerships</p> <p>STATUS: On-going</p>	<p>ACTION: Pursue funding opportunities to advance the implementation of more costly aspects of the Sustainability Action Plan</p> <p>STATUS: Pursuit of grants on-going</p>
		<p>ACTION: Develop, support and promote eco-tourism business possibilities within the community</p> <p>STATUS: On-going</p>		
				

Sustainability Progress Report

OBJECTIVES & INDICATORS				
Growth & Development	Transportation	Energy & Emissions	Green & Natural Systems	Water & Waste Systems
<p>OBJECTIVE: Increased housing diversity across Ladysmith</p> <p>INDICATOR: % of type of housing types</p> <p>Target – 70% Single Family /30% Multi-Family (OCP) Current – 75% Single Family / 25% Multi-Family (Statistics Canada 2011)</p>	<p>OBJECTIVE: Increase walking</p> <p>INDICATOR: #/% of residents who walk to meet daily needs</p> <p>Target – 7% (Provincial Average) Current – 6% of all work trips (2006 Census)</p>	<p>OBJECTIVE: Reduce community energy use and GHG emissions</p> <p>INDICATOR: Annual total of community energy use (kWh and GJ) and GHG emissions (tonne CO₂e)</p> <p>Target – 5% reduction by 2012 from 2007 levels; 15% reduction by 2016 from 2007; 33% reduction by 2020 from 2007 levels (OCP) Current: 2012 data not yet available</p>	<p>OBJECTIVE: Protect parks and natural ecosystems</p> <p>INDICATOR: Amount of protected natural greenspace and parkland within the Town</p> <p>Target – To be reviewed and established in PRC Master Plan (2015)</p>	<p>OBJECTIVE: Encourage water conservation</p> <p>INDICATOR: Per capita residential water consumption</p> <p>Target – Current leader in region. Target established in 2015 to be 20% less; 200 liters per capita per day (residential)</p>
<p>OBJECTIVE: More areas with transit supported densities</p> <p>INDICATOR: aggregate density of population</p> <p>Target – 17-30 units per hectare (TOD) Current – 3-4 units per hectare (Population density per km² - 660.6 (Statistics Canada 2011)</p>	<p>OBJECTIVE: Increase cycling</p> <p>INDICATOR: #/% of users of Town bike system</p> <p>Target – 2% (Provincial Average) Current – 0.3% of all work trips (2006 Census)</p>	<p>OBJECTIVE: Reduce energy use and emissions related to Town operations</p> <p>INDICATOR: Annual total of corporate energy use (kWh and GJ) and GHG emissions (tonne CO₂e)</p> <p>Target – To be established in Energy Plan update (2015)</p>	<p>OBJECTIVE: Restore the ecological functionality of degraded sensitive ecosystem areas</p> <p>INDICATOR: % of degraded sensitive ecosystem areas that have an appropriate level of ecological function restored</p> <p>Target – Not yet established</p>	<p>OBJECTIVE: Use best practices in stormwater and wastewater management</p> <p>INDICATOR: Streams water quality index</p> <p>Target – Not yet established</p>
<p>OBJECTIVE: More mixed uses in more areas of Ladysmith</p> <p>INDICATOR: % of different land uses</p> <p>Target – Not yet established Current – Data not available</p>	<p>OBJECTIVE: Increase transit usage</p> <p>INDICATOR: # of transit riders on local/inter-municipal system</p> <p>Target – 10% (Provincial Average) Current – 0.5% of all work trips (2006 Census)</p>			<p>OBJECTIVE: Reduce, divert and manage solid waste to achieve target of zero waste</p> <p>INDICATOR: Amount of solid waste landfilled, per capita</p> <p>Target – Not yet established</p>
				<p>OBJECTIVE: Reduce the amount of environmentally hazardous substances and waste</p> <p>INDICATOR: Hazardous waste generated in tonnes</p> <p>Target –</p>

OBJECTIVES & INDICATORS

Culture & Identity	Public Health & Social Development	Economic Development	Local Food & Agriculture	Leadership & Partnerships
<p>OBJECTIVE: Encourage greater participation and appreciation of Ladysmith's arts and cultural events and facilities</p> <p>INDICATOR: % of residents actively participating in public celebrations</p> <p>Target – To be reviewed and established in PRC Master Plan (2015)</p>	<p>OBJECTIVE: Improve physical and social well-being of Ladysmith residents</p> <p>INDICATOR: % of population who take part in an activity at a recreation centre at least once a month % of residents actively participating in sports using community facilities</p> <p>Target – To be reviewed and established in PRC Master Plan (2015)</p>	<p>OBJECTIVE: Business Diversity</p> <p>INDICATOR: # of businesses; % of businesses in target growth sectors</p> <p>#of licensed businesses (not including mobile businesses) – 371</p> <p>% of businesses in target growth sectors: 63%</p>	<p>OBJECTIVE: Increase opportunities for local food production, processing, retail and celebration</p> <p>INDICATOR: Spending on local food</p> <p>Target – not yet established other than 10% shift</p>	<p>OBJECTIVE: Actively engage regional partners and stakeholders in planning and decision-making for sustainability initiatives</p> <p>INDICATOR: # of sustainability initiatives completed with partners and stakeholder organizations</p> <p>Target – not yet established</p>
<p>OBJECTIVE: Preserve and enhance Ladysmith's built heritage</p> <p>INDICATOR: # of heritage buildings in various states of repair (excellent, fair, poor); # of heritage buildings restored</p> <p>Target – Complete five SOS over 5 years Current – 22 records on CHR</p>	<p>OBJECTIVE: Improve access to affordable housing</p> <p>INDICATOR: # of individuals in Core housing need</p> <p>Target – n/a Current – 12% of households in the CVRD (CVRD Housing Indicators Report, April 2014)</p>	<p>OBJECTIVE: More money spent at local independent businesses</p> <p>INDICATOR: Local spending</p> <p>Target – 10%</p>		<p>OBJECTIVE: Actively engage citizens in community building, planning and decision making</p> <p>INDICATOR: # of residents participating in public events; visitors to Town website (Sustainability webpages)</p> <p>Target – Not yet established</p>
<p>OBJECTIVE: Enhance support to Ladysmith's diverse arts, cultural and heritage venues and events</p> <p>INDICATOR: Dollars spent to provide cultural services Value of arts grants distributed (\$ per resident)</p> <p>Target – To be reviewed in PRC Master Plan (2015)</p>		<p>OBJECTIVE: Increase in tourist visits</p> <p>INDICATOR: visits by tourists at visitor's centre and overnight visitor stays at marina</p> <p>Target – 10% growth per year</p> <p>Visitor Centre: 8,719 Marina: 1,665 Visitor night stays, 100% increase in five years</p>		<p>OBJECTIVE: Continue to promote the efficient and effective management of municipal services with the goal of continuous improvement of long-term fiscal sustainability</p> <p>INDICATOR: Completion of annual sustainability report (Yes/No)</p> <p>Target – Complete annually</p>
				

Sustainability Progress Report

FUTURE PRIORITIES

Growth & Development	Transportation	Energy & Emissions	Green & Natural Systems	Water & Waste Systems
<p>Aim for transit-supportive densities in new development areas. On-going</p> <p>Explore ways to integrate other land uses into or around existing single-use areas. On-going</p> <p>Implement land use regulations to support the Downtown Plan and Waterfront Plan. Following completion of plans.</p> <p>Leverage Ladysmith's location along the Island highway corridor – pursue addition of appropriate land uses along this corridor. On-going</p> <p>Improve the pedestrian linkage between downtown, the highway and the waterfront. On-going</p>	<p>Open discussions with Province to identify ways to work together on sustainable innovations.</p> <p>Create an alternative transportation reserve fund financed through off-street parking funds to enhance car-free opportunities.</p> <p>Explore the possibility of providing a commuter service between Ladysmith and Duncan and Nanaimo via train or bus.</p> <p>Support car-pooling and car co-op programs within the community.</p> <p>Review existing parking requirements and consider reducing requirements in new developments.</p> <p>Consider opportunities to develop new road standards that include narrower streets, bike lanes and other traffic calming provisions.</p>	<p>Explore alternate forms of energy, such as solar, wind and geothermal that could be adopted by individual houses and specified areas of Ladysmith</p> <p>Review existing guidelines to support green building directions in both new construction and renovations or retrofits</p> <p>Explore opportunities to pursue a pilot project of a Net Zero building /home and neighbourhood that has no net draw on external energy sources</p> <p>Use heat from available sources, such as sewage pipes or pumping stations, to heat buildings through district energy systems and encourage new developments to incorporate an alternative energy source or district heating systems</p>	<p>Undertake more detailed mapping of wildlife habitats and corridors</p> <p>Support the protection of sensitive areas such as wetlands and watersheds</p> <p>Develop and [■] implement landscape design guidelines to provide songbird and butterfly habitat</p> <p>Reduce/eliminate invasive species throughout the community</p>	<p>Explore options for composting of municipal bio-solids</p> <p>Expand the curbside recycling program to include glass and Styrofoam</p> <p>Improve rainwater management</p>

FUTURE PRIORITIES

Culture & Identity	Public Health & Social Development	Economic Development	Local Food & Agriculture	Leadership & Partnerships
<p>Develop a Volunteer Stewardship Strategy</p> <p>Develop a Public Art Strategy to profile and celebrate the artists and arts in Ladysmith</p>	<p>Develop ways to ensure that affordable housing is included in new developments</p> <p>In partnership with VIHA, redesign the Primary Health Centre and improve daycare services and elderly support</p>	<p>Update the Town's Economic Development Strategy Not started</p> <p>Explore opportunities for an eco-industrial project for a new industrial park at South Ladysmith On-going</p> <p>Continue to support home-based businesses On-going.</p> <p>Develop, support and promote eco-tourism business possibilities within the community On-going.</p>	<p>Host food workshops, including training for local growers and producers</p> <p>Facilitate and encourage food sharing</p> <p>Support the efforts of community partnerships</p>	<p>Support regional collaboration where it serves the greater good and promotes the long-term sustainability</p> <p>Seek opportunities to leverage more efficient use of community facilities and resources</p> <p>Pursue funding opportunities to advance the implementation of more costly aspects of the Sustainability Action Plan</p>



Consolidated Financial Statements

As at December 31, 2014

Audited

2014 Financial Statements Statement of Responsibility

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DECEMBER 31, 2014

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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.

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

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.



Ruth Malli, C.P.A., C.G.A.
Chief Administration Officer

Independent Auditor's Report

Independent Auditors' Report

To the Mayor and Council of the Town of Ladysmith:

We have audited the accompanying consolidated financial statements of the Town of Ladysmith, which comprise the consolidated statement of financial position as at December 31, 2014 and the consolidated statements of operations, cash flows and changes in net financial assets and related schedules for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Consolidated Financial Statements

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

Auditors' Responsibility

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

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

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

Opinion

In our opinion, the consolidated financial statements present fairly, in all material respects, the financial position of the Town of Ladysmith as at December 31, 2014 and the results of its operations, changes in net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Nanaimo, British Columbia

April 27, 2015

MNP LLP
Chartered Accountants

Consolidated Statement of Financial Position as at December 31, 2014

TOWN OF LADYSMITH CONSOLIDATED STATEMENT OF FINANCIAL POSITION AS AT DECEMBER 31, 2014

	2014	2013
Financial Assets		
Cash and short term deposits (Note 3)	\$ 12,790,890	\$ 12,591,022
Accounts receivable (Note 4)	<u>4,175,786</u>	<u>2,900,746</u>
	<u>16,966,676</u>	<u>15,491,768</u>
Liabilities		
Accounts payable and accrued liabilities (Note 5)	1,734,074	1,562,524
Post-employment benefits (Note 6)	276,300	225,900
Deferred revenue (Note 7)	311,057	229,240
Refundable deposits and other (Note 8)	333,530	396,242
Restricted reserves - other (Note 9)	480,150	474,213
Development cost charge reserve (Note 9)	1,477,171	1,517,690
Federal gas tax reserve (Note 11)	976,699	854,988
Obligations under capital lease (Note 12 & Schedule I)	558,406	575,566
Debenture debt (Note 13 & Schedule II)	<u>3,231,518</u>	<u>3,476,347</u>
	<u>9,378,906</u>	<u>9,312,710</u>
Net Financial Assets	<u>7,587,770</u>	<u>6,179,058</u>
Non-Financial Assets		
Tangible Capital Assets (Schedule X & XI)	80,163,285	77,877,676
Prepays	101,293	118,649
Inventory	<u>74,824</u>	<u>84,075</u>

See accompanying notes to the financial statements

Consolidated Statement of Operations

For the year ended December 31, 2014

	<u>2014</u>	<u>Budget 2014 (Note 19)</u>	<u>2013</u>
Revenue			
Taxes - (Schedule III)	\$ 8,619,254	\$ 8,614,717	\$ 8,286,919
Fees and charges			
General (Schedule IV)	1,735,798	1,705,829	1,735,914
Sewer (Schedule IV)	741,877	711,437	718,265
Water (Schedule IV)	713,777	694,130	676,576
Investment Income	130,693	85,000	121,411
Penalty and interest on tax	123,986	122,000	123,620
Grants (Schedule VII)	3,504,463	5,281,777	1,375,509
Donations and contributed property	143,043	268,500	24,636
Gain (loss) on foreign exchange	95,762	-	-
Gain (loss) on disposal of tangible capital assets	(35,830)	-	(43,587)
Development fees	111,625	111,625	108,075
Local area improvements	8,922	8,922	8,922
Gas tax funds utilized	261,684	250,000	81,225
	<u>16,155,052</u>	<u>17,853,937</u>	<u>13,217,485</u>
Expenses			
General government services	2,240,654	2,280,326	2,103,832
Protective services	1,805,295	1,957,313	1,820,194
Transportation services	2,166,675	2,275,473	2,138,016
Garbage services	454,278	534,456	462,974
Cemetery services	23,999	28,505	23,953
Development services	567,200	971,315	557,198
Recreation and cultural services	2,343,122	2,409,110	2,218,835
Parks operation services	836,094	880,617	867,892
Sewer	1,074,454	1,410,747	983,611
Water	975,569	1,143,529	829,808
	<u>12,487,339</u>	<u>13,891,391</u>	<u>12,006,313</u>
Annual Surplus (Deficit)	3,667,714	3,962,546	1,211,172
Accumulated Surplus, beginning of year	<u>84,259,458</u>	<u>84,259,458</u>	<u>83,048,286</u>
Accumulated Surplus - end of year	<u>\$ 87,927,172</u>	<u>\$ 88,222,004</u>	<u>\$ 84,259,458</u>

See accompanying notes to the financial statements

Consolidated Statement of Cash Flows For the Year Ended December 31, 2014

	2014	2013
Operating Transactions		
Annual Surplus	\$ 3,667,714	\$ 1,211,172
Less non-cash items included in surplus:		
Amortization	2,436,345	2,528,284
Loss (gain) on disposal of tangible capital assets	35,830	43,587
Actuarial adjustments on debt debenture	(78,504)	(68,475)
Contributed Property	(110,215)	-
	<u>5,951,170</u>	<u>3,714,568</u>
Accounts receivable	(1,275,040)	(237,112)
Prepaid expenses	17,356	(19,815)
Inventory	9,251	(432)
Accounts payable and accrued liabilities	171,550	322,918
Post employment benefits	50,400	(21,300)
Deferred revenues	81,817	16,502
Refundable deposits and other	(62,712)	(20,395)
Restricted reserves	5,937	10,381
Development cost charge reserve	(40,519)	27,755
Gas tax reserve	121,711	179,611
Cash provided by operating transactions	<u>5,030,922</u>	<u>3,972,681</u>
Capital Transactions		
Proceeds on sale of tangible capital assets	6,429	129,986
Cash used to acquire tangible capital assets	(4,606,232)	(2,735,453)
	<u>(4,599,803)</u>	<u>(2,605,467)</u>
Financing		
Repayment of long-term debt	(231,251)	(215,761)
Net (Decrease) Increase in cash from financing	<u>(231,251)</u>	<u>(215,761)</u>
Increase in Cash and Short Term Deposits	199,867	1,151,453
Cash and Short Term Deposits - Beginning of Year	12,591,022	11,439,569
Cash and Short Term Deposits - End of Year	<u>\$ 12,790,890</u>	<u>\$ 12,591,022</u>

See accompanying notes to the financial statements

Consolidated Statement of Changes in Net Financial Assets For the Year Ended December 31, 2014

	2014	Budget 2014 (Note 19)	2013
Annual Surplus (Deficit)	\$ 3,667,714	\$ 3,962,546	\$ 1,211,172
Acquisition of tangible capital assets	(4,764,212)	(11,224,190)	(3,204,179)
Amortization of tangible capital assets	2,436,345	2,399,736	2,528,284
Loss (gain) on sale of tangible capital assets	35,830	-	43,587
Proceeds from sale of tangible capital assets	6,429	-	129,986
Decrease (Increase) in inventories	9,251	-	(433)
Decrease (Increase) in prepaids	17,356	-	(19,815)
Change in Net Financial Assets	<u>1,408,712</u>	<u>(4,861,908)</u>	<u>688,602</u>
Net Financial Assets (Net Debt), beginning of year	<u>6,179,058</u>		<u>5,490,456</u>
Net Financial Assets (Net Debt), end of year	<u>\$ 7,587,770</u>		<u>\$ 6,179,058</u>

See accompanying notes to the financial statements

Notes to the Consolidated Financial Statements For the Year Ended December 31, 2014

1. General

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

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

2. Significant Accounting Policies

(a) Basis of Presentation

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

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

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

General Revenue Fund
Water Revenue Fund
Sewer Revenue Fund
Reserve Fund

General Capital Fund
Water Capital Fund
Sewer Capital Fund

(b) Reporting Entity

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

These notes form an integral part of these financial statements

Notes to the Consolidated Financial Statements For the Year Ended December 31, 2014

2. Significant Accounting Policies (continued)

(c) Tangible Capital Assets

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

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

General Tangible Capital Assets

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

Engineering Structures

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

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 because a reasonable estimate of the future benefits associated with such property cannot be made. Intangibles, Crown lands and other natural resources are not recognized as tangible capital assets.

(d) Cash and Cash Equivalents

Cash and cash equivalents include cash and short-term deposits with 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.

These notes form an integral part of these financial statements

Notes to the Consolidated Financial Statements For the Year Ended December 31, 2014

2. Significant Accounting Policies (continued)

(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 2 (h). These revenues are comprised of the amounts shown in Note 9.

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, deferred charges, accrued liability, post-employment benefits, provisions for contingencies and amortization rates, useful lives and salvage values for determining capital asset values. Actual results could differ from those estimates. Adjustments, if any, will be reflected in operations in the period of settlement.

(g) Leases

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

Rental payments under operating leases are expensed as incurred.

The Town currently rents property at 132c and 33 Roberts Street for office space as well as 17 and 25 Roberts Street for a parking lot. Total lease payments expensed for the year were \$ 75,711. The operating leases are annual agreements, and the Town does not expect significant variation from the annual amounts in future years.

(h) Revenue Recognition

Taxation revenues are recognized at the time of issuing the property tax notices for the fiscal year. Fees and charges revenue are recognized when the services are rendered. Investment income is accrued as earned. Gain (loss) on foreign exchange has been recognized in the Statement of Operations using the exchange rate in effect on December 31, 2014.

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.

These notes form an integral part of these financial statements

Notes to the Consolidated Financial Statements For the Year Ended December 31, 2014

2. Significant Accounting Policies (continued)

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.

(i) 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.

(j) Inventory

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

(k) Recent Accounting Pronouncements

In June 2010, the Public Sector Accounting Board (PSAB) issued PS 3260 *Liability for Contaminated Sites* to establish recognition, measurement and disclosure standards for liabilities associated with the remediation of contaminated sites. The new section defines activities included in a liability for remediation, establishes when to recognize and how to measure a liability for remediation, and provides the related financial statement presentation and disclosure requirements. PS 3260 is effective for fiscal years beginning on or after April 1, 2014. The Town has determined that no owned properties meet the criteria to recognize a liability for contaminated sites, therefore it expects no impact from adoption of PS3260.

These notes form an integral part of these financial statements

Notes to the Consolidated Financial Statements For the Year Ended December 31, 2014

3. Cash and Short Term Deposits

Cash and short term deposits were comprised as follows:

	<u>2014</u>	<u>2013</u>
Cash	\$ 12,030,766	\$ 11,839,089
Short term deposits	760,124	751,933
	<u>\$ 12,790,890</u>	<u>\$ 12,591,022</u>

Included in Cash is a deposit of \$2,325,089 (the equivalent of \$2,035,089 US Funds based on the exchange rate at the Ladysmith and District Credit Union on December 31, 2014). Short term deposits consist of short term investments in the Municipal Finance Authority of B.C. money market fund. The market value is equal to the carrying value.

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

	<u>2014</u>	<u>2013</u>
Restricted reserves - other	\$ 480,150	\$ 474,213
Federal gas tax reserve	976,699	854,988
Development cost charges reserve	1,477,171	1,495,960
	<u>\$ 2,934,020</u>	<u>\$ 2,825,161</u>

4. Accounts Receivable

	<u>2014</u>	<u>2013</u>
Property taxes	\$ 1,277,401	\$ 1,136,828
Other government	2,258,560	427,609
User fees and other	615,204	1,294,498
Development cost charges	-	21,730
Developer receivables	16,253	16,253
Employee receivables	8,369	3,828
	<u>\$ 4,175,786</u>	<u>\$ 2,900,746</u>

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

These notes form an integral part of these financial statements

Notes to the Consolidated Financial Statements For the Year Ended December 31, 2014

5. Accounts Payable and Accrued Liabilities

	<u>2014</u>	<u>2013</u>
General	\$ 1,284,364	\$ 1,241,444
Other governments	1,039	111
Salaries and wages	188,300	161,707
Contractor holdbacks	219,448	118,339
Accrued interest	40,923	40,923
	<u>\$ 1,734,074</u>	<u>\$ 1,562,524</u>

6. Post-Employment Benefits

The Town provides compensated absences to its employees to a maximum of 120 days. The Town also allows employees to defer unused vacation without any maximum. Any deferred vacation time remaining at retirement or termination is paid out at that time. The amount recorded for these benefits is based on an actuarial evaluation done by an independent firm using a projected benefit actuarial valuation method prorated on services. The last actuarial valuation was calculated at August 31, 2014 and has been extrapolated to December 31, 2014. The change in the liability in the financial statements in respect of obligations under the plan amounts to \$50,400. (2013 – \$21,300).

The accrued post-employment benefits are as follows:

	<u>2014</u>	<u>2013</u>
Balance, beginning of year	\$ 225,900	\$ 247,200
Current service costs	29,200	28,800
Benefits paid	(13,700)	(5,000)
Actuarial (gain)/loss	34,900	(45,100)
Balance, end of year	<u>\$ 276,300</u>	<u>\$ 225,900</u>

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

	<u>2014</u>	<u>2013</u>
Discount Rate	3.10%	3.90%
Expected Inflation Rate and Wage & Salary Increases	2.50%	2.50%

These notes form an integral part of these financial statements

Notes to the Consolidated Financial Statements For the Year Ended December 31, 2014

7. Deferred Revenue

	<u>2014</u>	<u>2013</u>
Licence fees & charges	\$ 5,961	\$ 1,814
Rental payments	37,957	26,701
Prepaid property tax	163,609	101,590
Subdivision tree prepayment	35,105	35,105
Recreation prepayment	26,928	24,676
Utilities	26,102	31,857
Other	15,396	7,497
	<u>\$ 311,057</u>	<u>\$ 229,240</u>

8. Refundable Deposits and Other

	<u>2014</u>	<u>2013</u>
Developer performance deposits	\$ 159,780	\$ 207,112
Damage deposits	173,550	187,400
Other	200	1,730
	<u>\$ 333,530</u>	<u>\$ 396,242</u>

These notes form an integral part of these financial statements

Notes to the Consolidated Financial Statements For the Year Ended December 31, 2014

9. Restricted Reserves and Development Cost Charges Reserve

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

Description	Balance Dec. 31, 2013	Interest	Contributions	Expenditures	Balance Dec. 31, 2014
DCC - Water	\$ 243,358	\$ 2,854	\$ 11,924	\$ -	\$ 258,136
DCC - Parks	258,724	2,948	8,791	-	270,463
DCC - Roads	520,273	5,268	14,519	(108,075)	431,984
DCC - Sewer	160,007	1,888	14,826	-	176,721
DCC - Storm	335,328	3,733	806	-	339,867
	<u>1,517,690</u>	<u>16,690</u>	<u>50,866</u>	<u>(108,075)</u>	<u>1,477,171</u>
Gas Tax	<u>854,988</u>	<u>9,348</u>	<u>374,048</u>	<u>(261,685)</u>	<u>976,699</u>
Parking	75,035	819	-	(3,550)	72,304
Green Streets	1,411	16	-	-	1,427
Amphitheatre	14,067	158	500	-	14,725
LRC - Capital	366,487	230	2,480	-	369,197
B&G - Capital	<u>17,213</u>	<u>220</u>	<u>5,064</u>	<u>-</u>	<u>22,497</u>
	<u>474,213</u>	<u>1,443</u>	<u>8,044</u>	<u>(3,550)</u>	<u>480,150</u>
TOTAL	<u>\$ 2,846,891</u>	<u>\$ 27,481</u>	<u>\$ 432,958</u>	<u>\$ (373,310)</u>	<u>\$ 2,934,020</u>

10. Financial Instruments

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

These notes form an integral part of these financial statements

Notes to the Consolidated Financial Statements For the Year Ended December 31, 2014

11. Federal Gas Tax Reserve

Gas Tax funding is provided by the Government of Canada. The use of the funding is established by a funding agreement between the Town and the Union of British Columbia Municipalities. Gas Tax funding may be used towards designated public transit, community energy, water, wastewater, solid waste and capacity building projects, as specified in the funding agreements. The funds are recorded on the financial statements as a restricted reserve.

	2014	2013
Opening balance of unspent funds	\$ 854,988	\$ 675,377
Add: Amounts received during the year	374,048	252,620
Interest earned	9,348	8,216
Less: Gas tax funds utilized	(261,685)	(81,225)
Closing balance of unspent funds	\$ 976,699	\$ 854,988

12. Obligations under Capital Lease

There are six leases payable to the Municipal Finance Authority. The future minimum lease payments, including PST, under the capital lease obligation are as follows:

2015	\$ 112,384
2016	60,682
2017	48,364
2018	333,468
2019	3,509
Thereafter	0

Debt interest, less actuarial adjustments in the consolidated statement of financial activities, is calculated as \$10,812 (2013 - \$9,058).

These notes form an integral part of these financial statements

Notes to the Consolidated Financial Statements For the Year Ended December 31, 2014

12. Obligations under Capital Lease (continued)

The Town has entered into capital leases for the following purchases:

- 1) A five year capital lease agreement with the Municipal Finance Authority of British Columbia which commenced on September 28, 2010, for the purchase of a fire truck. Under the terms of the agreement the Town has prepaid \$97,000. The remaining obligation will be repaid with monthly lease payments in the amount of \$773 including interest at 1.75% per annum. The balance of the capital lease at December 31, 2014, which is included in obligation under capital leases, is \$51,091. Lease to expire September 2015. (2013 - \$59,905)
- 2) A five year capital lease agreement with the Municipal Finance Authority of British Columbia which commenced on August 2011 for the purchase of a Photocopier. The remaining obligation will be repaid with monthly lease payments in the amount of \$329 including interest at 2.0% per annum. The balance of the capital lease at December 31, 2014, which is included in obligation under capital leases, is \$6559. Lease to expire July 2016. (2013 - \$10,611)
- 3) A five year capital lease agreement with the Municipal Finance Authority of British Columbia which commenced on April 2012 for the purchase of a 4X4 fire truck. The remaining obligation will be repaid with monthly lease payments in the amount of \$1,381 including interest at 2.0% per annum. The balance of the capital lease at December 31, 2014, which is included in obligation under capital leases, is \$41,870. Lease to expire May 2017. (2013 - \$58,585)
- 4) A five year capital lease agreement with the Municipal Finance Authority of British Columbia which commenced on June 2012 for the purchase of a photocopier. The remaining obligation will be repaid with monthly lease payments in the amount of \$111 including interest at 2.0% per annum. The balance of the capital lease at December 31, 2014, which is included in obligation under capital leases, is \$3,587. Lease to expire July 2017. (2013 - \$4,928)
- 5) A five year capital lease agreement with the Municipal Finance Authority of British Columbia which commenced on March 28, 2013 for the purchase of a fire truck. The remaining obligation will be repaid with monthly lease payments in the amount of \$2,718 including interest at 2.0% per annum. The balance of the capital lease at December 31, 2014, which is included in obligation under capital leases, is \$406,075. Lease to expire March 2018. (2013 - 432,570)
- 6) A five year capital lease agreement with the Municipal Finance Authority of British Columbia which commenced on February 2, 2014 for the purchase of a photocopier. The remaining obligation will be repaid with monthly lease payments in the amount of \$147 including interest at 2.0% per annum. The balance of the capital lease at December 31, 2014, which is included in obligation under capital leases, is \$7,546. Lease to expire February 2019. (2013 - \$8,967)
- 7) A five year capital lease agreement with the Municipal Finance Authority of British Columbia which commenced on April 25, 2014 for the purchase of fitness equipment. The remaining obligation will be repaid with monthly lease payments in the amount of \$782 including interest at 2.0% per annum. The balance of the capital lease at December 31, 2014, which is included in obligation under capital leases, is \$41,678. Lease to expire April 2019.

These notes form an integral part of these financial statements

Notes to the Consolidated Financial Statements For the Year Ended December 31, 2014

13. Debenture Debt

The total long term debt issued and outstanding as at December 31, 2014 was \$3,231,518 (\$3,476,347 as at December 31, 2013). There is an additional \$10 million dollars authorized to fund the upgrade of the Waste Water Treatment Plant. The following principal amounts are payable over the next five years.

Principal repayments

	2015	2016	2017	2018	2019	Thereafter
General	\$ 137,656	\$ 66,033	\$ 66,033	\$ 66,033	\$ 66,033	\$ 792,395
Water	24,012	24,012	24,012	24,012	24,012	432,216
Sewer	4,657	-	-	-	-	-
	<u>\$ 166,325</u>	<u>\$ 90,045</u>	<u>\$ 90,045</u>	<u>\$ 90,045</u>	<u>\$ 90,045</u>	<u>\$ 1,224,611</u>

Actuarial sinking fund earnings

	2015	2016	2017	2018	2019	Thereafter
General	\$ 83,177	\$ 27,953	\$ 31,712	\$ 35,622	\$ 39,688	\$ 859,687
Water	1,959	2,998	4,079	5,202	6,371	378,131
Sewer	3,825	-	-	-	-	-
	<u>\$ 88,961</u>	<u>\$ 30,951</u>	<u>\$ 35,791</u>	<u>\$ 40,824</u>	<u>\$ 46,059</u>	<u>\$ 1,237,818</u>
	<u>\$255,286</u>	<u>\$120,996</u>	<u>\$125,836</u>	<u>\$130,869</u>	<u>\$136,104</u>	<u>\$2,462,429</u>

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

	Interest	Actuarial Adjustment	2014 Net	2013 Net
Sewer - Interest	\$ 2,197	\$ 3,460	\$ (1,263)	\$ 77
Water - Interest	34,000	960	33,040	41,545
General - Interest	219,463	74,083	145,380	154,098
	<u>\$ 255,660</u>	<u>\$ 78,504</u>	<u>\$ 177,156</u>	<u>\$ 195,720</u>

14. 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.

These notes form an integral part of these financial statements

Notes to the Consolidated Financial Statements For the Year Ended December 31, 2014

14. Commitments and Contingencies (continued)

- iii) Various claims have been made against the Town as at December 31, 2014 for incidents which arose in the ordinary course of operations. In the opinion of management and legal counsel, the outcomes of the lawsuits, now pending, are not determinable. As the outcomes are not determinable at this time, no amount has been accrued in the financial statements. Should any loss result from the resolution of these claims, such loss will be charged to operations in the year of resolution.

(b) Pension Liability

The municipality and its employees contribute to the Municipal Pension Plan (the Plan), a jointly trustee pension plan. The board of trustees, representing plan members and employers, is responsible for overseeing the management of the Plan, including investment of the assets and administration of benefits. The Plan is a multi-employer contributory pension plan. Basic pension benefits provided are based on a formula. The Plan has about 182,000 active members and approximately 75,000 retired members. Active members include approximately 76 contributors from the Town of Ladysmith.

The most recent actuarial valuation as at December 31, 2012 indicated a \$1.37 billion funding deficit for basic pension benefits. The next valuation will be as at December 31, 2015 with results available in 2016. 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 with the result that there is no consistent and reliable basis for allocating the obligation, assets and cost to the individual employers participating in the Plan,

The Town of Ladysmith paid \$408,683 (\$377,728 - 2013) for employer contributions to the Plan in fiscal 2014.

(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.

15. Significant Taxpayers

The Town is reliant upon 10 taxpayers for approximately 21.19% (2013 – 21.80%) of the total property tax revenue which includes Western Forest Products at approximately 13.1% (2013 – 13.59%) of the total property tax revenue.

These notes form an integral part of these financial statements

Notes to the Consolidated Financial Statements For the Year Ended December 31, 2014

16. 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:

	<u>2014</u>	<u>2013</u>
Assets		
Cash and short term investment	\$ 143,932	\$ 141,707
Equity		
Opening balance	\$ 141,707	\$ 139,697
Interest	1,583	1,668
Transfer interest to fund cemetery costs	(1,583)	(1,668)
Contributions	2,225	2,010
Balance, end of year	<u>\$ 143,932</u>	<u>\$ 141,707</u>

17. Comparative Figures

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

These notes form an integral part of these financial statements

Notes to the Consolidated Financial Statements For the Year Ended December 31, 2014

18. Accumulated Surplus

The Town segregates its accumulated surplus in the following categories:

	<u>2014</u>	<u>2013</u>
Unappropriated equity	\$ 3,301,039	\$ 2,461,781
Appropriated equity (Schedule V)	7,422,629	7,131,815
	<u>10,723,667</u>	<u>9,593,596</u>
Capital Funds		
General capital fund	113,288	112,067
Sewer capital fund	834	834
Water capital fund	595,935	607,883
	<u>710,057</u>	<u>720,784</u>
Reserve Funds		
Reserve funds (Schedule V)	<u>120,633</u>	<u>119,315</u>
Equity in Tangible Capital Assets	<u>76,372,814</u>	<u>73,825,763</u>
Total Accumulated Surplus	<u>\$ 87,927,172</u>	<u>\$ 84,259,458</u>

19. Annual Budget

Fiscal plan amounts represent the Financial Plan Bylaw adopted by Council on May 12, 2014.

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	(2,399,736)
Proceeds from new debt	(4,060,000)
Transfers to/from own funds	(1,273,759)
Less:	
Principal payments on debt	471,851
Capital expenditures per budget	12,091,690
Capital Expenditures expensed according to Tangible Capital Asset Policy	<u>(867,500)</u>
Adjusted Annual Surplus	<u>\$ 3,962,546</u>

These notes form an integral part of these financial statements

Notes to the Consolidated Financial Schedules For the Year Ended December 31, 2014

20. DL 2016 Holdings Corporation (“DL 2016”)

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

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.

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

21. 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 and Human Resources.

Protective Services

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

- Bylaw enforcement administers, monitors, and seeks compliance with the bylaws enacted by the Mayor and Council to regulate the conduct of affairs in the Town of Ladysmith.
- Fire protection is provided by the fire department, whose volunteer members receive compensation for each callout in which they take part.

These notes form an integral part of these financial statements

Notes to the Consolidated Financial Statements For the Year Ended December 31, 2014

21. Segmented Information (Continued)

- Policing is provided under contract with the RCMP operating from a detachment building located in and owned by the Town of Ladysmith.
- The Town of Ladysmith's Development Services and Public Works Departments work together to regulate all construction within the Town. This is achieved through the use of the Town of Ladysmith's Building and Plumbing Bylaw, the British Columbia Building Code, the British Columbia Fire Code and other related bylaws and enactments with the Town of Ladysmith.

Transportation, Garbage and Cemetery

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

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

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

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

Development

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

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

These notes form an integral part of these financial statements

Notes to the Consolidated Financial Statements For the Year Ended December 31, 2014

21. Segmented Information (Continued)

Recreation and Culture

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

Parks

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

Water

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

Sewer

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

22. Subsequent Events

Subsequent to year end, the Town borrowed \$1,000,000 on the approved \$10,000,000 loan through the Municipal Finance Authority for the construction of the third phase of the wastewater treatment plant.

These notes form an integral part of these financial statements

Obligations Under Capital Leases

For the Year Ended December 31, 2014 - Schedule I

	<u>Term</u>	<u>Original Amount</u>	<u>Balance Dec 31, 2013</u>	<u>Principal Payments</u>	<u>Net Interest ⁽¹⁾</u>	<u>Balance Dec 31, 2014</u>	<u>Interest Rate</u>
Spartan Fire Truck	2010-15	\$ 312,258	\$ 59,905	\$ 8,886	\$ 1,044	\$ 51,091	4.02%
City Hall Copier	2011-16	19,780	10,611	4,064	164	6,559	2.00%
Fire Bush Truck	2012-17	83,652	58,585	16,781	952	41,870	2.00%
Spartan Fire Truck	2013-18	452,066	432,570	27,045	7,859	406,075	2.00%
P.W. Copier	2012-17	6,748	4,928	1,348	81	3,587	2.00%
Ricoh Copier - FJCC	2014-19	8,967	8,967	1,431	141	7,546	2.00%
Fitness Equip - FJCC	2014-19	47,765		6,127	571	41,678	2.00%
		<u>\$ 931,236</u>	<u>\$ 575,566</u>	<u>\$ 65,682</u>	<u>\$ 10,812</u>	<u>\$ 558,406</u>	

⁽¹⁾ Interest, net of actuarial adjustments

Debenture Debt

For the Year Ended December 31, 2014 - Schedule II

	Issue #	Term	Original Amount	Balance Dec 31, 2013	Principal Payments	Net Interest ⁽¹⁾	Balance Dec 31, 2014	Interest Rate
<u>General Capital Fund</u>								
2000 First Avenue	73	2000-15	\$1,438,000	\$ 255,306	\$ 124,844	\$ 38,092	\$ 130,462	6.35%
2006 RCMP Building	97	2006-31	2,750,000	2,228,452	86,895	107,288	2,141,557	4.66%
<u>Water Capital Fund</u>								
2012 Water Improvements	118	2012-37	\$1,000,000	\$ 975,988	\$ 24,972	\$ 33,040	\$ 951,016	3.40%
<u>Sewer Capital Fund</u>								
2000 Sewer Improvements	72	2000-15	\$ 93,500	\$ 16,601	\$ 8,117	(1,263)	\$ 8,484	6.45%
			<u>\$ 5,281,500</u>	<u>\$3,476,347</u>	<u>\$ 244,829</u>	<u>\$ 177,156</u>	<u>\$ 3,231,518</u>	

⁽¹⁾ Interest, net of actuarial adjustments

Tax Revenues

For the Year Ended December 31, 2014 - Schedule III

	Actual 2014	Budget 2014	Actual 2013
General Taxes			
General municipal purposes	\$ 7,022,129	\$ 7,022,170	\$ 6,773,970
Grants in lieu and 1% utility tax	165,983	165,163	158,857
Water and sewer parcel tax	1,431,141	1,427,384	1,354,154
	<u>\$ 8,619,254</u>	<u>\$ 8,614,717</u>	<u>\$ 8,286,981</u>
Collections for other governments:			
School district	\$ 3,028,714	\$ 3,024,870	\$ 3,032,020
Regional hospital district	642,775	641,896	570,051
Regional district	1,018,087	1,016,853	798,977
BCAA and MFA	85,103	84,997	85,446
Library	328,044	328,018	303,110
	<u>\$ 5,102,722</u>	<u>\$ 5,096,634</u>	<u>\$ 4,789,604</u>
Less:			
Transmission of taxes levied for other agencies:			
School district	\$ 3,028,714	\$ 3,024,870	\$ 3,032,020
Regional hospital district	642,775	641,896	569,895
Regional district	1,018,087	1,016,853	798,845
BCAA and MFA	85,103	84,997	85,450
Library	328,044	328,018	303,456
	<u>\$ 5,102,722</u>	<u>\$ 5,096,634</u>	<u>\$ 4,789,666</u>
Net Taxation	<u>\$ 8,619,254</u>	<u>\$ 8,614,717</u>	<u>\$ 8,286,919</u>

Schedule of Fees and Charges For the Year Ended December 31, 2014 - Schedule IV

	<u>Actual 2014</u>	<u>Budget 2014</u>	<u>Actual 2013</u>
Licences and fines	\$ 81,540	\$ 76,675	\$ 76,826
Garbage services	595,863	553,000	516,384
General government services	124,753	70,365	174,123
Cemetery services	27,630	31,000	30,020
Recreation services	599,304	628,261	606,779
Permits and Fees	72,197	107,500	89,535
Protective Services	234,511	239,028	242,247
Water Utility Fees	713,777	694,130	676,576
Sewer Utility Fees	741,877	711,437	718,265
	<u>\$ 3,191,452</u>	<u>\$ 3,111,396</u>	<u>\$ 3,130,755</u>

Continuity Schedule of Reserves and Appropriated Equity For the Year Ended December 31, 2014 - Schedule V (Unaudited)

	Balance Dec. 31, 2013	Interest Allocated	Contributions	Funding	Balance Dec. 31, 2014
RESERVES					
Tax Sale	\$ 25,149	\$ 281	\$ -	\$ -	\$ 25,430
Perpetual Safety Fund	12,516	138	-	-	12,654
Sale Real Property	-	-	-	-	-
Amenity Funds	81,650	901	-	-	82,551
TOTAL RESERVES	\$ 119,315	\$ 1,320	\$ -	\$ -	\$ 120,635
APPROPRIATED EQUITY - OPERATIONS					
General Operating Fund					
Future Projects	1,074,888	-	456,727	504,387	1,027,229
Equipment	698,343	-	268,821	178,197	788,967
Land & Building	222,818	-	98,359	27,038	294,139
Tax Contingency	157,986	-	-	50,000	107,986
Snow & Ice Removal	25,000	-	20,000	15,000	30,000
Infrastructure Deficit	70,000	-	70,140	-	140,140
Multi-Materials BC Rebate	-	-	60,800	-	60,800
	<u>2,249,035</u>	<u>-</u>	<u>914,047</u>	<u>774,622</u>	<u>2,449,260</u>
Water Operating Fund					
Capital Expenditures	1,092,971	-	322,469	637,437	778,003
MFA Surplus Refunds	524,076	-	-	-	524,076
Total Water Operating Fund	<u>1,617,047</u>	<u>-</u>	<u>322,469</u>	<u>637,437</u>	<u>1,302,079</u>
Sewer Operating Fund					
Capital Expenditures	2,659,380	-	405,555	-	3,064,935
MFA Surplus Refunds	606,353	-	-	-	606,353
Total Sewer Operating Fund	<u>3,265,733</u>	<u>-</u>	<u>405,555</u>	<u>-</u>	<u>3,671,288</u>
TOTAL APPROPRIATED EQUITY	<u>\$ 7,131,815</u>	<u>\$ -</u>	<u>\$ 1,642,071</u>	<u>\$ 1,412,059</u>	<u>\$ 7,422,628</u>
TOTAL RESERVES AND APPROPRIATED EQUITY	<u>\$ 7,251,130</u>	<u>\$ 1,320</u>	<u>\$ 1,642,071</u>	<u>\$ 1,412,059</u>	<u>\$ 7,543,262</u>

Schedule of Restricted Reserves, Reserves and Equity by Fund For the Year Ended December 31, 2014 - Schedule VI (Unaudited)

	Restricted Reserves	Allocated Reserves	Appropriated Equity	Unappropriated Equity	Capital Funds Equity	Total
General operating fund	\$ -	\$ -	\$ 2,449,261	\$ 430,529	\$ -	\$ 2,879,790
Water operating fund	-	-	1,302,079	560,810	-	1,862,889
Sewer operating fund	-	-	3,671,288	2,309,699	-	5,980,987
Reserve fund	480,150	120,634	-	-	-	600,784
General capital fund	-	-	-	-	113,288	113,288
Water capital fund	-	-	-	-	595,935	595,935
Sewer capital fund	-	-	-	-	834	834
Total	\$ 480,150	120,634	\$ 7,422,629	\$ 3,301,039	\$ 710,057	\$ 12,034,508

Grant Revenue

As at December 31, 2014 - Schedule VII

	<u>Actual 2014</u>	<u>Budget 2014</u>	<u>Actual 2013</u>
Operating Grants			
Traffic Fines Revenue	\$ 31,650	\$ 31,676	\$ 31,530
Small Communities	295,191	297,041	297,041
CVRD Recreation	125,545	125,545	126,693
Other	16,138	7,365	28,131
	<u>468,524</u>	<u>461,627</u>	<u>483,395</u>
Capital Grants			
Waterfront Area Plan	\$ -	\$ 100,000	\$ -
Electric Charging Stations	-	-	16,207
Spray Park	-	-	11,868
Zoning Bylaw	23,660	23,000	65,741
Stz`uminus First Nation Cooperation Protocol	19,037	27,000	23,062
Frank Jameson Lighting	-	-	2,500
Frank Jameson Energy Upgrades	353,021	375,000	7,958
Age-Friendly Community Project	-	-	19,477
Brownfield	-	-	184
Wastewater Treatment Plant Upgrade	2,640,221	3,795,150	745,118
Public Works Composting	-	500,000	-
	<u>\$ 3,035,939</u>	<u>\$ 4,820,150</u>	<u>\$ 892,114</u>
	<u>\$ 3,504,463</u>	<u>\$ 5,281,777</u>	<u>\$ 1,375,509</u>

Statement of Operations by Segment As at December 31, 2014 - Schedule VIII

	General Government		Protective		Environment & Public Health		Development		Recreation & Culture		Parks		Water		Sewer		Total		
	2014	2014	2014	2014	2014	2014	2014	2014	2014	2014	2014	2014	2014	2014	2014	2014	2014	2014	
REVENUE																			
Tax	\$ 7,188,113													\$ 468,390	\$ 962,751	\$ 8,619,254			
Fees & Charges	61,945	323,687	632,516	62,561	655,089								713,777	741,877	3,191,452				
Investment income	127,922												2,772	-	130,693				
Penalty & Interest on tax	123,986													-	123,986				
Grants	312,515	31,650	8,836	24,091	487,151									2,640,221	3,504,463				
Donations & contributed property			107,082	14,327	10,500									3,133	143,043				
Gain (loss) on foreign exchange	95,762		(7,281)		(23,549)										95,762				
Gain (loss) on disposal	(5,000)		108,075	3,550											(35,830)				
Development fees															111,625				
Local area improvements															8,922				
Gas tax fund utilized			63,000		192,674										8,922				
Total revenue	7,905,241	355,337	912,228	104,529	1,321,864								14,011	1,184,939	4,356,904				16,155,052
EXPENSES																			
Contracted Services	277,283	979,731	707,416	190,715	216,757									199,302	143,206	2,750,726			
Grants In Aid	98,156	11,000	-	-	-									-	-	109,156			
Insurance	63,494	25,650	7,756	-	43,087									4,353	13,899	158,239			
Interest	164	117,144	38,172	-	712									33,040	(1,263)	187,968			
Materials & Supplies	34,475	92,376	119,298	7,049	105,344									36,198	97,799	578,194			
Utilities & Telephone	9,920	20,390	11,931	4,201	44,979									2,880	9,544	104,226			
Wages & Benefits	1,432,762	345,527	810,731	359,036	1,638,725									348,105	318,913	5,627,026			
Other	134,334	44,146	108,629	6,198	74,975									27,447	50,624	535,459			
Amortization	190,066	169,332	841,019	-	218,543									324,244	441,733	2,436,345			
Total expenses	2,240,654	1,805,295	2,644,952	567,200	2,343,122								836,094	975,569	1,074,454	12,487,339			
Surplus (Deficit)	\$ 5,664,587	\$ (1,449,958)	\$ (1,732,724)	\$ (462,671)	\$ (1,021,258)								\$ (822,083)	\$ 209,370	\$ 3,282,450	\$ 3,667,713			

Statement of Operations by Segment As at December 31, 2013 - Schedule IX

	General		Transport		Environment & Recreation &		Parks		Water		Sewer		Total	
	2013	2013	2013	2013	2013	2013	2013	2013	2013	2013	2013	2013	2013	2013
REVENUE														
Tax	\$ 6,932,765	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 394,900	\$ 959,254	\$ 8,286,919			
Fees & charges	56,297	338,197	584,266	59,410	685,018	12,726	683,776	711,065			3,130,755			
Investment income	103,189	-	-	-	-	-	18,214	8			121,411			
Penalty & Interest on tax	123,620	-	-	-	-	-	-	-			123,620			
Grants	297,225	31,530	26,113	99,891	163,763	11,868	-	745,119			1,375,509			
Donations & contributed property	-	-	3,335	3,701	11,600	6,000	-	-			24,636			
Gain (loss) on disposal	37,000	-	(78,325)	-	-	-	(2,262)	-			(43,587)			
Development fees	-	-	108,075	-	-	-	-	-			108,075			
Local area improvements	-	-	-	-	-	-	-	-			8,922			
Gas tax funds utilized	8,415	-	12,266	-	2,653	-	-	-			57,892			
Total revenue	7,558,511	369,727	655,730	163,002	863,034	30,594	1,094,628	2,482,260			13,217,485			
EXPENSES														
Contracted Services	270,782	986,200	691,584	193,178	202,254	47,156	115,154	139,185			2,645,493			
Grants In Aid	95,750	11,000	-	-	-	-	-	-			106,750			
Insurance	69,168	24,853	10,697	-	32,355	-	3,917	12,508			132,104			
Interest	239	119,344	43,573	-	-	-	41,545	76			204,777			
Materials & Supplies	28,401	129,560	166,138	6,025	88,517	95,359	34,213	45,040			593,253			
Utilities & Telephone	10,973	23,103	13,906	7,229	45,890	500	1,500	11,971			115,072			
Wages & Benefits	1,318,869	324,321	642,442	343,936	1,556,538	392,746	310,869	303,143			5,192,864			
Other	119,643	42,426	82,226	6,830	83,748	84,744	33,105	34,994			487,716			
Amortization	190,007	159,387	995,771	-	209,532	247,387	289,505	436,695			2,528,284			
Total expenses	2,103,832	1,820,194	2,624,943	557,198	2,218,834	867,892	829,808	983,612			12,006,313			
Surplus (Deficit)	\$ 5,454,679	\$ (1,450,467)	\$ (1,969,213)	\$ (394,196)	\$ (1,355,800)	\$ (837,298)	\$ 264,820	\$ 1,498,648			\$ 1,211,172			

Consolidated Statement of Tangible Capital Assets For the Year Ended December 31, 2014 - Schedule X

	Land		Improvements		Buildings	Vehicles Furniture & Equipment	Linear Infrastructure					Assets Under Construction		2014 Total	
							Transportation	Sanitary Sewer	Storm Sewer	Water					
COST															
Opening Balance	\$ 8,566,085	\$ 7,776,566	\$ 17,719,021	\$ 5,542,685	\$ 25,543,068	\$ 19,996,796	\$ 7,938,726	\$ 15,908,724	\$ 2,395,942	\$ 2,395,942	\$ 111,387,613				
Add: Additions	-	184,366	1,988,628	230,549	333,487	-	201,939	465,700	2,734,450	6,139,119					
Less: Disposals	-	-	22,857	67,575	-	-	16,951	-	1,374,905	1,482,288					
Less: Write-downs	-	-	-	-	-	-	-	-	-	-					
Closing Balance	8,566,085	7,960,932	19,684,792	5,705,659	25,876,555	19,996,796	8,123,714	16,374,424	3,755,487	116,044,444					
ACCUMULATED AMORTIZATION															
Opening Balance		2,298,880	3,970,876	3,129,672	12,935,018	5,286,007	1,869,229	4,020,252		33,509,934					
Add: Amortization		229,462	492,230	271,507	608,606	433,940	107,634	292,966		2,436,345					
Less: Write-downs		-	-	-	-	-	-	-		-					
Less: Acc. Amortization on Disposals		-	4,879	57,642	-	-	2,599	-		65,120					
Closing Balance		2,528,342	4,458,227	3,343,537	13,543,624	5,719,947	1,974,264	4,313,218	0	35,881,159					
Net Book Value, year ended December 31, 2014	\$8,566,085	\$5,432,590	\$15,226,565	\$2,362,122	\$12,332,931	\$14,276,849	\$6,149,450	\$12,061,206	\$3,755,487	\$80,163,285					

Included in the tangible capital assets are leased assets with a total cost of \$931,236 (2013 - \$883,471) and accumulated amortization of \$144,607 (2013 - \$108,021).

Consolidated Statement of Tangible Capital Assets For the Year Ended December 31, 2013 - Schedule XI

SCHEDULE XI

	Land		Linear Infrastructure				Assets Under Construction	2013 Total		
	Improvements	Buildings	Vehicles Furniture & Equipment	Transportation	Sanitary Sewer	Storm Sewer			Water	
COST										
Operating Balance	\$8,566,083	\$7,716,115	\$17,645,455	\$5,341,424	\$25,525,101	\$19,938,904	\$7,938,726	\$15,703,689	\$299,765	\$108,675,262
Add: Additions	-	60,451	73,566	684,392	17,967	57,892	-	213,734	2,096,177	3,204,179
Less: Disposals	-	-	-	483,131	-	-	-	8,700	-	491,831
Less: Write-downs	-	-	-	-	-	-	-	-	-	-
Closing Balance	8,566,083	7,776,566	17,719,021	5,542,685	25,543,068	19,996,796	7,938,726	15,908,723	2,395,942	111,367,610
ACCUMULATED AMORTIZATION										
Operating Balance	2,071,823	3,514,845	3,161,375	12,194,945	4,853,230	1,763,248	3,740,442			31,299,908
Add: Amortization	227,057	456,031	280,118	740,073	432,777	105,981	286,247			2,528,284
Less: Write-downs	-	-	-	-	-	-	-			-
Less: Acc. Amortization on Disposals	-	-	-	311,821	-	-	-	6,437		318,258
Closing Balance	2,298,880	3,970,876	3,129,672	12,935,018	5,286,007	1,869,229	4,020,252	0	0	33,509,934
Net Book Value, year ended										
December 31, 2013	\$8,566,083	\$5,477,686	\$13,748,145	\$2,413,013	\$12,608,050	\$14,710,789	\$6,069,497	\$11,888,471	\$2,395,942	\$77,877,676

2014 Permissive Tax Exemptions

2014 Permissive Property Tax Exemptions

<u>Organization/ Property Owner</u>	<u>Address</u>	<u>2014 Municipal Tax Exemption</u>
Anglican Synod Diocese of BC	314 Buller St	\$ 1,362
Arts Council of Ladysmith	Units J, K & L - 610 Oyster Bay Rd	739
Boys & Girls Club	220 High St	6,917
Canadian Legion Branch #171	621 1st Ave	165
Eco-Tourism Building	Transfer Beach	1,957
Island Corridor Foundation		14,241
Ladysmith & District Historical Society	1115A - 1st Ave	2,752
Ladysmith & District Credit Union - Museum	721 1st Ave	4,619
Ladysmith & District Credit Union - Alcoholics Anonymous	12 Buller St	1,420
Ladysmith Fellowship Baptist Church	381 Davis Rd	1,814
Ladysmith Festival of Lights	1163 4th Ave	6,721
Ladysmith Golf Club Society	380 Davis Rd	3,004
Ladysmith Health Care Auxiliary	910 1st Ave	5,284
Ladysmith Maritime Society	Car Shop - 616 Oyster Bay Dr	1,726
Ladysmith Maritime Society	Unit C, I & M - 610 Oyster Bay Dr	1,526
Ladysmith Maritime Society	Visitor Centre & Community Amenities	10,136
Ladysmith Resource Centre Association	630 2nd Ave	12,617
Ladysmith Seniors Centre Society	630 2nd Ave	12,617
Ladysmith Senior Citizens Housing Society	207 Jamison Rd	1,362
Ladysmith Senior Citizens Housing Society	101 1st Ave	6,711
Municipal Parking lot	17 & 25 Roberts St	3,231
Pentecostal Assemblies	1149 4th Ave	4,796
St John's Masonic Temple	26 Gatacre St	2,216
St. Mary's Catholic Church	1135 4th Ave	6,792
United Church of Canada	232 High Street	1,108
Total		\$ 115,833
 <u>Revitalization Exemptions</u>		
Beantime Restaurant/ Nordic Holdings Ltd	18 High St	284
Futureworks Consulting	411 1st Ave & 30 Roberts St	1,724
J. Cochrane Bldg Corp	524 1st Ave	4,764
Antique Addict	12 Roberts St	442
Terra North Inc	1030 Oyster Bay Dr	28,283
Total		\$ 35,497
Total Exemptions		\$ 151,330

2014 Grants-in-Aid

Arts on the Avenue	1,000
Ladysmith & District Historical Society Archives	20,000
Ladysmith & District Historical Society Museum	10,000
Ladysmith Celebrations Society	8,000
Festival of Lights Society	12,000
Ladysmith Fire Rescue Santa Parade	1,000
Ladysmith Show & Shine	500
Total Celebrations	52,500
Ladysmith & District Marine Rescue Society	5,000
Ladysmith Maritime Society Festival Events	1,500
Total Harbour Functions	6,500
Ladysmith Resources Centre Assn - General Program	8,000
Ladysmith Resources Centre Assn - Victim Services	11,000
Ladysmith Resources Centre Assn - Family Support	8,000
Ladysmith Resources Centre Assn - Youth at Risk	8,000
Total Resources Centre	35,000
Arts Council of Ladysmith & District	1,000
Arts Council of Ladysmith & District (Disability access)	2,500
Ladysmith Citizens on Patrol	1,500
Ladysmith Downtown Business Association	1,000
St John the Evangelist Anglican Church	500
Stz'uminus First Nation Aboriginal Days Celebrations	750
Total Other	7,250
Cowichan Family Caregivers Support Society	750
Ladysmith Soup Kitchen	2,000
Vancouver Island Crisis Society	500
Total Social Services	3,250
Ladysmith Ambassador Program	1,000
Ladysmith Sec School - Frank Jameson Bursary	1,500
Cowichan Therapeutic Riding Association	1,000
Total Youth, Education & Sport	3,500
TOTAL	\$ 108,000



2015 COMMUNITY PROFILE TOWN OF LADYSMITH

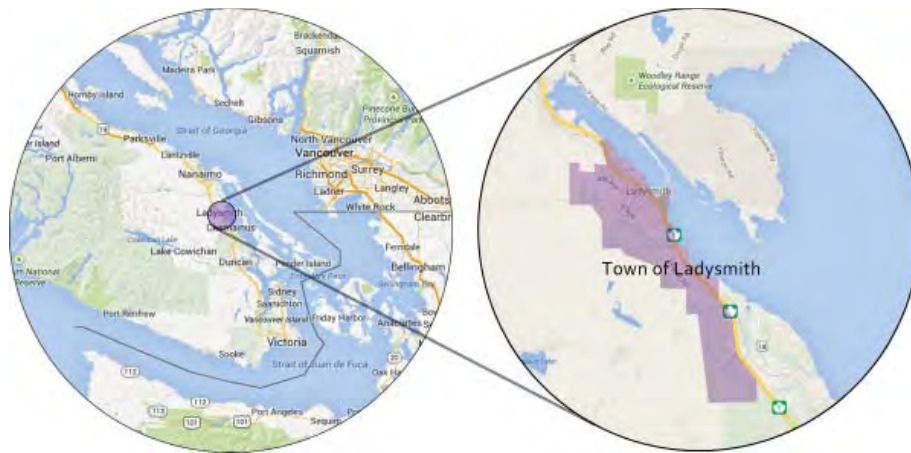


社区简介 (2015)
莱迪史密斯镇



LADYSMITH AT A GLANCE

Nestled on the scenic shores of eastern Vancouver Island, the Town of Ladysmith offers a unique blend of traits that combine to create an exceptional quality of life for all who choose our town as a place to live, work, invest or play.



Census Population (2011)	7,921
BC Stats Population Estimate (2014)	8,273
Population Per Household	2.3
5-year Growth Rate	5.1%
Median Age	48.3
Median Family Income	\$71,775
Total Private Dwellings	3,564
Average Sale Price - single family home	\$324,067
Business Licenses	503
Building Permit Construction Value	\$4.7 million

Source: Statistics Canada 2011 Census and 2011 National Household Survey, BC Stats (2014), Town of Ladysmith data (2014).

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Introduction

Nestled on the scenic shores of eastern Vancouver Island, the Town of Ladysmith offers a unique blend of traits that combine to create an exceptional quality of life for all who choose our town as a place to live, work, invest or play.

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

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



Introduction



History

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

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

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

In 1884, the E & N Railway Grant to James Dunsmuir (owner of the Wellington Colliery Company) privatized many of the Stz'uminus First Nation lands and resources. Two decades later, when James Dunsmuir founded the town, he changed the name from Oyster Harbour to Ladysmith, in honour

of the end of the siege of Ladysmith, South Africa during the Boer War. He designed the community as a company town for miners at his recently opened Extension colliery, twenty kilometers to the north. The Town was incorporated in 1904 and the new community, fuelled by the strong demand for coal, grew quickly. By 1911 its population stood at about 3,300 people.

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



“Ladysmith celebrates its rich history, heritage and small town atmosphere. Our vibrant downtown, integrated with the waterfront, is the anchor of the community. The historic buildings, heritage homes, cultural and natural landscapes are a legacy for future generations.”

*Ladysmith Heritage Strategic Plan
(2008)*



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

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

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

Sources:

Stz’uminus First Nation

John R. Hinde. When Coal Was King: Ladysmith and the Coal-Mining Industry on Vancouver Island. Vancouver: University of British Columbia Press, 2003.

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

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

Sustainable Ladysmith

“Ladysmith is an award-winning green community, recognized both provincially and nationally as a leader in sustainability. Guided by a shared vision that was the recipient of a Canadian Institute of Planners Award of Excellence in 2010, sustainability in Ladysmith is about continually working to make that vision a reality – improving the quality of life for all residents, protecting and enhancing the natural environment, strengthening the local economy, and enriching and celebrating the uniqueness of Ladysmith. Sustainability is a defining element of Ladysmith’s cultural identity, a source of tremendous civic pride and a fundamental component of the community’s long-term success and well-being.”¹

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

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

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

The Town has continued to enhance the award-winning Community Sustainability Vision by working collaboratively with the community and stakeholders to take this initiative to the ‘next level’.

In 2013, the Sustainability Action Plan was completed and adopted by Council. This Plan is an action-oriented document that reflects the community’s wishes, desires and preferences for the future of Ladysmith – a future that emphasizes the importance of environmental, social and economic sustainability, as well as a strong sense of shared values and community identity. This blueprint for the future is designed to ensure a balance between community growth, the need for sustainability, and the community’s desire to maintain the charming character of our historic town. We invite you to join us on this journey!

¹ Town of Ladysmith, *Sustainability Action Plan 2013-2016*, p.1.



Ladysmith: Leader, Innovator, Frontrunner

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

- Named one of “Canada’s Greenest Employers”, recognizing the Town’s organization-wide commitment to reducing its environmental footprint, 2012, 2013, 2014 and 2015
- NAOSH (North American Organizational Health & Safety) Week Award for Local Government, 2012
- Local Government Management Association Professional Award for Leadership for the City Manager, 2012
- BC Small Business Roundtable award for Most Small Business Friendly Community in Vancouver Island/ Coast Region, 2011
- Union of BC Municipalities Community Excellence Award Honorable Mention in the Partnerships Category for the Ladysmith Community Services Centre, 2011
- Canadian Institute of Planners Award for Planning Excellence (Rural / Small Town Planning) for the Ladysmith Sustainable Community Visioning Project, 2009
- Heritage BC Award – Certificate of Recognition for the Ladysmith Town Archives (joint award with Ladysmith & District Historical Society), 2009
- Provincial Green City Awards Finalist, 2007
- Guinness Book of World Records for the largest street hockey tournament, 2007
- Federation of Canadian Municipalities Sustainable Communities Award, Solid Waste Category for the Organic Curb-Side Collection Program, 2007
- Union of BC Municipalities Community Excellence Award in the Best Practices Category for the organic waste collection program, 2006
- Recycling Council of British Columbia Public Sector Recognition Award for outstanding commitment and action towards demonstrating excellence and leadership in environmental stewardship, 2006

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

- Wastewater Treatment Plant Upgrade to secondary treatment which will exceed Federal and Provincial regulations for marine discharge. The upgrade is using a number of green technologies, including active solar collection, use of recycled wastewater, and green lighting and equipment supply (2014-2016)
- Water Supply Filtration Pilot Project will provide long-term sustainable supply of clean drinking water for the next 30-50 years to Ladysmith, Diamond Improvement District and Stz’uminus First Nation (2014-2015)
- CVRD Zero Waste Recycling Centre in Ladysmith, the largest centre on Vancouver Island (2014)
- Carbon Neutral status achieved in municipal operations through energy reduction initiatives and the purchase of carbon credits through the Community Carbon Marketplace; one of the few municipalities committed to balancing its GHG emissions entirely from local GHG reduction initiatives (2014)
- Community Sustainability Action Plan is completed (2013)
- Regional Transit Service begins in Ladysmith (2013)
- Liquid Waste Management Plan approved by the Province (2013)
- Installed two electric car charging stations on First Avenue for public use (2013)
- Achieved LEED (Leadership in Energy and Environmental Design) Gold certification for the new community services building at 630 Second Avenue (2012)

- Initiated a collection bin for residential waste cooking oil in partnership with Cowichan Energy Alternatives and Cowichan Bio-diesel Co-op (2012)
- Constructed the Bayview Multi-Use Pathway, providing an important link in Ladysmith's bicycle network (2012)
- Received \$5.2 million in federal funding, along with grants and loan funding from the Federation of Canadian Municipalities to build a state-of-the-art secondary waste water treatment system (2012)
- The Town undertook an Integrated Community Sustainability Plan to implement the community's vision in a systematic and accountable manner (2011)
- A Sustainable Development Checklist was incorporated into the Development Procedures Bylaw to align the Community's Vision with development projects and proposals in Ladysmith (2011)
- Bicycle friendly policies were incorporated into the OCP and a bicycle parking option (in place of vehicle parking) was provided in the Zoning Bylaw for larger development proposals (2011)
- The Building and Plumbing Bylaw was amended to require that new residential buildings constructed in Ladysmith be made 'Solar Hot Water Ready' to facilitate the installation of solar hot water heating equipment (2011)
- Adopted Greenhouse Gas (GHG) emission reduction targets, actions and strategies (2010)
- Ladysmith is one of 37 communities that have been named a 'BC Solar Community' and received funds to help develop and expand solar power programs (2010)
- Council adopted a Civic Green Building Policy which sets LEED Silver as the standard for all new municipal buildings over 465 square metres in size (2010)
- Community gardens were installed on High Street to improve local food production opportunities as a joint project with the Ladysmith Community Garden Society (2010)
- A new water rate structure was implemented to further increase conservation among residential users (2010)
- The Town repurposed traditional flower gardens as edible gardens for food production, and began an annual donation of 250 to 300 pounds of fruits and vegetables to the Food Bank from Town gardens (2009 and ongoing)
- Adopted the Ladysmith Bicycle Plan and committed to ongoing multi-use pathway development (2009)
- Completed a Community Energy Plan (2008)
- Established an Environment Commission and Employee Green Team to provide strategic leadership for the implementation of sustainability initiatives and programs (2008)
- Became the first community in BC to implement a universal organic waste curb-side collection program (2006)

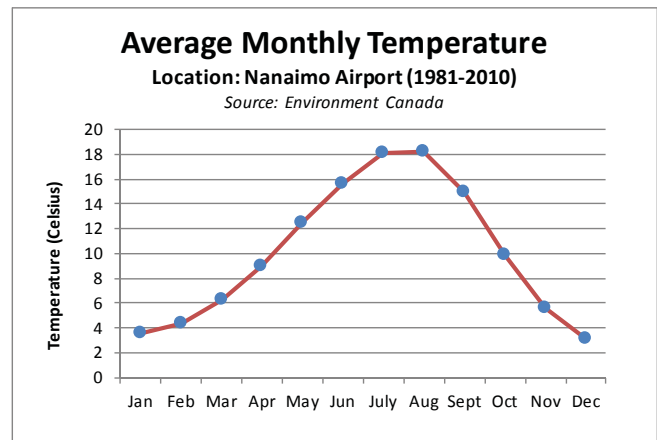
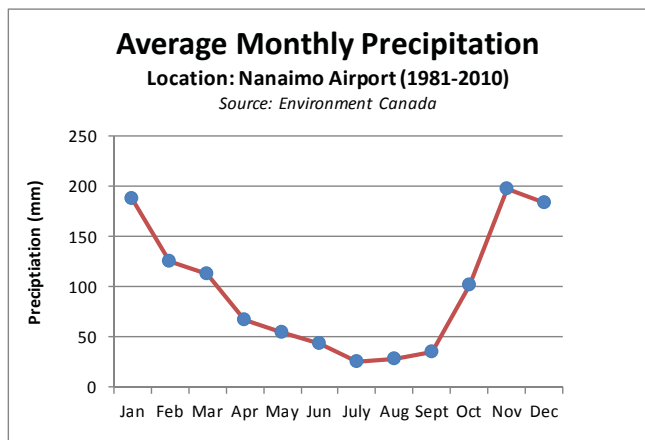


Location & Climate

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

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

Ladysmith enjoys a moderate coastal climate characterized by slight seasonal variations in temperature, and receives over 1900 hours of bright sunshine each year. The average daily temperatures for January and July are 3.5° C and 18.1° C respectively. Ladysmith receives on average 1098 mm of rain and 68.7 mm of snow per year.



Location & Climate



Transportation

Highway

The Trans-Canada Highway (Island Highway) runs north-south along the eastern side of Vancouver Island. In 2002, the highway was upgraded as it curves through Ladysmith with 4 traffic lanes, 3 controlled intersections, turning lanes and improved access to neighbourhoods, commercial areas and the harbour.

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

Distance to:

Victoria	88 km (55 miles)
Duncan	28 km (18 miles)
Nanaimo	23 km (14 miles)
Campbell River	176 km (109 miles)
Tofino	229 km (142 miles)

Community Transit

In 2013, BC Transit began serving Ladysmith as part of the Cowichan Valley Regional Transit System. Two 20-passenger community buses provide service seven days a week, and connect Ladysmith to Chemainus and the rest of the Cowichan Valley Regional Transit System. Working with BC Transit provides Ladysmith residents with fully accessible vehicles and transit connections to communities to the south.

In 2014, BC Transit handyDART service was also initiated - an accessible, door-to-door shared transit service for people with permanent or temporary disabilities that prevent them from using fixed-route transit without assistance.

The iconic Ladysmith trolley continues to play a role in community celebrations.

Bus Services

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

Air

The Nanaimo Airport (YCD) is located seven km north of Ladysmith in Cassidy on the Trans-Canada Highway. The airport serves Ladysmith and surrounding communities and contributes \$54 million to the regional economy. In 2015, the Nanaimo Airport and the Stz'uminus First Nation signed a Memorandum of Understanding for future economic development.

The airport has recently completed a \$20 million expansion plan, including the completion of a larger terminal, more parking, faster passenger screening, an extension to the airport's runways to accommodate commercial jet landings, and a new instrument landing system to improve the airport's reliability. As a result, the Nanaimo Airport's reliability rate is now 99% year-round. The improvements have led to a 70% increase in passenger numbers since 2008, and the addition of new airline carriers.

WestJet offers two daily non-stop flights between Nanaimo (YCD) and Calgary (YYC).

Air Canada offers nine daily flights between Nanaimo and Vancouver International Airport (YVR), and added a new daily non-stop flight to Calgary (YYC) in May 2015.

Island Express Air offers three daily flights to Abbotsford, Victoria, Vancouver and south Vancouver.

The Nanaimo Airport also offers private, charter, air cargo and courier services. Air cargo is offered by Air Canada Cargo and Air FedEx.

Harbour Air, Seair Seaplanes, Tofino Air, and Kenmore Air offer scheduled float plane service from Nanaimo to destinations such as Vancouver, Richmond, Tofino, Sechelt, Seattle, and the Gulf Islands, in addition to providing charter services.

The newest mode of transportation is Heli-jet, offering seven return flights on weekdays between the

Nanaimo Cruise Ship Welcome Centre and downtown Vancouver. Passenger helicopter services are equipped to operate in both daylight and after dark, and in most inclement weather.

Port Facilities

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



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



The Oak Bay Marine Group has completed significant upgrades to its 150 moorage slips at the Ladysmith Marina offering 50 to 92 foot boathouse opportunities. The Ladysmith Marina is also home to the Ladysmith Yacht Club. The Ladysmith Yacht Club has reciprocal use privileges with more than 50 yacht clubs in Canada and the US, and recently completed 125 feet of additional dock space for reciprocal yacht club members to stay in Ladysmith.



The Ladysmith Community Marina is located off Oyster Bay Drive between Fisherman's Wharf and Slack Point. It provides convenient moorage and facilities for overnight visitors, over 1,000 feet of tourist docks, secure moorage on an annual contract basis, and seasonal moorage during the off-peak months. Water and power are supplied to the docks. The facility hosts an award-winning Maritime Museum and offers harbour tours during the summer months. The Ladysmith Community Marina is also home to the Cowichan Independent Living disabled sailing program. In 2012, the Ladysmith Maritime Society opened the LMS Welcome Centre, including amenities for marine visitors such as showers, washrooms, laundry, meeting space and Wi-Fi access, a sewage pump-out station, improved accessibility and a café.

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

Ferry

Getting to Vancouver Island from the mainland is made possible through an extensive ferry system. The closest passenger and cargo ferries are located in Nanaimo – Duke Point is approximately 15 minutes away, and Departure Bay is about 25 minutes. Ferry schedules change depending on the seasons, but travelers and

commercial traffic can expect on average six to eight daily sailings from both Duke Point and Departure Bay. BC Ferries also provides access to nearby Gulf Islands, including Gabriola Island and Saltspring Island. Complete details can be found at www.bcferrries.com.

A new transit opportunity may soon make the journey between Vancouver and Nanaimo even faster. A foot ferry is under consideration between downtown Nanaimo and downtown Vancouver. Island Ferry Service is securing funding and grant opportunities, and has secured two passenger vessels for the service.

Rail

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

In 2014, the Island Corridor Foundation announced a tentative agreement with VIA Rail to resume passenger rail service, and an added focus on access for passengers to Victoria. A \$15 million restoration of the E&N Railway is planned, and passenger rail service is expected to return.



Government

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

Local Government

The Town of Ladysmith is governed by an elected Council made up of a Mayor and six Council members. Municipal elections are held every four years. The next scheduled election is in November, 2018.

Town Council

Members	In office since
Mayor Aaron Stone	2014
Steve Arnett	2008
Cal Fradin	2014
Joe Friesenhan	2014
Carol Henderson	2014
Robert Hutchins	1993
Duck (Don) Paterson	1990

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

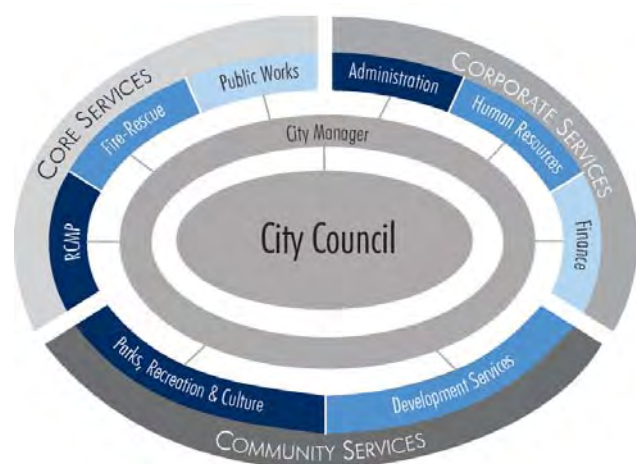
- Advisory Design Panel
- Advisory Planning Commission
- Heritage Revitalization Advisory Commission
- Liquid Waste Management Committee
- Parks, Recreation and Culture Commission
- Protective Services Committee

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

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

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

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



Regional District

The Town of Ladysmith appoints one member of Council to represent the municipality on the Board of Directors for the Cowichan Valley Regional District (CVRD). The CVRD Board is made up of 15 members representing 4 municipalities and 11 unincorporated areas throughout the region. Together, they consider issues on a regional basis and administer local services for unincorporated areas.

As of May 1, 2015 Mayor Aaron Stone serves as CVRD Board Director for the Town, and Councillor Rob Hutchins is the Alternate Director to the end of 2015. For more information about the CVRD, please visit www.cvrdbc.ca.

Provincial Representative

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

Federal Representative

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

Stz'uminus First Nation

John Elliott, Chief Councillor
In office since: 2009
250.245.7155
www.stzuminus.com

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

The two Councils meet regularly to discuss topics of common concern and interest and a joint Working Committee also meets to work on the advancement of joint initiatives. In early 2014, the Town and Stz'uminus signed the first services agreement providing access to the Town's water and sewer services for 100 units at Oyster Bay (IR12) - a planned development located north of Ladysmith.

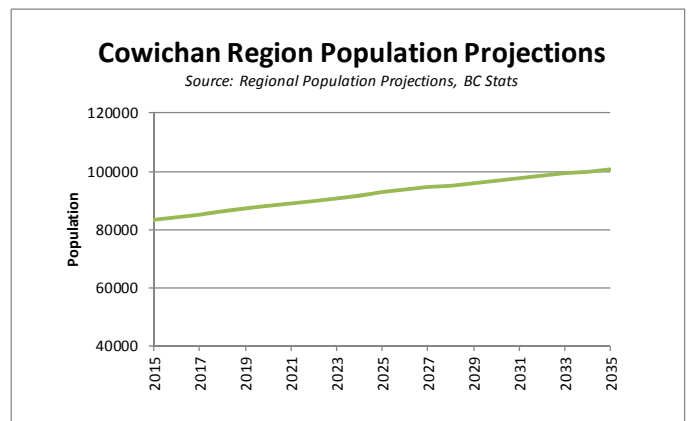
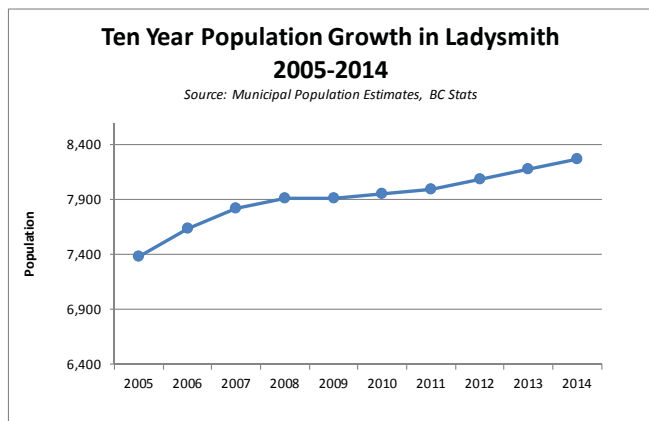




Demographics

Ladysmith's appeal as highly unique and a desirable community for people of all ages has been a major factor in the town's ongoing growth. The population has increased consistently over the past couple of decades. The population of Ladysmith as reported by Statistics Canada's 2011 Census is 7,921. The Census showed a 5.1% increase in population between 2006 and 2011. BC Stats Municipal Population Estimates provide annual estimates, and show a population increase of 12% between 2005 and 2014, demonstrating a positive and steady growth in the community. For 2014, the Town's population estimate is 8,273 (BC Stats).

Continued growth, albeit at a more moderate pace, is expected for the entire Cowichan Valley Regional District throughout the next two decades. Population projections indicate that by 2035, the Regional District will have a population of over 100,000.



Population Data

The 2011 Census provides data for Ladysmith about: population, dwellings, age, sex, families, households and dwelling characteristics, marital status and language. Highlights are included in the 2015 Community Profile comparing the past two Census periods, 2006 and 2011. Population estimates and projections available from BC Stats are also reported.

New for the 2011 Census period is a survey called the National Household Survey (NHS) which replaced the "long-form" Census 2B. The NHS is a voluntary survey of one in three Canadian households, including Ladysmith. Data from the NHS has been included in the Community Profile including information about aboriginal peoples, immigration, ethno-cultural diversity, education, labour, mobility and migration, income and housing.

Notes: The demographic data in the 2015 Community Profile is derived from the 2011 and 2006 Census, the 2011 National Household Survey, and BC Stats. BC Stats provides annual population estimates based on the current 5-year census population data. Population figures may change as a result of revisions by BC Stats for all years after the latest census year. Population estimates provided by BC Stats were adjusted in January 2013 to account for the over-estimation of BC's population by Statistics Canada prior to the 2011 Census. In the 2011 NHS, persons residing in hotels, motels and seniors' residences were not included which is a data limitation for Ladysmith. The Global Non-Response Rate (GNR) for Ladysmith in the 2011 NHS is 26.9%.

Demographics

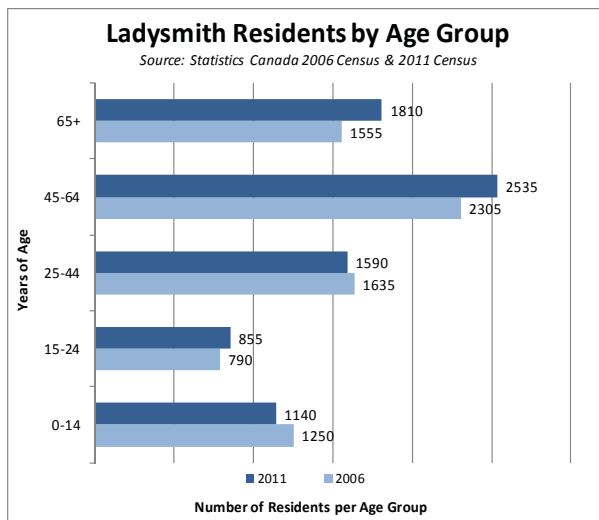
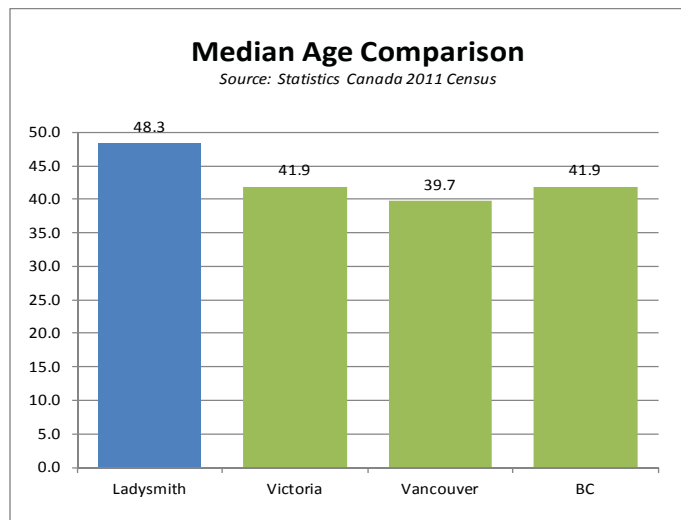
The 2011 NHS estimated that approximately 30.6% (2,305) of the Town's population relocated to Ladysmith within the five year period before the census. Most of this growth is a result of relocations within the province. The majority of new residents (74%) moved from within British Columbia, while 22% moved from elsewhere in Canada.

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

Age

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

The proportion of the Town's population over 15 years old increased from 80.1% in 2001, to 85.7% in 2011. In keeping with the aging population trend, the population that witnessed the highest growth in Ladysmith between 2006 and 2011 was over 45 years of age. However, Ladysmith also grew in the 15-24 year old age group category.



Diversity

Ladysmith boasts a diverse population - according to the 2011 National Household Survey, some 1,065 (13.5%) of its residents are immigrants, 1,130 (14%) of its residents are first generation Canadians, and another 1,865 (24%) consider themselves to be second generation Canadians. 5% of Ladysmith residents are visible minorities.

The 2011 NHS indicates that 13% of all immigrants in Ladysmith arrived between 2001 and 2011. The majority of immigrants are from Europe, followed by the United States and Asia. 87% of those surveyed indicated an ethnic origin in the British Isles, followed by Germany, and France. The survey noted that 7% of the population is of North American Aboriginal origins, including First Nations (4%) and Metis (3%). 6% of the population identified having Asian origins, primarily East and Southeast Asia.

5.7% of Ladysmith’s population reported a non-official language as their mother tongue. The three most common mother tongues were German, Dutch, and Tagalog (Filipino).

Families & Households

The Town is home to 2,460 families, representing an increase of 5.8% from 2006. Ladysmith’s average number of persons in private households is 2.3, lower than the provincial average of 2.5 persons in private households.

The 2011 Census indicates that 72% of Ladysmith’s population is married, while 13% were common-law couples, and 16% were lone-parent families. Ladysmith’s proportion of married-couple families is much higher than the provincial average.



Demographics

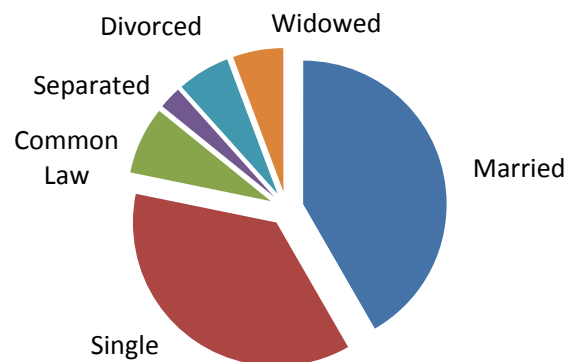
Families in Ladysmith

	Number	Proportion
Total number of families	2465	-
Married-couple families	1780	72%
Common-law families	330	13%
Lone-parent families	350	14%

Source: Statistics Canada 2011 Census

Marital Status of Ladysmith Residents

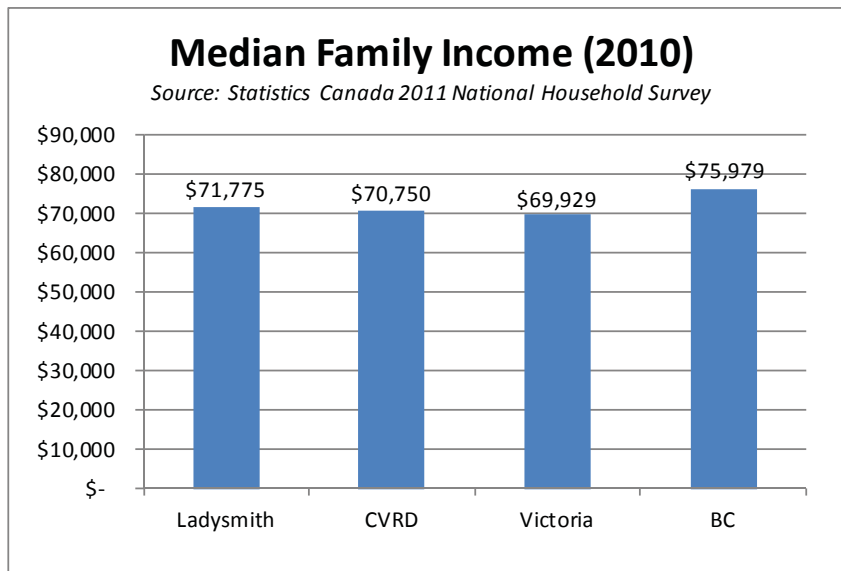
Source: Statistics Canada 2011 Census



Income

According to the 2011 National Household Survey, the median income of Ladysmith residents (persons 15 years and over with income) in 2010 was \$30,009, slightly more than the provincial average of \$28,765.

The median family income in Ladysmith in 2010 was \$71,755, slightly less than the provincial average of \$75,979, but higher than both Victoria and the Cowichan Valley Regional District.



Cost of Living

While there is no data available specifically for Ladysmith, the data shown below for the neighbouring community of Duncan provides a glimpse of the estimated household expenditures for the Ladysmith area.

Estimated Income Comparison	Duncan
Average Household Income	\$69,497
Average Family Income	\$78,751
Per Capita Income	\$28,754
Disposable Income	\$54,626
Discretionary Income	\$19,257

Source: Financial Post Markets, 2012

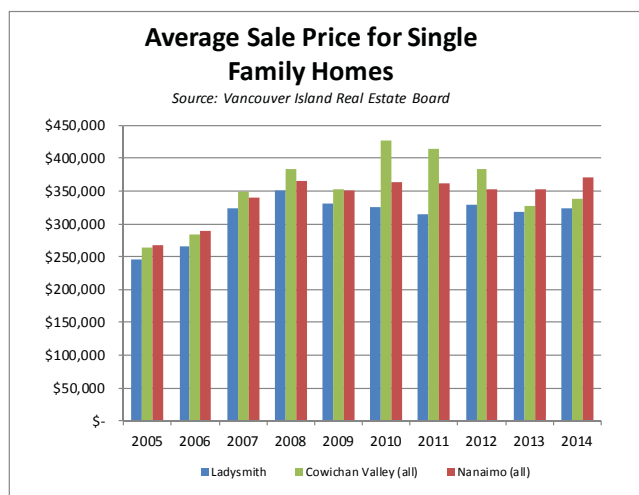
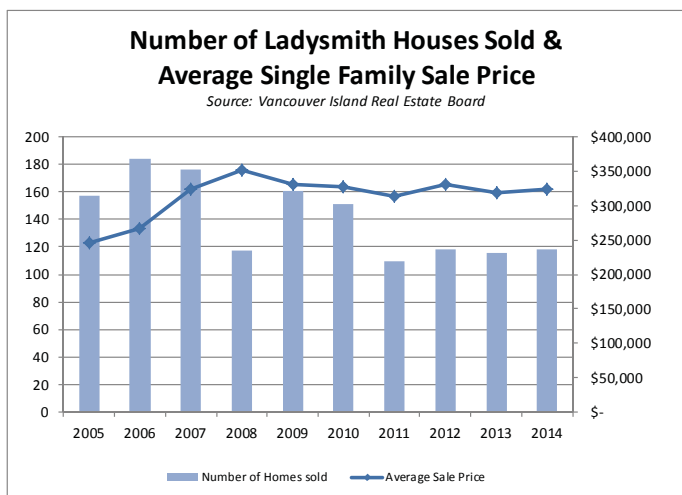
Estimated Household Expenditures	Duncan
Food	\$6,689
Shelter	\$12,877
Clothing	\$2,551
Transportation	\$10,044
Health & Personal Care	\$3,096
Recreation, Reading & Education	\$5,632
Taxes & Securities	\$16,775
Other	\$10,384
Total Expenditures	\$68,048

Source: Financial Post Markets, 2012

Housing

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

The most recent BC Assessment property count lists 3,692 residential properties (including vacant lots) in Ladysmith. According to the 2011 Census, nearly 20% of the homes in Ladysmith were constructed since 2001. In addition to newer homes, Ladysmith is home to an exceptional number of heritage homes, many dating back to the turn of the century.



While the average assessed value of a single family home in Ladysmith is \$287,280 (BC Assessment, 2014), the average selling price is \$324,067 (Vancouver Island Real Estate Board, 2014). When compared to the price of homes in the entire Cowichan Valley or Nanaimo area (at \$339,163 and \$370,760, respectively), Ladysmith proves itself as an affordable community for families and other home purchasers. The Vancouver Island Real Estate Board reported that 118 single family homes sold in Ladysmith in 2014.

Demographics



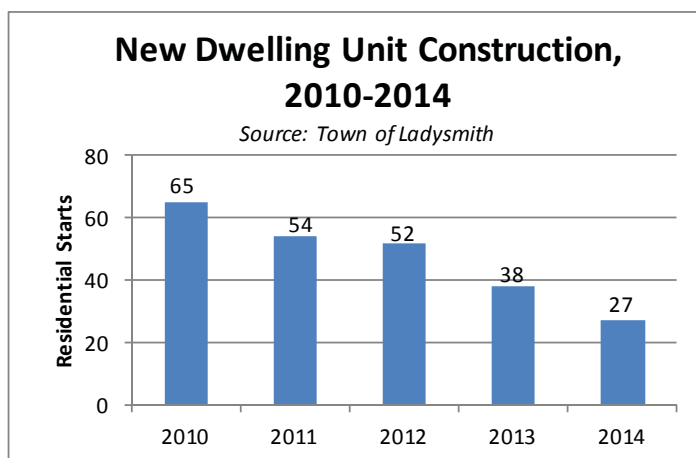
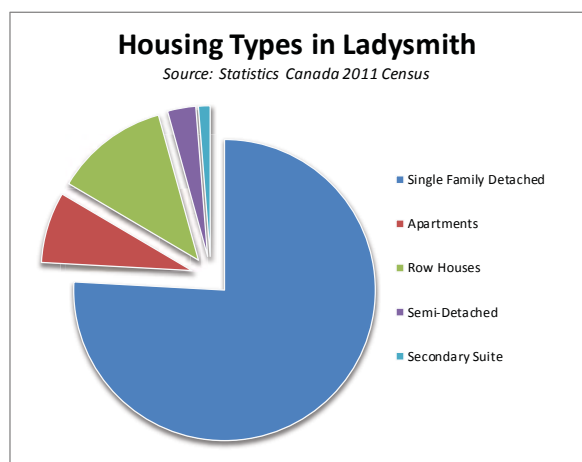
Ladysmith provides an ample mix of housing types, from small lot and suburban single family homes, to strata lots, apartments and townhouses. Housing in Ladysmith is comprised of 73% single detached homes, 7% apartments, 12% row houses, 3% semi-detached homes, and 1% secondary suites.

The variety of housing options in Ladysmith expanded in 2014, when the Town announced that it would permit coach houses in and around the Downtown. A coach house is an additional dwelling unit fully contained within an accessory building and subordinate to a single family dwelling. Coach houses, along with secondary suites, offer affordable housing in the community for both renters and home-owners who need a mortgage helper.

Ladysmith offers a very affordable home ownership lifestyle. According the 2011 NHS, the median value of a dwelling in Ladysmith is \$340,923, as compared to the provincial median of \$448,835. 76% of Ladysmith residents spend less than 30% of their total household income on shelter costs, and the median shelter cost of an owned dwelling is \$835 per month (includes mortgage payment, cost of electricity, heat, water and other municipal sevces, and property taxes, etc.).

Ongoing construction of new homes is expanding the existing housing stock in Ladysmith. In 2014, 27 new dwelling units were constructed, with a total of 236 new units constructed within the past 5 years, and 619 constructed over the past 10 years.

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





Education

Public Schools

Ladysmith's Public Schools are administered by School District 68 Nanaimo - Ladysmith, which serves over 14,000 students in the communities of Nanaimo, Ladysmith, Lantzville, Gabriola Island and Cedar (www.sd68.bc.ca). French immersion education is offered at Ecole North Oyster Elementary school.

Ladysmith Primary School

Kindergarten to Grade 3 (241 students)
510 Sixth Avenue
250.245.3912
Principal Kevin Brand

Ecole North Oyster Elementary School

Kindergarten to Grade 7 (274 students)
13470 Cedar Road
250.245.3330
Principal Peter Hewitt

Ladysmith Intermediate School

Grades 4 to 6 (189 students)
317 French Street
250.245.3351
Principal Colette Young

Ladysmith Secondary School

Grades 7 to 12 (839 students)
710 Sixth Avenue
250.245.3043
Principal Steve Thompson

Independent Schools

St. Joseph's Elementary School

Kindergarten to Grade 7 (138 students, plus preschool and daycare)
9735 Elm Street, Chemainus
250.246.3191
Principal Bern Muller

S-hXiXnu-tun Lelum Primary School

Kindergarten to Grade 3
3947-A Shell Beach Road
250.245.0275
Principal Charlotte Elliott

Stz'uminus Community School

Grades 4 to 8
3951 Shell Beach Road
250.245.6650
Principal Tim Harris

Stz'uminus Secondary School

Grades 9 to 12
5091 Jones Road
250.245.3522
Principal Pearl Harris

Average Class Size, 2014-2015 School Year

Local Schools	Kindergarten	Grades 1-3	Grades 4-7	Grades 8-12
Ladysmith Primary	18.3	22	-	-
North Oyster Elementary	21.3	21.1	26.3	-
Ladysmith Intermediate	-	-	27	-
Ladysmith Secondary School	-	-	-	25.6 (2014 data)
<i>Nanaimo-Ladysmith School District Average</i>	19.6	21.5	26.4	24.1
<i>BC Provincial Average</i>	19.5	21.5	25.6	23.2

Source: BC Ministry of Education, http://www.bced.gov.bc.ca/reports/pdfs/class_size/2014/public.pdf

Post-Secondary Education

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

Vancouver Island University (VIU) has campuses in both Nanaimo and Duncan, both of which are within a short, 30-minute drive of Ladysmith. The Cowichan Campus in Duncan offers a multi-purpose educational facility, built to LEED® Gold standards. The campus is known as Cowichan Place - a central 'hub' offering premium opportunities in education, recreation and culture. VIU ranks as the tenth largest post-secondary institution in BC based on full-time students. Between the four VIU campuses, there are 16,000 students, with an impressive student to faculty ratio of 16:1.

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

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

Other nearby post-secondary institutions include the University of Victoria (recently named Canada's top comprehensive university), Royal Roads University, and Camosun College, all of which are located in the Greater Victoria area.

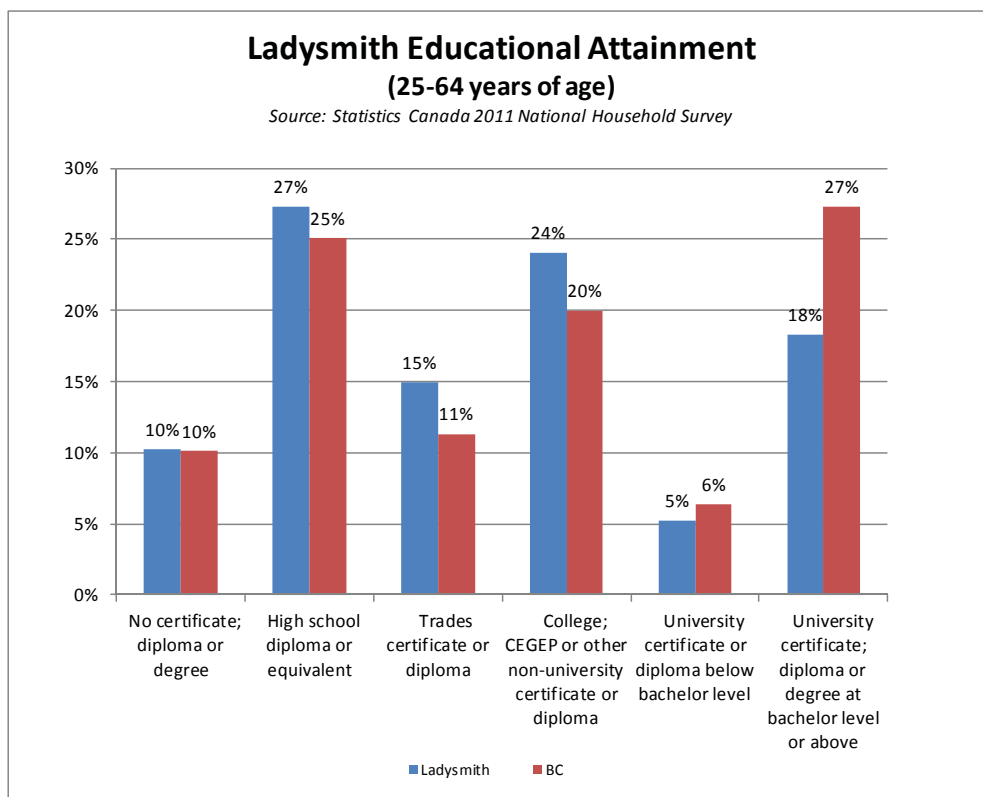


Photo courtesy of VIU

Workforce Education

Ladysmith boasts a significant number of educated and skilled individuals, many of whom have sought further education and training geared towards local work opportunities. According to the 2011 National Household Survey, over 60% of the population aged 25 to 64 have obtained a post-secondary diploma, certificate or degree. Major fields of study for those aged 15 and over include architecture, engineering and related technologies; business, management and public administration, health and related services, and education.

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



Local Economy

Business Support Services

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

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

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

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

The business sector is represented by the Ladysmith Downtown Business Association, which promotes downtown businesses and offers downtown activities, and the Ladysmith Chamber of Commerce. The Chamber recently added Business Assistance Services (professional accounting, counseling, and legal and human resources experts) who are able to assist local small business owners.

In 2012, the Town of Ladysmith, Stz’uminus First Nation, the Chamber of Commerce and the Ladysmith Downtown Business Association launched a collaborative process called “A Partnership for an Economically Vibrant Community”. Ongoing joint discussions are focusing on shared economic development priorities. Improvements to the Town’s tourism signage were prioritized through this initiative.

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

10% Shift, a joint initiative of the Town, Chamber of Commerce and Ladysmith Downtown Business Association, asks citizens to “think local first”. It encourages shifting 10% of spending power to support local, independently-owned businesses. The Town



Local Economy

also works with Economic Development Cowichan and “Climate Smart” to offer training to local businesses in order to inventory and reduce their greenhouse gas emissions.

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

Community Futures - Cowichan Region
250.746.1004
www.cfcowichan.ca

Community Futures - Central Island
250.753.6414
www.cfnanaimo.org

Some useful online resources include:

Canada Business Services for Entrepreneurs:

- www.canadabusiness.ca

Service Canada:

- www.servicecanada.ca

Small Business BC:

- www.smallbusinessbc.ca

Women’s Enterprise Centre:

- www.womensenterprise.ca

One Stop BC Registry:

- www.bcbusinessregistry.ca

BC Film Commission:

- www.bcfilmcommission.com

BC Ministry of Finance:

- www.fin.gov.bc.ca

Western Economic Diversification:

- www.wd.gc.ca

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

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

The town provides multiple incentives to assist business owners:

Development Cost Charge Downtown Waiver

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



Revitalization Tax Exemption Program

The Town of Ladysmith provides a Revitalization Tax Exemption Program aimed at maintaining the heritage character of Ladysmith and encouraging investment within the downtown core without triggering increased taxation. To qualify, property owners must submit a formal application and projects must meet program criteria and objectives.

Economic Revitalization Program

In 2012, an incentive for Economic Revitalization was introduced by the Town of Ladysmith with the following focus:

- o To stimulate construction and alteration of buildings in Ladysmith,
- o To encourage the construction or alteration of buildings located within the revitalization area and assessed as major industry, light industry or commercial
- o To promote a higher standard of urban design within business areas and employment areas
- o To reinforce the Town's commitment to economic revitalization.

To qualify, the construction value of the eligible project must be at least \$200,000. Eligible projects focus on major industry, light industry and commercial within a defined revitalization area.

Additional incentive bylaws are being considered by Council. These initiatives could expand the current programs to include other categories of revitalization such as environmental and social.

Business Sectors

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



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

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

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

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

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



Key Business Sectors

Marine Manufacturing and Services:

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

Green Industries:

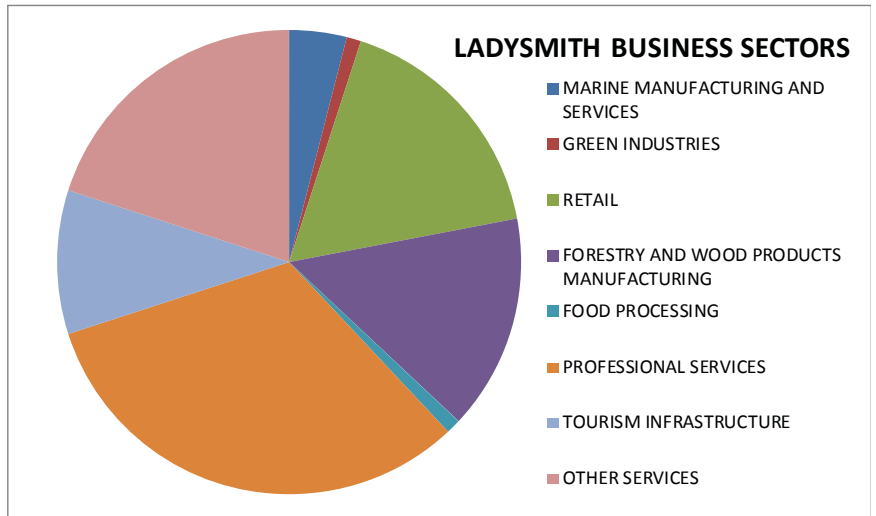
The community's vision for sustainable leadership includes a focus on green industry. This emerging sector includes eco-tourism, green and innovative companies, eco-industrial parks, live-work, green building, buy local and green business leadership. The Town is working with Economic Development Cowichan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

Retail:

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

Forestry and Wood Products Manufacturing:

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



GNB Builders are a family-owned and operated construction company based in Ladysmith. In 2012, GNB was awarded as BC's Built Green Builder of the Year for green, sustainable building excellence in BC's home building and renovation community, and in 2013 GNB was awarded with Vancouver Island's Business Excellence award for Best Company (under 50 employees) and Best Construction Company for Vancouver Island from Business Vancouver Island.

Local Economy

Western Forest Products is BC's fifth largest forestry company, and the largest on the BC Coast. In 2013, the Saltair sawmill on the Ladysmith waterfront underwent a \$38 million upgrade. The result of the upgrade is a unique flexibility - the mill is able to react immediately to market needs. Wood products are produced that make the best margin at the time of production, whether they are intended for markets in Japan, Europe, Australia and North America.

Food Processing:

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

Oyster Bay Quay, Ladysmith's new multi-tenant commercial development located off the TransCanada Highway, won the 2014 Award of Merit by the Vancouver Island Real Estate Board for a Retail Commercial Building.

Professional Services:

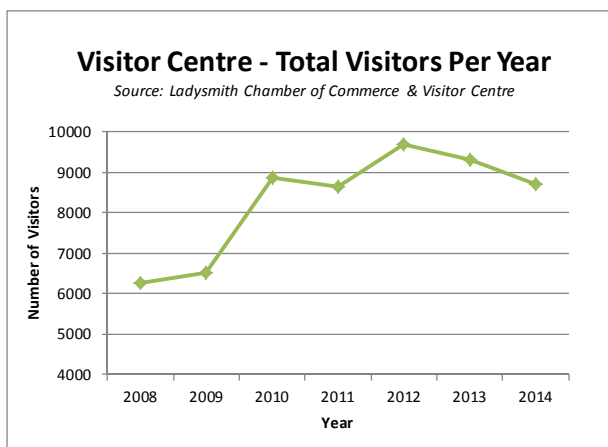
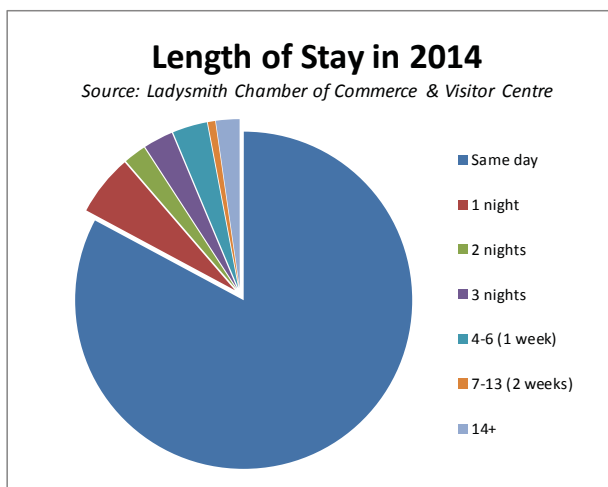
Many knowledge-based businesses can compete globally from anywhere, and more and more entrepreneurs are choosing quality of life over big city living. Ladysmith's small-town atmosphere, coupled with incredible recreational opportunities and proximity to major transportation networks and urban centres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

Tourism Infrastructure:

Tourism has emerged as a significant economic pillar in Ladysmith due primarily to the community's stunning West Coast location, waterfront recreation, trails and boutique-style shopping experience. This sector will continue to expand significantly due to the development of new marina amenities. Since the opening of the LMS Welcome Centre, the Ladysmith Maritime Society has reported a solid increase in marine tourists - and over a 100% increase in visitor nights since 2010 - demonstrating the increased potential of the waterfront areas to host visitors.

According to the Ladysmith Visitor Centre, 17% of the visitors who accessed the Visitor Centre in 2014 stayed for at least one night. The vast majority of visitors were from Vancouver Island and the rest of BC, followed by other Canadians, Europeans and Americans. The total number of visitors (as experienced by the Visitor Centre) has witnessed an overall growth of over 70% since 2007.

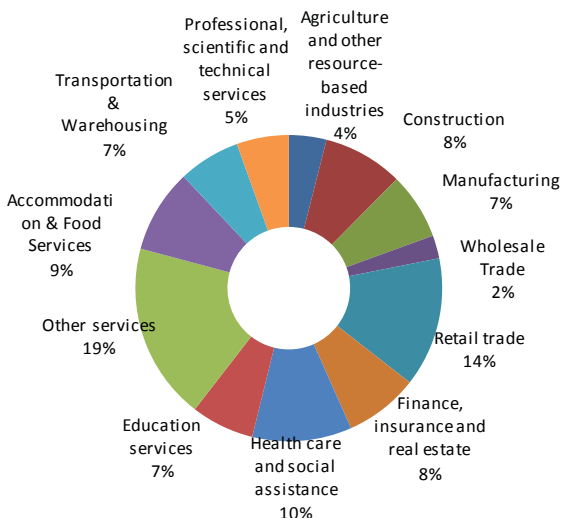
For more detailed business sector information, please visit the Town's website.



Local Economy

Labour Force by Industry

Source: Statistics Canada 2011 National Household Survey



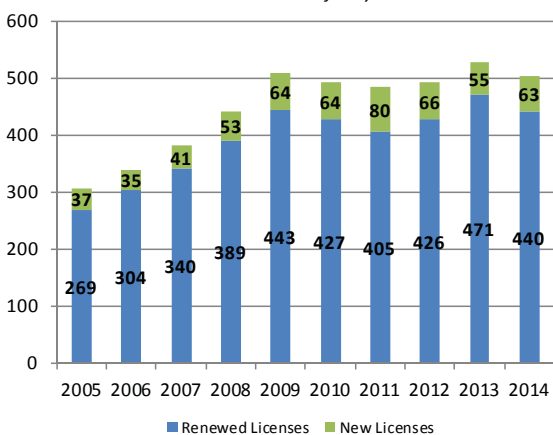
Labour Force

The labour force of Ladysmith provides a variety of skilled workers and labourers. By industry, there is a focus on retail trade, health care/social assistance, accommodation and food services, construction, and manufacturing. The majority of workers are employed in sales and services, trades/transport/equipment operators and related occupations, and business/finance and administration. Approximately 56% of the population 15 years and older are employed, with 6% unemployed.

Ladysmith's unique central location and small-town appeal provides a healthy work-life balance. 14% of the workforce is self-employed, with 7% working from home. A full 10% of Ladysmith residents walk to their place of work.

Ladysmith Business Licenses, 2005-2014

Source: Town of Ladysmith



Business Licence Data

All businesses operating in Ladysmith must obtain a business license through the Town of Ladysmith. The application for a business license is available online on the Town's website and at City Hall. The approval process takes, on average, less than 2 weeks. The cost of the license is \$100. Ladysmith has witnessed a consistent increase in new business licenses over time. In 2014, 63 new business licenses were obtained, and 440 existing business licenses were retained, for a total of 503 business licenses in the Town. Business license data includes local businesses and businesses located elsewhere and operating in Ladysmith.

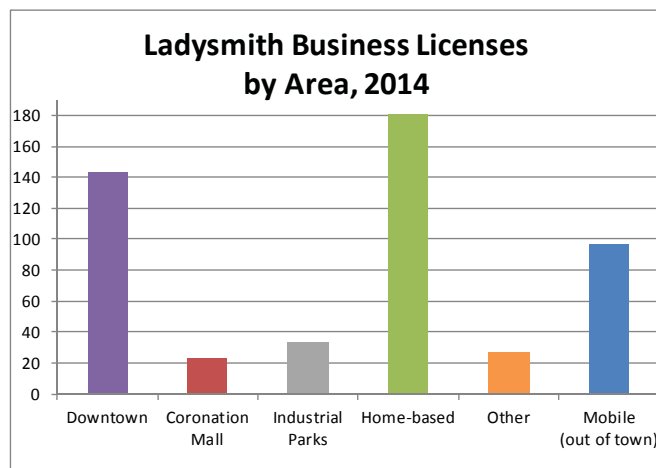
Local Economy



Most businesses in Ladysmith are located in the downtown or in private dwellings (home-based businesses). Approximately 48% of businesses in Ladysmith have employees, including 13 companies that employ more than 20 employees.

Inter-Municipal Business Licenses are available for businesses that operate in the four CVRD-based municipalities. In addition, Inter-Community Business Licenses are an option for mobile businesses that provide services throughout the entire Central Vancouver Island region. The twelve participating municipalities (including communities from Duncan to Campbell River) support businesses to purchase an inter-community license, rather than obtaining a license in each municipality in which they operate.

For more information, contact the Town of Ladysmith at 250-245-6400.



Local Economy



Major Employers

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

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

One of the area's top employers is Vancouver Island University (VIU). In 2008, the school was granted full university status, and has grown significantly since then. An recent economic impact analysis found that VIU has made the central-Island area "a destination for new business, entrepreneurs and startups" and has added a total of \$406 million impact and 3,095 jobs. Ladysmith is halfway between the Nanaimo and Duncan campuses; both are easily accessible within a 20 and 25 minute drive.

Ladysmith Major Employers

Company	Employees	Sector
Lodge on 4th	143	Residential Care Home
Western Forest Products Saltair Sawmill	141	Forestry & Wood Products Manuf.
School District #68 (Ladysmith Only)	120	Education
49th Parallel Grocery Store	95	Grocery Retail
Town of Ladysmith	67 FTE*	Municipal Government
Western Forest Products Ladysmith Sawmill	67 FTE*	Forestry & Wood Products Manuf.
Ladysmith Community Health Centre	67	Primary Health Care
Ladysmith Press	60	Media/Publishing
Save-on-Foods	50	Grocery Retail
Ladysmith & District Credit Union	37	Financial Services
Pharmasave	31	Pharmacy
Limberis Seafood Processors	20	Clam & Oyster Processing

* FTE = Full Time Equivalents

Nanaimo Major Employers

Company	Employees	Sector
Nanaimo Regional General Hospital	2363	Healthcare
School District #68 (Nanaimo-Ladysmith)	1900	Education
City of Nanaimo	1210	Municipal Government
Vancouver Island University	1178	Education
Shaw Cable	682	Cable/Internet/Phone Provider
BC Ferries Corporation	652	Transportation
Department of Fisheries and Oceans	389	Research Lab
Regional District of Nanaimo	373	Regional Government
Walmart Supercentre	308	Retail
McDonald's (6 locations)	253	Restaurant

Community Planning

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

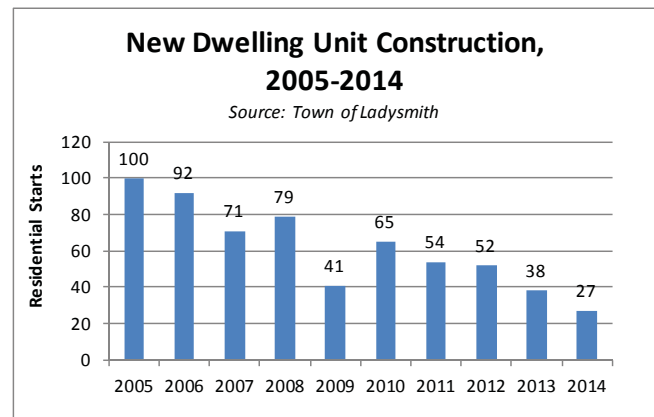
or alteration need to accompany the application for the permit. On average, permits are issued within 15 to 30 days, depending on the scale of the project. Costs of the permits are established based on the extent of the construction.

During 2014, \$4.7 million was spent on building in Ladysmith, including \$4 million in new housing starts on 27 units. In the past ten years, 619 new dwelling units have been constructed in Ladysmith.

Planning and zoning is a function of the Development Services Department. The Department can assist in interpreting bylaws for development projects. In 2014, the Town’s Zoning Bylaw was updated to support the implementation of the Official Community Plan, Community Sustainability Vision, Community Energy Plan, and ‘greener’ development in the Town.

Building Permits

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



Town of Ladysmith Application Fees

Official Community Plan or Zoning Bylaw Amendment Application	\$2000 + advertising and delivery costs
Combined OCP/Zoning Bylaw Amendment Application	\$3000 + advertising and delivery costs
Subdivision - PLA	\$500 application fee + \$250 per lot
Subdivision - Approval, Extension, Form P	\$500
Development Permit - Multi-unit, Commercial, Downtown, Industrial	\$1000
Development Permit - High Street Intensive Residential	\$750
Development Permit - Riparian, Hazard Lands, Coach House Intensive Residential	\$250
Development Permit - Amendment or Facade Improvement	\$100
Sign Permit	\$100
Development Variance Permit	\$750 + delivery costs
Board of Variance	\$750 + delivery costs
Temporary Use Permit	\$1500 + advertising and delivery costs
Strata Conversion Fee	\$500 + \$250 per lot
Revitalization Tax Exemption Application Fee	\$250
Film Permit	\$250

Source: Town of Ladysmith Fees and Charges Bylaw 2008, No. 1644. For an official copy, please contact City Hall at: 250.245.6400 As of March 2015.

Industrial Development

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

The 45.5 ha Rocky Creek Industrial Park is located adjacent to the Trans-Canada Highway, fronting Ladysmith Harbour. It provides primarily for live-work, light and heavy industrial uses. Highway upgrades and availability of servicing enhances the desirability of the area. Lot sizes range from 0.1 to 0.5 ha with full municipal road, sewer, and water services as well as gas, hydro and telephone utilities.

The 45 ha South Ladysmith Industrial Park is located at the south entrance to Ladysmith and provides for a range of industrial uses. Lots are 0.5 to 8 ha in size, with rural servicing levels. Water, hydro and telephone service is available.



Commercial Development

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

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

Waterfront Development

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

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

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

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

The Province of B.C. and the Council of the Town of Ladysmith released a long anticipated report on the environmental condition of the Ladysmith waterfront in 2012. The report outlines the extent of environmental contamination and gives a range of costs for alternatives to address remediation. A copy of the *Report on Remedial Cost for Ladysmith Harbour*, and the preliminary investigation reports, are available on the Town's website at www.ladysmith.ca/city-hall/reports-publications.



“The environmental remediation of the waterfront is priority for the Town of Ladysmith and the Stz’uminus First Nation” said former Mayor Rob Hutchins. “We appreciate the financial commitment of the Province to undertake this comprehensive analysis and we look forward to further discussion with the Province on the development of a remediation plan. The good news within the report is that much of the Town’s uplands are free from contamination”.

Heritage Downtown

Downtown Ladysmith has long been recognized for its historic character and heritage buildings. 22 of the downtown buildings are included on the Ladysmith Community Heritage Register, and many of these are also on the Canadian Register of Historic Places. The Downtown continues to flourish as a shopping destination for locals and visitors to enjoy all that it has to offer, including boutique retail, cafés, restaurants, locally owned and operated commercial outlets and professional services, and the award winning Heritage Route of historic artifacts. The Ladysmith Museum opened in downtown in 2012.

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

Revitalization Tax Exemption Program

The Town of Ladysmith provides a Revitalization Tax Exemption Program aimed at maintaining the heritage character of Ladysmith and encouraging investment within the downtown core without triggering increased taxation. To qualify, property owners must submit a formal application and projects must meet program criteria and objectives.



Taxation

Property Taxes

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

The 2015 budget invests in the community's future and focuses spending on priority areas that will continue to build a vibrant, sustainable community and maintain the quality of life for which Ladysmith is known. The overall increase the municipal portion of the property taxes this year is 5.54%.

This investment addresses one of the most important focus areas for the Town in 2015 and beyond: ensuring that there is an asset management program in place to make sure that the Town's infrastructure is regularly repaired or replaced and full capable of meeting demands of our growing population. The increase this year allows the Town to invest 15% of the prior year's taxes to capital projects. This investment is for capital projects in the current year (10%) and reserve funding (5%) for the infrastructure deficit to lessen the reliance on borrowing in future years. The remainder of the property tax increase supports Council's strategic priorities and the general municipal services described in this document.

The residential municipal property tax increase for an "average single family dwelling (assessed value of \$285,400)" will be 6.29%, including property taxes for Police and Library (VIRL) services.

The commercial property tax will increase by 4.6% which is equivalent to an overall additional contribution from this class of \$50,000.

The 2015 budget also reflects Council's direction to reduce its reliance on tax revenues from heavy industry. Since 1995, the Town has consistently reduced its dependence on heavy industrial taxes.

This year, heavy industry will contribute 12.45% of the Town's property tax revenue, well under the more than 30% in the 1990s.

Sales Tax

The Province has a sales tax system of GST (5%) and PST (7%).



Taxation

Payroll Taxes

Workers Compensation - Provincial

Tax Base	Tax Rate 2015
Assessable earnings up to \$78,600 per employee.	Rates vary by industry and individual employer's safety record. (Rates available online: www.worksafebc.com)

Employment Insurance - Federal

Tax Base	Tax Rate 2015
Insurable earnings up to \$49,500 per employee; (maximum annual premium per employee \$930.60 (Employer \$1302.84))	1.88 per cent (Employer 2.632 per cent)

Income Tax

Income Tax - Corporate	Provincial	Federal
Tax Base	Tax Rate 2015	Tax Rate 2015
Net income from financial statements adjusted to comply with the federal Income Tax Act	General Rate: 10 per cent (Canadian-controlled private corporations pay 2.5 per cent on the first \$500,000 of taxable income)	General Rate: 15 per cent Canadian-controlled private corporations pay 11 per cent on the first \$500,000 of taxable income)

Source: www.cra-arc.gc.ca - data current as of March 2015

Water & Wastewater

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

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

In 2010, the Town introduced a block usage water rate structure. Under this structure, users pay a flat rate for the first 25 cubic metres of water used, with the rate increasing for each additional 25 cubic metres. Included in the 2015-2019 Financial Plan, Council has authorized an increase of approximately \$1 to the water base charge and 10% each year per step in the water usage rates.

The annual water parcel tax is \$160 per parcel or group of parcels. It is anticipated that the water parcel tax will increase by at least \$30 per year over the next five years. The annual sewer parcel tax is \$269 per parcel or group of parcels. Included in the 2015 to 2019 Financial Plan is an increase to the sewer utility rates of \$1 per month.

Water Usage Rates (Quarterly)

Individually Metered Single Family Dwelling Units	\$24.50 minimum up to 25 cubic metres, \$0.605 per additional cubic metre to 50 cubic metres; \$0.715 per additional cubic metre to 75 cubic metres; \$0.88 per additional cubic metre to 100 cubic metres; \$1.155 per additional cubic metre to 125 cubic metres; \$1.54 per cubic metre per additional cubic metre over 125 cubic metres.
All Other Users	\$24.50 minimum for first 25 cubic metres, \$0.55 per additional cubic metre
Non-Metered Service	\$42.60 flat rate, per unit.

(Effective July 1st, 2015)

Wastewater Usage Rates (Quarterly)

Residential	\$48.00 per unit
Commercial	\$48.00 per unit/office
Industrial	Varies by class

(Effective July 1, 2015)



Garbage, Recycling & Organic Waste Collection

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

One garbage can is allowed on alternating weeks, with a \$2 charge for each extra garbage bag, or you can purchase a book of six tags for \$10. Recycling is unlimited, with pick-up alternating weeks with garbage collection. Pick up schedules, extra garbage tags and yellow recycling bags (at a cost of \$1) are available at City Hall and the Frank Jameson Community Centre.

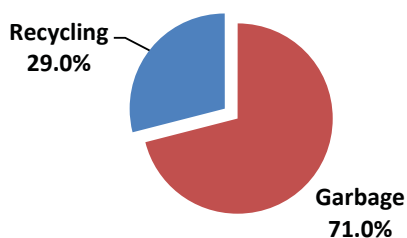
Ladysmith has entered into a contract with MultiMaterials BC (MMBC) as part of an initiative from the Province - the Extended Producer Responsibility program. The Town will receive a rebate from MMBC based on the compliant recycled products delivered to the Material Recovery Facility.

The Town of Ladysmith is exceptionally pleased to be among the first municipalities in BC to offer weekly organic waste collection. The program was launched in 2006, and has substantially reduced the amount of garbage sent to landfills. Since the program began, Ladysmith residents have reduced the proportion of garbage collected from 71% to 41%, instead diverting reusable/recyclable waste to organics and recycling. Organic waste collection now accounts for 32% of all waste collection in Ladysmith. Annually, an average of 58% of waste is diverted from the landfill as a result of the recycling and organic collection program. For more information about the Town's garbage, recycling and organic waste collection programs, please visit "Our Services" on the Town's website.

Waste Collection in 2005

June to September
(prior to organic waste collection program)

Source: Town of Ladysmith



Waste Collection in 2014

June to September

Source: Town of Ladysmith

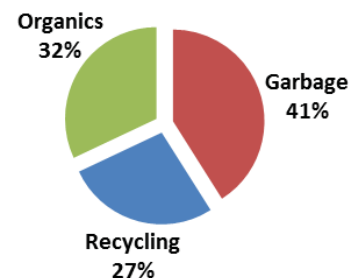




Photo credit: Cowichan Valley Regional District

Ladysmith is home to the Peerless Road Recycling Centre, the largest on Vancouver Island. The centre offers increased service - including 650 categories of material for recycling - improved safety and accessibility, and innovatively used the former incinerator ash in the site development.

Telecommunications

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

Electricity

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

Natural Gas

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

Quality of Life

A Picturesque Coastal Setting

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

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

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

Ladysmith continues to recognize the importance of history, and has been the recipient of multiple heritage awards. This list includes the Heritage BC Award of Outstanding Achievement for the restoration of Aggie Hall, a Heritage BC Award of Honour for the restoration of the Machine Shop (now housing the Waterfront Art Gallery), and a Certificate of Recognition for the Ladysmith Town Archive (a joint award with Ladysmith & District Historical Society). In 2013, the Ladysmith Maritime Society won the Outstanding Achievement Award in Heritage Conservation for the restoration of

the MV Saravan, a 36-foot vintage wooden tugboat that serves as the Society’s flagship vessel.

Celebrations Showcase Tremendous Community Spirit...

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

- New Year’s Day Polar Bear Swim
- Ladysmith Home, Garden and Business Show
- Ladysmith Kid’s Pirate Day
- Ladysmith Maritime Heritage Day
- Make It, Bake It, Grow It Farmer’s Market
- Annual Rotary Garden Tour
- Hometown Tourist Weekend
- Canada Day celebrations
- Concerts in the Park
- Brits on the Beach
- Ladysmith Days
- Ladysmith Show and Shine
- Arts on the Avenue
- Artisan’s Old Fashioned Christmas
- Ladysmith Festival of Lights

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

Quality of Life



Library

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

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

Everyone Belongs Here - Clubs & Organizations Galore!

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

Healthy, Active Lifestyle

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

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

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



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

The Brown Drive Park playground, constructed by the Ladysmith Kinsmen Club, won the Kin Canada top service award for clubs across the country in 2013.

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

For team sport enthusiasts and fans alike, the outdoor sports complex located at Fourth Avenue and Jim Cram Drive includes Forrest Field, the home turf of the Mid Isle Highlanders Football Club - Pacific Coast Soccer League. This artificial turf

field opened in 2011 and is enjoyed by all ages. In addition to a built playground, future plans for the complex include the development of two ball fields, a fitness track, and field house.

Forrest Field and other facilities in Ladysmith have hosted multiple major youth soccer events. The Town was recently host to the BC Mini-World Cup and the Stz'uminus All Native Annual Soccer Tournament, with hundreds of young soccer players and their families in attendance. These tournaments showcased the hospitality and amenities that Ladysmith has to offer.

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

For more information about programs through Ladysmith Parks, Recreation & Culture, download a copy of the Active Living Guide (www.ladysmith.ca), call the FJCC at 250.245.6424, or visit in-person at 810 Sixth Avenue.

Quality of Life



A Welcoming Community

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

- To request a Ladysmith Relocation Package, contact the Ladysmith Chamber of Commerce at 250.245.2112, or at info@ladysmithcofc.com.
- Contact City Hall at 410 Esplanade or call 250.245.6400 to obtain an information package about garbage & recycling pick-up, including service schedules, general information, recycling bags and stickers.
- Once in town, contact the Ladysmith Newcomers Club to meet friends and experience all that Ladysmith has to offer. Contact: 250.924.3319 or btaylor289@shaw.ca.
- The local Welcome Wagon is another great source of support and information to newcomers. Contact: 250.245.0799 or eandkg@shaw.ca.

Community Services for All

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

Opened in 2011, the Ladysmith Community Services Centre is located between High Street and Buller Street on Second Avenue and provides a new home for the Ladysmith Resources Centre Association, the Seniors' Centre Association, and the Boys' and Girls' Club. The Centre is comprised of a combination of new and revitalized buildings and public spaces, including the new public gathering area "Spirit Square". The building housing the Seniors' Centre Association and the Ladysmith Resources Centre Association achieved the distinction of LEED Gold Certification by the Canada Green Building Council.

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

Anyone seeking employment can contact Global Vocational Services - they offer free employment services to all unemployed, underemployed or employment threatened individuals.



Quality of Life



Some of their core services include job postings, computer/Internet access, resource information, one-on-one assistance with returning to work or training and workshops on computer basics, job search and resumes, career assessments and decision making, entrepreneurial exploration and trades and technology information. Visit their website at www.gvsjobs.com, or call 250.924.2884.

The Ladysmith Community Health Centre, formerly the Ladysmith Hospital, provides a range of health and community services in one central location, along with an adjacent 101 bed privately-run residential facility. The Community Health Centre offers services such as urgent care and clinical day care, counseling, education, children and youth clinics, midwifery, addictions services, x-ray and laboratory, and home and community care. Telehealth services, operated through Island Health, were introduced to the Ladysmith Community Health Centre in 2013. This service uses videoconferencing technology to connect patients to health care services, regardless of where they live.

The Hillside Medical Centre offers a traditional family practice clinic. A number of private health care offices, such as dentists, physiotherapists, chiropractors, massage therapists, optometrists and others are also located in the community.

Ladysmith is within the catchment area for the Nanaimo Regional General Hospital, a modern 409 bed facility. The Hospital is located at 1200 Dufferin Crescent in central Nanaimo. In 2012, the Nanaimo Regional General Hospital opened the new and expanded \$36.9 million emergency wing, which tripled the size of the existing emergency departments and also includes psychiatric emergency services and psychiatric intensive care unit.

Local and Regional Attractions

Ladysmith is at the crossroads of some of the best tourism and recreational opportunities that Vancouver Island has to offer. Ladysmith's tourism website (www.tourismladysmith.ca) offers vacation planning tips to help visitors (and locals) experience everything that Ladysmith has to offer.

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

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

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

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

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

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

At various times during the year, wineries and artisans open their doors to visitors and aficionados alike. Hiking, kayaking, paddle boarding and diving are also very popular activities in Ladysmith and surrounding areas. The Visitor Centre is a wonderful source of local tourism-related information. The Visitor Centre is located at 33 Roberts Street, and can be contacted at 250.245.2112 or info@ladysmithcofc.com.

For more information on regional tourism attractions, visit:

Tourism Cowichan: www.tourismcowichan.com
Tourism Nanaimo: www.tourismnanaimo.com
Tourism Vancouver Island: www.vancouverisland.travel

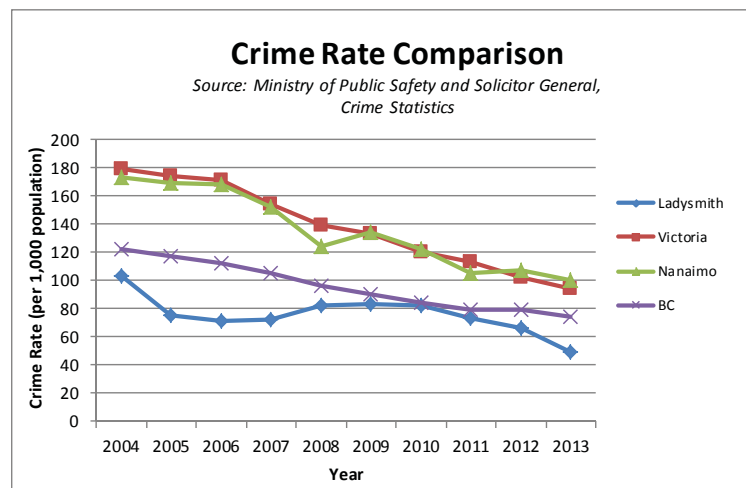


Quality of Life

A Safe Community to Call Home

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

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



Local Media

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

Take 5 Magazine is a monthly publication circulated in Chemainus, Saltair, Ladysmith, Yellow Point, Cedar, Cassidy, Chase River and surrounding areas.

Quality of Life

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

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

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



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

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