

TOWN OF LADYSMITH

# 2015 Annual Report



*Working together to build our future*



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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 8,177 in 2015, 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



Our annual report is a chance to reflect on the accomplishments of the past year and to thank all those who have supported Council and staff in our work on behalf of Ladysmith citizens.

In 2015, Council set eight priority areas that provided a framework for budget and work plan decisions the year. These were:

- First Nations Partnerships
- Watershed Protection
- Vibrant Downtown and Economic Development
- Waterfront
- Funding for Asset Replacement
- Information Technology & Services
- Support for getting the right people in the right places

When we invest time, money and effort in key priorities, we can all enjoy the dividends in the form of a stronger, healthier and more vibrant community. Below are some of the highlights of our community investments.

Our Watershed Protection initiatives took on more significance than ever with the very hot, dry summer we experienced last year.

- Council adopted a water conservation policy, with a target to reduce consumption to 200 litres per day per person, a reduction of 20 per cent
- Thanks to your efforts and the early introduction of Stage 3 water restrictions across the entire Cowichan Region, we retained about the same amount of water in our reservoir as in 2014, despite the lack of rain.
- The Town participated in the formation of what is now known as the Ladysmith Community Watersheds Roundtable with representatives from the general public, landowners, the Town, the business community and First Nations.

We also invested in a Vibrant Downtown and Economic Development in a number of ways.

- The Gatacre Street project, although the cause of some disruption through construction, is a significant improvement featuring new sidewalks, curbs and gutters.
- We made an important investment in the future of our downtown core by purchasing a block of properties from the Ladysmith and District Credit Union on Buller Street and First Avenue. This will eventually be the site of a new City Hall. In the meantime, we are very pleased that the Ladysmith Museum can continue to enjoy its home on First Avenue.

The state of the Ladysmith Harbour and our waterfront is an ongoing concern, and we were active on a number of related initiatives in 2015.

- We continued to work with the province and Stz'uminus First Nation on plans to improve the environmental and economic health of the harbour, including addressing the ongoing issue of derelict and abandoned vessels
- We committed to enhancing the facilities at Transfer Beach. We designed interpretive historical signage to be installed this year, and of course, thanks to the leadership of Ladysmith Kinsmen and an incredible volunteer effort, we now have a brand new Kinsmen Playground

Two of our priority areas – Asset Management Systems and Funding for Asset Replacement -- address the 'infrastructure deficit'. This is an issue for local governments across Canada as aging infrastructure – including sewer and water systems, buildings, roads and sidewalks – needs replacing.

- Council set aside amount equal to 10 per cent of the previous year's tax levy for capital projects such as repairing roads, sidewalks, playgrounds, community centres, buildings, pools, parks and trails, and 5 per cent for much-needed upgrades or replacement of the Fire Hall and City Hall.
- Our new waste water (sewage) treatment plant is well underway and on track to be in service later this year with capacity to treat our sewage to secondary level and support our growing population. This is the largest-ever capital investment by the Town.
- We researched options for the best type of water filtration system for the Town's water supply, and made application for grant funds to help with the cost of the system. Island Health (VIHA) has determined that we need to install a water filtration system by 2018 in order to continue meeting water standards.

One of the most rewarding things in the last year for me personally and for all members of Council was the growth of a genuinely warm and respectful relationship with Chief, Council and members of the Stz'uminus First Nation. As we move ahead together on projects that will benefit both our communities – harbour clean-up, economic development and cultural celebration to name a few -- we are learning to appreciate our differences and embrace our similarities and shared goals in an atmosphere of trust, fun and friendship.

I would like to express my deep appreciation to the members of Ladysmith Council. We respect each others' views even when we don't agree, and we are all joined in an unwavering commitment to our community. As a Council we are well supported by a host of tireless community volunteers serving on numerous community groups and organizations as well as advisory bodies to Council. Their collective hard work and dedication help us to build a community we are proud to call home.

I would also like to thank our dedicated staff, who have demonstrated time and again their deep commitment to this community. I would especially like to thank retiring City Manager Ruth Malli for her 30 plus years of leadership and support for staff, Council and community. Our community is a better place thanks to her many contributions. We wish both Ruth and John much health and happiness in a well-deserved retirement. At the same time, we extend a warm welcome to our new City Manager, Guillermo Ferrero.

I look forward to continuing to build strong relationships and enjoy the ongoing returns on our investments as we all work to implement our new strategic priorities and grow an ever stronger and more vibrant community in 2016.

Mayor Aaron Stone



# LADYSMITH COUNCIL 2014 - 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

- Cowichan Valley Regional District Director
- Municipal Services Committee
- Parcel Tax Review Panel
- Advisory Design Panel
- Ladysmith Chamber of Commerce

### Alternate:

- Heritage Revitalization Advisory Commission
- Community Health/Interagency Group
- Ladysmith Downtown Business Association



## Councillor Steve Arnett

- Municipal Services Committee (*Chair*)
- Deputy Mayor (*June 1 to November 31, 2016*)
- Vancouver Island Regional Library Board
- Parcel Tax Review Panel
- Stocking Lake Advisory Committee
- Ladysmith Celebrations

### Alternate:

- Affordable Housing Cowichan
- Parks, Recreation and Culture Commission



## 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



## Councillor Cal Fradin

- Municipal Services Committee (*Vice Chair*)
- Liquid Waste Management Committee
- Advisory Planning Commission
- CVRD Community Safety Advisory Commission
- Ladysmith Downtown Business Association

### Alternate:

- Cowichan Valley Regional District Director (*to May 31, 2016*)
- Protective Services Committee



### 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

- Deputy Mayor (*to May 31, 2016*)
- Municipal Services Committee
- Parcel Tax Review Panel
- Heritage Revitalization Advisory Commission
- Protective Services Committee
- Liquid Waste Management Committee
- Stocking Lake Advisory Committee (*Chair*)

**Alternate:**

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



### Councillor Duck Paterson

- 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

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*

Coun. Rob Hutchins, *Council Liaison*

Mayor Aaron Stone, *Alternate Liaison*

Felicity Adams, *Management Liaison*

Margaret Paridaen, *Staff Liaison*

### **Advisory Design Panel**

Ron Kinney, *Chair*

Brian Childs

Kaien Shimizu

Tamara Hutchinson / 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

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

Chantal Blumel

Kathy Holmes

Glen Hammond, *Area G Representative*

Coun. Duck Paterson, *Council Liaison*

Coun. Joe Friesenhan, *Council Liaison*

Coun. Steve Arnett, *Alternate Council Liaison*

Clayton Postings, *Management Liaison*

### **Board of Variance**

Jan Christensen

Tim Horner

Terry Doherty

## Protective Services Committee

Coun. Duck Paterson, *Chair & Council Liaison*  
Ken Hamilton, *Citizens on Patrol*  
Ray Delcourt, *Ladysmith Fire/Rescue*  
S/Sgt. Ken Brissard, *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*

Some of the dedicated volunteers from the Ladysmith Kinsmen Club who tirelessly raised funds, materials and labour to replace the Transfer Beach playground. **Left to Right:** Jason Kelland, Ron Legault, Duck Paterson, Larry Adair, Steve Dinsmore



## MESSAGE FROM THE CITY MANAGER



It is with mixed emotions that I pen my final Annual Report message as City Manager for the Town of Ladysmith. As I look back on over thirty years serving our community, I feel a remarkable sense of pride for what we have achieved,

a deep fondness for the countless colleagues and friends with whom I have shared this journey, and overwhelming excitement for what undoubtedly promises to be a very bright future for Ladysmith.

Mostly I am grateful - to both the current Council and past Councils over the years for their commitment, trust and support; to the Town's exceptional staff for their unwavering

professionalism, support, hard work and dedication; and to my many colleagues throughout the BC local government sector for their willingness at any time – day or night - to lend an ear, offer advice, be a sounding board or simply a friend. I am grateful also to my many loved ones – my precious friends and family, in particular my parents, the Malli family, John and my daughters, Caitlin and Kerys - who supported and enabled me to thrive in my career, through the late night meetings, the early mornings, the long work days and the phone constantly ringing. Your love, patience and support means more than you will ever know.

Finally, I wish to thank the citizens of the Town of Ladysmith for their trust and feedback. Your positive contributions to our community are immeasurable, and your openness to innovation continues to strengthen the Town's reputation as an organizational and environmental leader amongst BC's local governments.



## Highlights from 2015 include:

- Nearing completion of the Waste Water Treatment Plant
- Planning for water filtration and other water system improvements.
- Named one of Canada's Greenest Employers for the fifth year in a row
- Actively participating in the establishment of a watershed round-table
- Ongoing work with Stz'uminus First Nation
- Parks Recreation and Culture Master Plan process
- Funding for replacement of infrastructure and steps towards asset management
- Sustainability Action Plan implementation
- Acquisition of land for new city hall and funding for city hall and fire hall
- Enhanced communications through social media
- Implementation of Succession Plan
- Replacement of playground at Transfer Beach

There truly is no opportunity more rewarding than when one's career allows you to make a difference, particularly when it's within your own community. Ladysmith is an exceptionally caring, connected and generous community. Many of my proudest moments serving would not have been possible without the trust and enthusiasm of the community. My successes are very much shared accomplishments, and I will always look back with tremendous pride for what we were able to achieve, together.

Looking ahead, I know that Ladysmith is in exceedingly capable hands, and I am confident that we will be reading about the Town's innovative and leading successes for many generations to come. So shine on, Ladysmith – embrace change with enthusiasm and excitement, as you always do. Thank you for the career opportunity of a lifetime. I will reflect on these years with fondness and cherish them, always.

Respectfully and with gratitude,

**Ruth Malli**, *City Manager*



# 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, Bylaw Compliance, 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

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

**Financial Institutions:**  
**Ladysmith and District Credit Union**  
**Royal Bank of Canada**

**Auditor: MNP**



## STAFF



### City Hall & Development Services

**Back Row L to R:** Erin Anderson, Beth Kirkland, Mark Hayden, Colin Bollinger, Kari-Anne McLennan

**Second Row L to R:** Joan Ogden, Jennifer LeBlanc, Samantha Eck, Ruth Malli

**Third Row L to R:** Doreen Frame, Joanne Schneider, Lisa Brinkman, Sue Bouma, Camelia Copp

**Front Row L to R:** Gerald Fukakusa, Diane Webber, Sandy Bowden, Joanna Winter



### Infrastructure Services

**Back Row L to R:** Phil Slater, John Manson, Travis Prystupa, Greg Smith, Mike Morgan, Neil Bouma

**Front Row L to R:** Ron Vaux, Shane Lassam, Isaac Jack, Shawn Freer, Martin Barney, Nick LaRose, Bob Simpson, Tyler Wells, Sonny Bryski, Travis Cnossen, Ryan Andre, Kevin Goldfuss, Michael Ganderton, Larry McLeod, Chris Pinnington, Beverley Taschuk, Curtis Baker

### Parks, Recreation and Culture

**Top Row L to R:** Brandon Gonzales, Kelly Giesbrecht, Lois Walkling, Les Kovacs, Suzanne Senecal, Len Manuel, Clayton Postings

**Second Row L to R:** Tami-Lyn Stephen, Sarah Stuart, Anita McLeod, Jenn Byrne, Kelly Britton-Foster

**Third Row L to R:** Patti Cavers, Meagan Randle, Dave Clausen, Heather Irwin, Marija Wiebe

**Fourth Row L to R:** PJ Halliday, Deb Windsor, Cassandra Taylor, Katie Hooper, Tiffany Wong, Robyn McAdam

**Fifth Row L to R:** Sue Glenn, Tracy Welch, Darby Rae, Kelti Blatchford-Duncan

**Front Row L to R:** Andrea Gibson, Julie Tierney, Danielle Winter, Mallory McLeod, Bailey McLeod



# STAFF COMMITTEES

## 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  
Sandy Bowden  
Karen Cousins  
Sue Glenn  
Jennifer LeBlanc  
Bob Simpson  
Mike Morgan (*Alternate*)

## 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  
Karen Cousins  
PJ Halliday  
Chris Pinnington  
Joanna Winter  
Samantha Eck (*Alternate*)



## SERVICES & 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*)

# SERVICES & REGIONAL RELATIONSHIPS

## 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*)
- Ambulance Service (*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 PLAN AND PRIORITIES



Ladysmith's 2014 – 2018 Council. *Left to right:* Councillor Duck Paterson, Councillor Steve Arnett, Councillor Carol Henderson, Mayor Aaron Stone, Councillor Rob Hutchins, Councillor Joe Friesenhan, Councillor Cal Fradin

In late 2015, Council developed its Strategic Priorities for the period 2016-2019. This committed the Town to a set of priorities that support the Town's vision, and set the direction for the work plan within each priority. In this 2015 Annual Report, we will report on 2015 activities under the previous strategic objectives; however, our "Planning for the Future" section is arranged in accordance with the new strategic priorities.

EMPLOYMENT  
AND  
TAX DIVERSITY

NATURAL  
AND BUILT  
INFRASTRUCTURE

WATERSHED  
PROTECTION AND  
WATER MANAGEMENT

COMMUNICATIONS  
AND  
ENGAGEMENT

PARTNERSHIPS

In addition to these strategic priorities, both Council and staff remain committed to efficient and effective delivery of municipal services; maintaining a focus on environmental, economic and social sustainability; and ensuring that Ladysmith continues to be a strong, vibrant community offering an exceptional quality of life for generations to come. Responsible planning and careful management of our resources are critical to our success. To that end, we commit to a dynamic plan that

we believe strikes an effective balance between financial accountability and taking action today to achieve our vision for tomorrow.

We invite you to explore these strategic priorities. We encourage you to provide feedback, and we will continue to be responsive to your input and to changing circumstances in our community. We look forward to sharing the results of our work in the years ahead.



## OUR 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.*

## OUR MISSION

*A safe, caring and vibrant community.*



## OUR VALUES

*We lead with courage, respect and integrity.*

## OUR PAST, OUR FUTURE

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



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

### SUSTAINABILITY ACTION PLAN PRIORITIES

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

### 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



## 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

## 2015 by the Numbers

**13** grants managed

Value of grants managed -- **\$2,529,794**

Municipal property taxation -- **\$6,360,270**

Capital budget (including water and sewer projects) -- **\$17,500,000**

Revenues from investment -- **\$132,000**

**2,600** payments processed to over 750 different suppliers

**7** financial planning and budget sessions held in open Council meetings

## What we committed to

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)*

## What we achieved

- Adopted the Pavement Management Strategy as a first step in asset management
- Established a cross-functional Asset Management Committee
- Secured grant funding and hired a consultant to begin the condition assessment process
- The asset management data will support the Town's long-term financial plan by ensuring a schedule for repair, maintenance and replacement of assets
- Established a capital reserve of five per cent of total taxation to replace aging infrastructure, including City Hall and the Fire Hall



## Effective Land Use Planning and Community Design

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

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, development applications and building permits*)  
Heritage Revitalization (*Heritage Revitalization Advisory Commission, Downtown Sign Permits*)  
Urban Design (*Advisory Design Panel, Development Permits*)  
Tourism Promotion (*brochures, advertising, [www.tourismladysmith.ca](http://www.tourismladysmith.ca) website*)  
Economic Development (*Community Profile, investor enquiries, 'ease the process' materials, Business and Development Portal on Town website*)

## 2015 by the Numbers

- 14** Development Permit Applications
- 3** Development Variance Permit Applications
- 4** Rezoning Applications
- 12** Sign Permit Applications
- 1** Temporary Use Permit Applications
- 90** Building Permits (*renovations and new construction*)
- 37** Occupancy Permits
- 12** Commission and Committee Meetings Organized & Attended
- 4** Naut'sa Mawt Steering Committee Meetings Organized and Attended
- 350** Customer Enquiries
- 1** Heritage Revitalization Tax Exemption Agreements

## What we committed to

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

## What we achieved

- Conducted background research and received direction from Council for a design charrette on Town waterfront lands
- Held six meetings with the Stz'uminus First Nation (joint Council meetings and Naut'sa Mawt Steering Committee meetings) to discuss and pursue joint initiatives including service agreements for sewer and water and building inspection
- Adopted Development Approval Information Bylaw
- Updated Official Community Plan to permit three-year Temporary Use Permits in order to recognize legislative amendments made by the Province
- Commenced signage program to recognize Stz'uminus cultural sites with new signs for the relocated midden
- Updated existing tourism signage at the entry to Ladysmith on Chemainus Road and at Tim Horton's drive through



## 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](http://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

## 2015 by the Numbers

7 Tourism Marketing Advertisements

1 Tourism Collateral Items

1 Film Permit Applications

4 Rezoning Applications

12 Sign Permit Applications

1 Economic Revitalization Tax Exemption Agreements (*active*)

539 Business licences

51 Inter-community business licences

## What we committed to

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

## What we achieved

- Approved a development application for a used electric vehicle business
- Partnered with the Ladysmith Downtown Business Association and Chamber of Commerce to explore the potential of Ladysmith as a Social Enterprise Town. Received approval for a Social Procurement Policy. Now seeking regional co-operation for moving the social enterprise mandate forward.
- Published the 2015 Ladysmith Community Profile and Ladysmith Investor Profile.
- Updated and streamlined the Business and Development Portal at [www.ladysmith.ca](http://www.ladysmith.ca)
- Refurbished and replaced welcome signage in two locations
- Rebranded the Heritage Route as Heritage Walk I – Artifacts and Heritage Walk II - Buildings
- Designed heritage building plaques for new Community Heritage Register buildings and installed a new building plaque on Aggie Hall
- Designed interpretive history signage for Transfer Beach, to be installed in 2016
- The Transfer Beach playground was fully replaced by the Ladysmith Kinsmen Club and its partners.



## 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*)

## 2015 by the Numbers

**65** kilometres of roads and lanes

**37.2** kilometres of sidewalks

**84.8** kilometres of water mains

**67.9** kilometres of sewer mains

**2,973** sewer connections (*residential*)

**2,777** water connections  
(*single family dwelling*)

**365** consecutive days providing tested and approved drinking water

**27** interments in Ladysmith Cemetery

**23** marker installments in Ladysmith Cemetery

**909** customer service requests

## What we committed to

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

Upgrade the road to the South Ladysmith Industrial Park

## What we achieved

- Continued construction of the new Waste Water Treatment Plant; completion scheduled for 2016
- Carried out scheduled water, sewer and storm main replacement
- Upgraded water main and storm sewer on Gatacre Street, and replaced curbs and sidewalks
- Initiated planning for GIS (Geographic Information System)
- Continued design planning for a water filtration plant
- Completed design work for Fourth Avenue upgrades



## 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

## 2015 by the Numbers

**3,089** units serviced with waste pick-up

**1,413** tonnes solid waste collected  
(*garbage, recyclables, organics*)

Percentage of Total waste diverted  
from landfill -- **57.1**

## What we committed to

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 Ladysmith Maritime Society and Stz'uminus First Nation 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

## What we achieved

- Named one of Canada's Greenest Employers for fourth year in a row
- Continued Low Flush Toilet Rebate program
- Continued to purchase carbon offset credits to ensure carbon neutrality
- Investigated options for alternative locations for composting Waste Water Treatment Plant sludge
- Researched options for new, in-ground garbage and recycling containers for the downtown core
- Participated in discussions on watershed governance for Ladysmith and the Cowichan Region



## 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

## 2015 by the Numbers

**796** registered in fitness programs

**762** drop-in fitness classes

**271** personal training sessions

**961** registered in aquatic programs

**565** of private swimming lessons

**81,059** patrons visited Frank Jameson Community Centre

**1,500** Rec Room youth drop ins

**35** events at the Amphitheatre

**96** picnics at Transfer Beach Shelters

**447** Forrest Field Bookings

**110** hectares of parks, trails and open spaces

**26 km** of hiking and walking trails

**25** hourly paid on-call members of Ladysmith Fire/Rescue

**7** Ladysmith Fire/Rescue officers

**201** incidents attended by Ladysmith Fire/Rescue

**4,586** service calls in entire Ladysmith RCMP Detachment service area

**2,698** RCMP service calls in the Town of Ladysmith

## What we committed to

Enhance facilities at Transfer Beach, and make 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 booking and registration system

## What we achieved

- In cooperation with the Cowichan Valley Regional District, completed the Emergency Social Services (ESS) Response Plan, as well as staff training relating to ESS
- Worked with Ladysmith Kinsmen Club and community partners to replace the Playground at Transfer Beach
- In partnership with the Ladysmith Arts Council, assisted with the installation of a lift in the Machine Shop building
- Commenced the Parks, Recreation and Culture Master Plan Update; scheduled for completion in early 2016
- Issued a Request for Proposals for replacement of the recreation registration and booking system
- Established a capital reserve fund to support replacement of the Fire Hall
- Replaced firefighters' turnout gear in accordance with the annual plan



## 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

## 2015 by the Numbers

- 61** Council Meetings
- 55** external Committee Meetings
- 71** internal Committee Meetings
- 671** resolutions adopted
- 10** Freedom of Information Requests
- 56** job postings
- 4** retirements
- 1,415** e-mail subscribers
- 19** statutory advertisements
- 5** newsletters
- 525** subscribers to electronic utility billing
- 352** subscribers to pre-authorized utility payment program
- 545** electronic Home Owner Grants claimed



## What we committed to

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

## What we achieved

- Established service contract with District of North Cowichan to provide IT support for the Town
- Currently investigating GIS and Asset Management software options
- Completed installation of the new corporate telephone system. System fully operational.
- Processed upgrades to the Town's records management system to be consistent with the provincial-wide local government system (project is on-going). Electronic records management system included in 2016 – 2020 Financial Plan.
- Purchased properties on Buller and First for new City Hall site. Other land transactions include the disposition of a portion of Peerless Road, and the disposition of a portion of Sanderson Lane.
- Initiated recruitment for new City Manager
- Identified training opportunities for staff through the Employee Development Review process.
- Reviewed organizational structure in all departments and implemented changes where necessary.
- Launched Town's Facebook page and established presence on Twitter. Enhanced website posts and established social media and website information release schedule.
- Initiated research into live streaming and archiving of Council meetings.
- Training inventory and employment development in progress.
- Established an enhanced Nuisance Abatement Process for the Town.
- Processed a Temporary Use Permit and new lease agreement with the Ladysmith District Historical Society for use of the Roundhouse at the Machine Shop complex for the restoration of the heritage artifacts "Locomotive #11" and the "Humdurgin".
- Progress towards launching the Bar Watch Program.
- Initiated a review of the Town's smoking regulations to ensure consistency with provincial legislation. Final report anticipated in the first quarter of 2016.

# PLANNING FOR THE FUTURE: 2016 AND BEYOND



Council entered into strategic priority setting in the fall of 2015. Establishing the new strategic priorities included careful consideration of a broad range of factors, such as:

- Ladysmith's Sustainability Plan, Official Community Plan and the existing Council Strategic Plan
- Current local, regional and broader economics
- Legislated responsibilities and requirements
- Existing and potential partnerships
- Current and future needs of residents (such as infrastructure and services) based on trends and demographics
- Funding opportunities and respect for the taxpayers' ability to pay
- Emerging issues within the community
- Improving community engagement
- Overall health and well-being of the community and environment
- Naut'sa Mawt (Working Together) agreements with the Stz'uminus First Nation

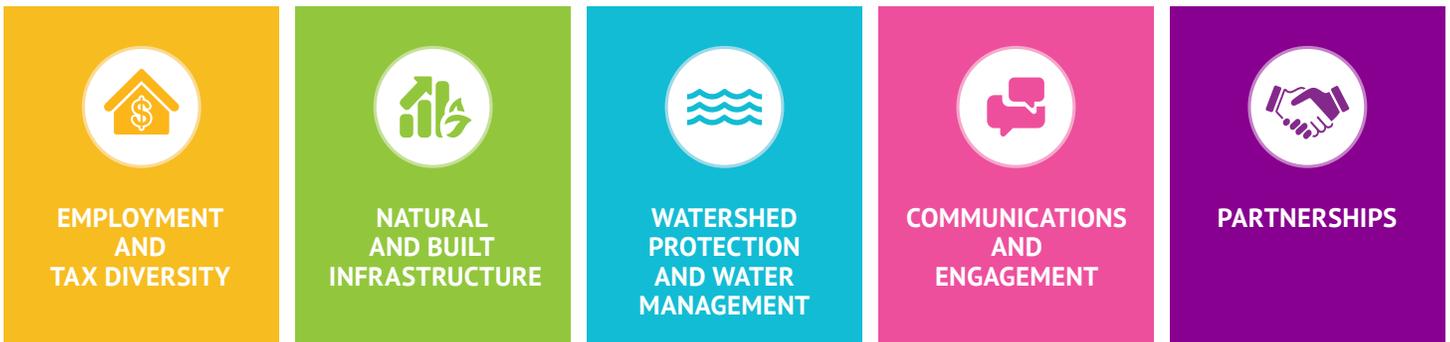
Now that the plan is finalized, the focus turns to implementation and accountability:

- Council approves the funding, which determines the timing of the work
- A work plan is prepared which details tasks and time lines for completion. Council receives regular progress reports, which are discussed in public meetings and posted online
- During the year, Council continues to use this document as a decision-making guide, while maintaining appropriate flexibility to respond and make changes as new opportunities and challenges arise
- Council undertakes a more comprehensive review of its priorities each year to ensure that they continue to be relevant and that the work of the municipality is broadly aligned with its strategic priorities
- Results, progress and achievements are summarized in the Town's Annual Report, available online at [www.ladysmith.ca/city-hall/reports-publications](http://www.ladysmith.ca/city-hall/reports-publications) and in print from City Hall

# STRATEGIC PRIORITIES: 2016 TO 2019



The path to achieving our vision of Ladysmith is based on these key strategic priorities



In the pages that follow, we define our vision in each of these five strategic priorities with specific outcomes and actions for 2016 and then for the period 2017 to 2019. A work plan will be prepared each year that details the tasks and time lines for actions and assigns the appropriate budget.

*“We encourage you to be involved, review our priorities, ask questions and hold us accountable for the commitments we’ve made towards the betterment of our community on behalf of today’s residents and tomorrow’s.”*

**Mayor Aaron Stone**



## EMPLOYMENT AND TAX DIVERSITY

*Promote responsible investment and innovative management of municipal resources to support community prosperity, sustainable economic development, industry diversification and quality employment opportunities in the Ladysmith area.*

### DESIRED OUTCOMES

Investments in planning, programs, partnerships and infrastructure to attract new businesses and industries that align with Ladysmith's sustainability objectives.

Strengthened local and regional partnerships that enhance Ladysmith's investment appeal and business climate.

A positive business environment, with investors and business owners working with Council to attract investment that contributes to the community's quality of life.

Employment of best practices in development and building permit processes to facilitate community growth and investment.

### ACTIONS

- Promote an "Open for Business" climate
- Streamline approval processes for building and development to expedite turnaround times
- Update the Waterfront Area Plan and consider a heritage park concept in the vicinity of the Machine Shop
- Establish a downtown task force to look at ways to invigorate the downtown core (for example: public artwork, seating, flags, bollards)
- Facilitate policies that will inject new life into the downtown core
- Continue to provide tax incentives for building investment
- Upgrade the road to the South Ladysmith Industrial Park
- Implement feedback mechanisms for continuous improvement of permit and approval processes
- Enhance streetscapes, signage and accessibility within the downtown core
- Continue to encourage development of green industries
- Research the feasibility of establishing a downtown business improvement area
- Install new welcome and directional signage
- Pursue environmental remediation of the waterfront lands
- Continue to develop a permanent solution for derelict vessels in Ladysmith Harbour in line with Union of British Columbia Municipalities and Association of Vancouver Island and Coastal Communities
- Explore legislative tools, partnerships and other initiatives that will generate new sources of revenue for the municipality to sustain infrastructure



## NATURAL AND BUILT INFRASTRUCTURE

*Maintain, renew and expand both natural and built infrastructure.*

### DESIRED OUTCOMES

Improved asset management, proactive decision-making and timely investment in infrastructure to meet the community's current and anticipated needs.

Improved quality of infrastructure, including water and waste water (sewer) management, parks and recreation, local roads, municipal services and facilities.

Expanded revenue sources from which to support sustainable management of municipal infrastructure.

### ACTIONS

- Prioritize projects and prepare project design plans to leverage infrastructure grants from senior governments for infrastructure renewal and expansion
- Complete the condition assessment of high priority assets, both above and below ground
- Co-ordinate infrastructure projects in accordance with the Asset Management Strategy
- Ensure that an analysis of life cycle costs is included in decisions to acquire, build or rebuild infrastructure assets
- Prioritize maintenance of existing infrastructure before making commitments to new assets
- Focus development where services exist or require developers to pay for new services, including life cycle cost considerations
- Fund the Equipment Replacement and Civic Buildings Reserve
- Complete the design for Fourth Avenue upgrades
- Review and complete improvements to Aggie Hall parking
- Enhance facilities at Transfer Beach, including improved signage and upgrades to the upper park area
- Complete the waste water treatment plant to secondary treatment
- Expand GIS mapping to support asset management
- Complete sidewalk projects in conjunction with ICBC
- Complete scheduled water, sewer and storm main replacement
- Evaluate options for treatment of waste water treatment plant sludge
- Integrate asset management into long term financial planning, including funding sources



## WATERSHED PROTECTION AND WATER MANAGEMENT

*Be leaders, stewards and advocates for securing and protecting Ladysmith's watershed, delivery of safe drinking water and responsible management of water resources.*

### DESIRED OUTCOMES

Improved drinking water quality through continued investments in the municipal water system and delivery of safe drinking water.

Enhanced collaboration by watershed partners to monitor, protect and manage water resources.

Expanded water conservation programs and policies.

### ACTIONS

- Plan and prepare detailed design for construction of additional water storage
- Coordinate the leadership of a watershed stewardship group in partnership with the community
- Research watershed security and protection initiatives
- Participate in round table discussions on watershed governance and stewardship at the local and regional levels
- Negotiate a new water service agreement with the Diamond Water District
- Negotiate the next phase of the water and sewer service agreement with Stz'uminus First Nation (IR 13)
- Provide incentives for decreased water consumption
- Continue to implement the Sustainability Action Plan
- Achieve the Town's goal of using 20 per cent less than the published Canadian average single family consumption rate by 2018, through implementation of the Water Conservation Plan
- Start construction of a water filtration plant
- Investigate options and commence funding and construction of water storage
- Explore options for eventual ownership of the watershed

## LOOKING AHEAD: 2017 TO 2019



### COMMUNICATIONS AND ENGAGEMENT

*Improve community engagement and communications through active collaboration with partners and investment in information technology.*

#### DESIRED OUTCOMES

To inform and engage the community through targeted investments in communications technology and allocation of staff resources.

Improved collaboration and coordination with community partners through strengthened relationships and joint initiatives.

#### ACTIONS

- Expand use of technology to deliver timely information
- Install technology for live streaming and archiving of Council meetings
- Maximize use of all communication methods, including social media, newsletters, e-mails and inserts in utility and tax bills
- Implement a comprehensive information (records) management strategy
- Continue to enhance the Annual Report, and distribute it to the community
- Host semi-annual Town Hall meetings
- Review vision, mission and values
- Identify opportunities for increased participatory decision-making
- Engage the community in Town strategies such as the updated Parks, Recreation and Culture Master Plan
- Upgrade information technology systems, including GIS and records management software
- Enhance communications/engagement with a comprehensive review of commissions/committees

# LOOKING AHEAD: 2017 TO 2019



## PARTNERSHIPS

*Enhance connection to the community by broadening and strengthening collaboration. Accelerate delivery of strategic objectives by working with others, building internal and community capacity in the process. Facilitate widespread, meaningful involvement.*

### DESIRED OUTCOMES

Strengthened relationship with Stz'uminus First Nation.

Increased vibrancy of the downtown core.

New and/or enhanced partnerships that accelerate the delivery of strategic priorities.

### ACTIONS

- Partner with Stz'uminus First Nation through joint Council and Naut'sa Mawt Steering Committee meetings. Invest in initiatives of mutual benefit/concern (expanded service agreements, south end lands, DL 651 and environmental restoration of Ladysmith Harbour)
- Partner with Stz'uminus First Nation, Ladysmith Maritime Society and government agencies responsible for clean-up of derelict vessels
- Co-host an annual community-to-community forum event with Stz'uminus First Nation
- Pursue opportunities for First Nations public art installations
- Update the Memorandum of Understanding with Stz'uminus First Nation
- Articulate and support opportunities for further partnerships (economic and social) with community organizations
- Install First Nations place acknowledgments
- Reinvest in the Partnership for an Economically Vibrant Community in collaboration with community partners such as the Ladysmith Chamber of Commerce, Ladysmith Downtown Business Association and Stz'uminus First Nation
- Reduce curbside contamination of recyclable materials with Multi-Material BC
- Work with regional partners to reduce water consumption and enhance watershed protection
- Pursue regional equity in recreation services
- Resolve nuisance property concerns through a multi-agency approach
- Continue to implement Information Technology Strategic Plan with municipal partnership
- Explore means through which the Town and Stz'uminus First Nation can support the recommendations of the Truth and Reconciliation Commission, including review of the current Memorandum of Understanding and Naut'sa Mawt Community Accord



## IMMEDIATE FUTURE: 2016



### **Ladysmith is Open for Business and Development Investment**

- Engage with the development community to streamline application processes and implement best practices for community growth and investment.
- Promote “Open for Business” climate
- Streamline approvals processes for building and development to expedite turnaround time
- Implement feedback mechanisms for continuous improvement of permit and approval processes
- Complete Official Community Plan amendment and rezoning for the Holland Creek development area

### **Invest in the Waterfront**

- Engage with the community to update the Waterfront Area Plan

### **Support Investment in the Downtown Core**

- Continue to provide tax incentives for building investment
- Complete sidewalk and crosswalk projects and install amenities
- Explore options for a new City Hall and Library facility in the downtown
- Encourage establishment of a Business Improvement Area to support downtown business

### **Protect the Watershed**

- Establish a Watershed Roundtable with community partners. Complete terms of reference and focus areas, such as signage and security.

### **Welcome Visitors**

- Continue to direct a significant portion of business licence revenue to fund the Visitor Information Centre at the Ladysmith Chamber of Commerce location
- Enhance facilities at Transfer Beach including the Transfer Beach Interpretive History Project
- Complete improvements to expand Aggie Hall parking

## IMMEDIATE FUTURE: 2016



- Implement the next phase of the welcome and directional signage project

### **Leverage Infrastructure Funding**

- Prepare project design plans to leverage infrastructure grants from senior governments for infrastructure renewal and expansion
- Develop asset management strategy and necessary IT related infrastructure to protect investment and enhance infrastructure funding success.

### **Work Together with Stz'uminus First Nation**

- Continue Naut'sa Mawt Steering Committee Meetings and co-host Council Community to Community event to prepare update to Memorandum of Understanding with Stz'uminus First Nation
- Commence next phase of service agreements (*building inspection, water and sewer*)
- Work together to establish South Ladysmith Industrial Park

### **Invest in Infrastructure to Protect the Environment, and Provide for Sustainable Services in the Future**

- Complete Waste Water Treatment Plant to secondary treatment, evaluate and implement options for recycling bio-solids
- Upgrade the fueling system at Public Works
- Initiate water system improvements to provide for adequate and safe drinking water to meet the present and future needs of the Town and its neighbours
- Continue to upgrade water supply mains
- Begin design and construction of a water filtration plant
- Complete the upgrade of Fourth Avenue -- pavement, bike lanes, storm, water and sanitary pipes
- Examine options to enhance composting facility at Public Works yard

### **Water Conservation**

- Continue to provide incentives to decrease water consumption and participate

# IMMEDIATE FUTURE: 2016



in regional water conservation education campaign.

## **Work Together to Address Community Concerns**

- Resolve nuisance property concerns through a multi-agency approach
- Establish a Bar Watch Program, with Good Neighbour Agreements

## **Safe and Healthy Community**

- Investigate options and locations for a dog park
- Carry out improvements to Holland Creek Trail
- Replace registration and booking software system for recreation programs

## **Sustainable West Coast Town**

- Continue to encourage development of green industries
- Continue to implement the Sustainability Action Plan

## **Prompt Communication**

- Expand use of technology to deliver timely information while continuing to utilize traditional communication methods

## **Transparency**

- Install technology for live-streaming and archiving of Council meetings.

## **Work Together with our Neighbours**

- Renegotiate water service agreement with Diamond Water District.

## **Community Engagement**

- Actively engage the community in Town strategies such as the updated Parks, Recreation and Culture Master Plan
- Host annual Town Hall meeting.

## **Shared Service Delivery**

- Implement Information Technology Strategic Plan through municipal partnership.



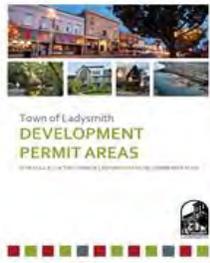


# **SUSTAINABILITY PROGRESS REPORT**

*for 2015*

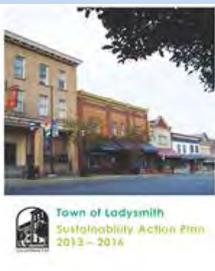
# SUSTAINABILITY PROGRESS REPORT

## SHORT TERM ACTION ITEMS

Growth & Development	Transportation	Energy & Emissions	Green & Natural Systems	Water & Waste Systems
<p><b>ACTION:</b> Review zoning bylaw to determine feasibility of allowing detached suites.</p> <p><b>STATUS:</b> Complete</p>	<p><b>ACTION:</b> Develop a Master Transportation Plan (traffic study)</p> <p><b>STATUS:</b> In five year Financial Plan</p>	<p><b>ACTION:</b> Review and update the Community Energy Plan</p> <p><b>STATUS:</b> Working with BC Hydro for funding of review in 2016</p>	<p><b>ACTION:</b> Review the Riparian Development Permit Area 6 Guidelines</p> <p><b>STATUS:</b> Complete</p>	<p><b>ACTION:</b> Complete current upgrades to the Town's drinking water system</p> <p><b>STATUS:</b> In five year Financial Plan</p>
<p><b>ACTION:</b> Update Waterfront Area Plan to align with sustainability vision</p> <p><b>STATUS:</b> Strategic Priority in 2016</p>	<p><b>ACTION:</b> Inventory/review pedestrian conditions</p> <p><b>STATUS:</b> Sidewalk assessment complete. Partnership with ICBC to install new sidewalks</p>	<p><b>ACTION:</b> Consider amending the Civic Green Building Policy to require LEED Gold for new municipal buildings over 465 sq m</p> <p><b>STATUS:</b> Policy Approved</p>	<p><b>ACTION:</b> Prepare a Ladysmith Harbour Remediation Action Plan</p> <p><b>STATUS:</b> Working with senior levels of government to address issues.</p>	<p><b>ACTION:</b> Complete construction of the secondary wastewater treatment plant</p> <p><b>STATUS:</b> Completion in 2016</p>
<p><b>ACTION:</b> Complete and implement Downtown Area Plan</p> <p><b>STATUS:</b> Downtown Task Force included in Strategic Plan for future year</p>	<p><b>ACTION:</b> Enhance public transit systems</p> <p><b>STATUS:</b> In partnership with BC Transit</p>	<p><b>ACTION:</b> Provide information to residents on incentive and rebate programs for energy efficiency.</p> <p><b>STATUS:</b> On-going</p>	<p><b>ACTION:</b> Prepare a Holland Creek Restoration Plan</p> <p><b>STATUS:</b> Work on culvert in golf course; partnership with sports club.</p>	<p><b>ACTION:</b> Implement Stage 3 of the Liquid Waste Management Plan (LWMP)</p> <p><b>STATUS:</b> On-going; WWTP completion in 2016</p>
	<p><b>ACTION:</b> Establish more bike lanes and improve cycling infrastructure</p> <p><b>STATUS:</b> On-going; 2016 – 4<sup>th</sup> Avenue improvements.</p>	<p><b>ACTION:</b> Develop a municipal fleet inventory and assess for efficiencies</p> <p><b>STATUS:</b> In five year Financial Plan (asset management)</p>	<p><b>ACTION:</b> Form a multi-stakeholder watershed management committee</p> <p><b>STATUS:</b> Underway in 2016</p>	<p><b>ACTION:</b> Develop a Zero Waste Plan</p> <p><b>STATUS:</b> Zero Waste Plan in co-operation with the Cowichan Valley Regional District</p>
		<p><b>ACTION:</b> Inclusion of regulations to support energy efficient building guidelines in the new Zoning Bylaw.</p> <p><b>STATUS:</b> Complete</p>		<p><b>ACTION:</b> Implement a coordinated Environmental Education Campaign</p> <p><b>STATUS:</b> Working within regional context.</p>
		<p><b>ACTION:</b> Undertake a detailed energy audit of key buildings</p> <p><b>STATUS:</b> On-going. Completed Recreation Centre upgrades. Some information will come from 2016 Asset Management Plan</p>		

# SUSTAINABILITY PROGRESS REPORT

## SHORT TERM ACTION ITEMS

Culture & Identity	Public Health & Social Development	Economic Development	Local Food & Agriculture	Leadership & Partnerships
<p><b>ACTION:</b> Expand existing spaces and programming for arts-based groups and activities</p> <p><b>STATUS:</b> Complete</p>	<p><b>ACTION:</b> Improve engagement with residents about recreational facilities and programming</p> <p><b>STATUS:</b> Parks, Recreation and Culture Master Plan to be completed in 2016</p>	<p><b>ACTION:</b> Develop business and retention action plans for target sectors identified in the Economic Development Strategy</p> <p><b>STATUS:</b> Working within context of regional function. "Open for Business &amp; Development" a Strategic Priority in 2016</p>	<p><b>ACTION:</b> Develop a community food strategy</p> <p><b>STATUS:</b> Working within context of regional function. Support local food production by planting food in Town gardens and leasing Town land to Community Garden.</p>	<p><b>ACTION:</b> Continue implementing opportunities for shared infrastructure and servicing with the Stz'uminus First Nation</p> <p><b>STATUS:</b> On-going; Completed first agreement and first connection for water and sewer utilities.</p>
<p><b>ACTION:</b> Review Town's Heritage Strategic Plan to align with the Sustainability Vision outcomes</p> <p><b>STATUS:</b> Future Priority</p>	<p><b>ACTION:</b> Participate in the Cowichan Communities Health Network</p> <p><b>STATUS:</b> On-going</p>	<p><b>ACTION:</b> Expand the 10% Shift "buy local" program</p> <p><b>STATUS:</b> On-going and expanding to social procurement in 2016</p>	<p><b>ACTION:</b> Make local food available in municipal facilities and community events</p> <p><b>STATUS:</b> On-going</p>	<p><b>ACTION:</b> Promote engagement in the implementation of the Ladysmith Sustainability Action Plan</p> <p><b>STATUS:</b> On-going</p>
<p><b>ACTION:</b> Review and update the 2011 Community resources listing on the Town's website</p> <p><b>STATUS:</b> Complete</p>	<p><b>ACTION:</b> Conduct a community recreational assessment &amp; gap analysis</p> <p><b>STATUS:</b> Completion in 2016</p>	<p><b>ACTION:</b> Continue working on the "Partnership for an Economically Diverse Community"</p> <p><b>STATUS:</b> On-going 2016 – 2019 Council Strategic Priority</p>	<p><b>ACTION:</b> Integrate agricultural opportunities in land use plans, including the update to the Zoning Bylaw</p> <p><b>STATUS:</b> Complete</p>	<p><b>ACTION:</b> Publish the Ladysmith Sustainability Action Plan to the municipal website</p> <p><b>STATUS:</b> Complete</p>
<p><b>ACTION:</b> Enhance public art and experience</p> <p><b>STATUS:</b> On-going; grant funding to Arts Council, including space in municipal building.</p>		<p><b>ACTION:</b> Promote the opportunity for local businesses to calculate their carbon footprint and become carbon neutral</p> <p><b>STATUS:</b> Working with Province and private company to develop a tool.</p>		
		<p><b>ACTION:</b> Support building the green economy</p> <p><b>STATUS:</b> On-going</p>		
		<p><b>ACTION:</b> Support efforts to expand visitor moorage and coordinate on efforts to expand hotel accommodations in the area</p> <p>2013 Marina: 1,665 Visitor night stays  <b>STATUS:</b> 2015 Marina: 2090 Visitor night stays - up 25%</p>		 <p>Town of Ladysmith Sustainability Action Plan 2013 – 2014</p>

# SUSTAINABILITY PROGRESS REPORT

## LONG TERM ACTION ITEMS

Growth & Development	Transportation	Energy & Emissions	Green & Natural Systems	Water & Waste Systems
<p><b>ACTION:</b> Aim for transit-supportive densities in new development areas</p> <p><b>STATUS:</b> Supported by OCP in Downtown and at small lot and higher densities.</p>	<p><b>ACTION:</b> Open discussions with Provincial Transportation Ministries to identify ways to work together on sustainable innovations</p> <p><b>STATUS:</b> On-going</p>	<p><b>ACTION:</b> Explore alternate forms of energy, such as solar, wind and geothermal</p> <p><b>STATUS:</b> On-going with Province and CVRD</p>	<p><b>ACTION:</b> Undertake more detailed mapping of wildlife habitats and corridors</p> <p><b>STATUS:</b> On-going with CVRD</p>	<p><b>ACTION:</b> Explore options for composting of municipal bio-solids</p> <p><b>STATUS:</b> Construction in 2016</p>
<p><b>ACTION:</b> Explore ways to integrate other land uses into or around existing single-use areas</p> <p><b>STATUS:</b> On-going. Commercial land use analysis completed for Holland Creek area</p>	<p><b>ACTION:</b> Consider opportunities to develop new road standards</p> <p><b>STATUS:</b> In five year Financial Plan (Master Transportation Plan and condition assessment</p>	<p><b>ACTION:</b> Review existing guidelines to support green building directions</p> <p><b>STATUS:</b> On going. Energy conservation guidelines included in new Development Permit Area Guidelines (2014)</p>	<p><b>ACTION:</b> Support the protection of sensitive areas such as wetlands and watersheds</p> <p><b>STATUS:</b> On-going with CVRD</p>	<p><b>ACTION:</b> Expand the curbside recycling program to include glass and Styrofoam</p> <p><b>STATUS:</b> MMBC regulations guide</p>
<p><b>ACTION:</b> Leverage Ladysmith's location along the Island highway corridor</p> <p><b>STATUS:</b> Consider within scope of waterfront plan review in 2016</p>	<p><b>ACTION:</b> Explore the possibility of providing a commuter service between Ladysmith and Duncan and Nanaimo via train or bus</p> <p><b>STATUS:</b> BC Transit considering service changes in 2016</p>	<p><b>ACTION:</b> 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><b>STATUS:</b> on going and part of new WWTP completed in 2016</p>	<p><b>ACTION:</b> Reduce/eliminate invasive species throughout the community</p> <p><b>STATUS:</b> On-going. Partnerships with volunteers for Earth Day.</p>	<p><b>ACTION:</b> Improve rainwater management</p> <p><b>STATUS:</b> On-going. Included rainwater management in the new Development Permit Area guidelines for commercial , Industrial and multi-unit residential development</p>
<p><b>ACTION:</b> Improve the pedestrian linkage between downtown, the highway and the waterfront</p> <p><b>STATUS:</b> On-going. Partner with ICBC for funding</p>	<p><b>ACTION:</b> Support car-pooling and car co-op programs and look at ways to incorporate connections to regional nodes into these programs</p> <p><b>STATUS:</b> Complete</p>	<p><b>ACTION:</b> Explore opportunities to pursue a pilot project of a Net Zero building/home and neighbourhood</p> <p><b>STATUS:</b> Not started</p>	<p><b>ACTION:</b> Develop and implement landscape design guidelines to provide songbird and butterfly habitat</p> <p><b>STATUS:</b> Complete.</p>	
	<p><b>ACTION:</b> Review existing parking requirements and consider reducing requirements in new developments</p> <p><b>STATUS:</b> Complete</p>			
	<p><b>ACTION:</b> Create an alternate transportation reserve fund</p> <p><b>STATUS:</b> Not started process)</p>			

# SUSTAINABILITY PROGRESS REPORT

## LONG TERM ACTION ITEMS

Culture & Identity	Public Health & Social Development	Economic Development	Local Food & Agriculture	Leadership & Partnerships
<p><b>ACTION:</b> Develop a Volunteer Stewardship Strategy</p> <p><b>STATUS:</b> On-going work with local sports clubs. Watershed roundtable commenced</p>	<p><b>ACTION:</b> Develop ways to ensure that affordable housing is included in new developments</p> <p><b>STATUS:</b> On-going</p>	<p><b>ACTION:</b> Update the Town's Economic Development Strategy</p> <p><b>STATUS:</b> Not started</p>	<p><b>ACTION:</b> Host food workshops, including training for local growers and producers</p> <p><b>STATUS:</b> On-going</p>	<p><b>ACTION:</b> Support regional collaboration where it serves the greater good and promotes long-term sustainability</p> <p><b>STATUS:</b> On-going</p>
<p><b>ACTION:</b> Develop a Public Art Strategy to profile and celebrate the artists and arts in Ladysmith</p> <p><b>STATUS:</b> Not started Strategy. On-going support to Arts Council</p>	<p><b>ACTION:</b> In partnership with VIHA, redesign the Primary Health Centre and improve daycare services and elderly support</p> <p><b>STATUS:</b> On-going support with VIHA.</p>	<p><b>ACTION:</b> Explore opportunities for an eco-industrial project for a new industrial park at South Ladysmith</p> <p><b>STATUS:</b> On-going. Working with First Nations and road realignment in future.</p>	<p><b>ACTION:</b> Facilitate and encourage food sharing</p> <p><b>STATUS:</b> On-going donations to food bank from municipal gardens</p>	<p><b>ACTION:</b> Seek opportunities to leverage more efficient use of community facilities and resources</p> <p><b>STATUS:</b> On-going partnerships</p>
		<p><b>ACTION:</b> Continue to support home-based businesses</p> <p><b>STATUS:</b> Zoning Bylaw regulations updated. Home Based Business Guide produced.</p>	<p><b>ACTION:</b> Support the efforts of community partnerships</p> <p><b>STATUS:</b> On-going. 2016 – 2019 Council Strategic Priority</p>	<p><b>ACTION:</b> Pursue funding opportunities to advance the implementation of more costly aspects of the Sustainability Action Plan</p> <p><b>STATUS:</b> Pursuit of grants on-going</p>
		<p><b>ACTION:</b> Develop, support and promote eco-tourism business possibilities within the community</p> <p><b>STATUS:</b> On-going</p>		
				

# SUSTAINABILITY PROGRESS REPORT

## OBJECTIVES & INDICATORS

Growth & Development	Transportation	Energy & Emissions	Green & Natural Systems	Water & Waste Systems
<p><b>OBJECTIVE:</b> Increased housing diversity across Ladysmith</p> <p><b>INDICATOR:</b> % of type of housing types</p> <p>Target – 70% Single Family /30% Multi-Family (OCP)</p> <p>Current – 75% Single Family / 25% Multi-Family (Statistics Canada 2011)</p> <p>Housing types: 2001 79% SDH 2006 72% SDH (LIVESMART BC)</p>	<p><b>OBJECTIVE:</b> Increase walking</p> <p><b>INDICATOR:</b> #/% of residents who walk to meet daily needs</p> <p>Target – 7% (Provincial Average)</p> <p>Current – 6% of all work trips (2006 Census)</p>	<p><b>OBJECTIVE:</b> Reduce community energy use and GHG emissions</p> <p><b>INDICATOR:</b> Annual total of community energy use (kWh and GJ) and GHG emissions (tonne CO<sub>2</sub>e)</p> <p>Target – 5% reduction by 2012 from 2007 levels; 15% reduction by 2016 from 2007; 33% reduction by 2020 from 2007 levels (OCP)</p> <p>Current: Commercial: 2007 – 14,955 2010 – 16,035 7% increase</p> <p>Residential: 2007 – 10,324 2010 – 9,850 5% reduction</p>	<p><b>OBJECTIVE:</b> Protect parks and natural ecosystems</p> <p><b>INDICATOR:</b> Amount of protected natural greenspace and parkland within the Town</p> <p>Target – To be reviewed and established in PRC Master Plan 2016</p> <p>Current - in progress, completion of PRC Master plan in 2016</p>	<p><b>OBJECTIVE:</b> Encourage water conservation</p> <p><b>INDICATOR:</b> 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>Current – overall consumption 2015 reduced by 2%</p>
<p><b>OBJECTIVE:</b> More areas with transit supported densities</p> <p><b>INDICATOR:</b> aggregate density of population</p> <p>Target – 17-30 units per hectare (TOD)</p> <p>Current – 3-4 units per hectare (Population density per km<sup>2</sup> - 660.6 (Statistics Canada 2011)</p>	<p><b>OBJECTIVE:</b> Increase cycling</p> <p><b>INDICATOR:</b> #/% of users of Town bike system</p> <p>Target – 2% (Provincial Average)</p> <p>Current – 0.3% of all work trips (2006 Census)</p>	<p><b>OBJECTIVE:</b> Reduce energy use and emissions related to Town operations</p> <p><b>INDICATOR:</b> Annual total of corporate energy use (kWh and GJ) and GHG emissions (tonne CO<sub>2</sub>e)</p> <p>Target – 10% overall reduction in total municipal emission by 2012 from 2007 levels. 20% overall reduction from 2016 from 2007 levels</p> <p>2007 – 410 CO<sub>2</sub>e 2012- 458 CO<sub>2</sub>e *(11% above)</p> <p>*new buildings added Current - 2015 – 322CO<sub>2</sub>e (30% below 2012 – 21% below 2007)</p>	<p><b>OBJECTIVE:</b> Restore the ecological functionality of degraded sensitive ecosystem areas</p> <p><b>INDICATOR:</b> % of degraded sensitive ecosystem areas that have an appropriate level of ecological function restored</p> <p>Target – Not yet established</p>	<p><b>OBJECTIVE:</b> Use best practices in stormwater and wastewater management</p> <p><b>INDICATOR:</b> Streams water quality index</p> <p>Target – Not yet established</p> <p>Current - Completion of Waste Water Plant in 2016</p>
<p><b>OBJECTIVE:</b> More mixed uses in more areas of Ladysmith</p> <p><b>INDICATOR:</b> % of different land uses</p> <p>Target – Not yet established</p> <p>Current – Data not available</p>	<p><b>OBJECTIVE:</b> Increase transit usage</p> <p><b>INDICATOR:</b> # of transit riders on local/inter-municipal system</p> <p>Target – 10% (Provincial Average)</p> <p>Current – 0.5% of all work trips (2006 Census)</p>	<p><b>OBJECTIVE:</b> Reduce, divert and manage solid waste to achieve target of zero waste</p> <p><b>INDICATOR:</b> Amount of solid waste landfilled, per capita</p> <p>Target – Not yet established</p>		<p><b>OBJECTIVE:</b> Reduce the amount of environmentally hazardous substances and waste</p> <p><b>INDICATOR:</b> Hazardous waste generated in tonnes</p> <p>Target – Not yet established</p>
				

# SUSTAINABILITY PROGRESS REPORT

OBJECTIVES & INDICATORS				
Culture & Identity	Public Health & Social Development	Economic Development	Local Food & Agriculture	Leadership & Partnerships
<p><b>OBJECTIVE:</b> Encourage greater participation and appreciation of Ladysmith's arts and cultural events and facilities</p> <p><b>INDICATOR:</b> % of residents actively participating in public celebrations</p> <p>Target – To be reviewed and established in PRC Master Plan 2016</p> <p>Current - in progress. Completion of PRC Master Plan in 2016.</p>	<p><b>OBJECTIVE:</b> Improve physical and social well-being of Ladysmith residents</p> <p><b>INDICATOR:</b> % 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 2016 Current - in progress. Completion of PRC Master Plan in 2016.</p>	<p><b>OBJECTIVE:</b> Business Diversity</p> <p><b>INDICATOR:</b> # of businesses; % of businesses in target growth sectors</p> <p>#of licensed businesses (not including mobile businesses) – 410</p> <p>% of businesses in target growth sectors: 68%</p>	<p><b>OBJECTIVE:</b> Increase opportunities for local food production, processing, retail and celebration</p> <p><b>INDICATOR:</b> Spending on local food</p> <p>Target – not yet established other than 10% shift</p> <p>Current - not yet established other than 10% shift</p>	<p><b>OBJECTIVE:</b> Actively engage regional partners and stakeholders in planning and decision-making for sustainability initiatives</p> <p><b>INDICATOR:</b> # of sustainability initiatives completed with partners and stakeholder organizations</p> <p>Target – not yet established</p>
<p><b>OBJECTIVE:</b> Preserve and enhance Ladysmith's built heritage</p> <p><b>INDICATOR:</b> # 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><b>OBJECTIVE:</b> Improve access to affordable housing</p> <p><b>INDICATOR:</b> # 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><b>OBJECTIVE:</b> More money spent at local independent businesses</p> <p><b>INDICATOR:</b> Local spending</p> <p>Target – 10%</p>		<p><b>OBJECTIVE:</b> Actively engage citizens in community building, planning and decision making</p> <p><b>INDICATOR:</b> # of residents participating in public events; visitors to Town website (Sustainability webpages)</p> <p>Target – Not yet established Current – Strategic Priority of Council 2016</p>
<p><b>OBJECTIVE:</b> Enhance support to Ladysmith's diverse arts, cultural and heritage venues and events</p> <p><b>INDICATOR:</b> Dollars spent to provide cultural services Value of arts grants distributed (\$ per resident)</p> <p>Target – To be reviewed in PRC Master Plan Current - in progress. Completion of PRC Master Plan in 2016</p>		<p><b>OBJECTIVE:</b> Increase in tourist visits</p> <p><b>INDICATOR:</b> visits by tourists at visitor's centre and overnight visitor stays at marina</p> <p>Target – 10% growth per year Visitor Centre: 8,535 Marina: 2,090 Visitor night stays, 25% increase over previous year</p>		<p><b>OBJECTIVE:</b> Continue to promote the efficient and effective management of municipal services with the goal of continuous improvement of long-term fiscal sustainability</p> <p><b>INDICATOR:</b> 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.</p> <p>On-going</p>	<p>Open discussions with Province to identify ways to work together on sustainable innovations.</p> <p>On-going</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>Undertake more detailed mapping of wildlife habitats and corridors</p> <p>On-going with CVRD</p>	<p>Explore options for composting of municipal bio-solids</p> <p>Commenced</p>
<p>Explore ways to integrate other land uses into or around existing single-use areas.</p> <p>On-going</p>	<p>Create an alternative transportation reserve fund financed through off-street parking funds to enhance car-free opportunities.</p>	<p>Review existing guidelines to support green building directions in both new construction and renovations or retrofits</p>	<p>Support the protection of sensitive areas such as wetlands and watersheds.</p> <p>On-going. Commenced the watershed Roundtable</p>	<p>Expand the curbside recycling program to include glass and Styrofoam</p>
<p>Implement land use regulations to support the Downtown Plan and Waterfront Plan.</p> <p>Following completion of plans.</p>	<p>Support car-pooling and car co-op programs within the community.</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>Reduce/eliminate invasive species throughout the community.</p> <p>On-going Example: knotweed &amp; broom</p>	<p>Improve rainwater management</p>
<p>Leverage Ladysmith's location along the Island highway corridor – pursue addition of appropriate land uses along this corridor.</p> <p>On-going</p>	<p>Consider opportunities to develop new road standards that include narrower streets, bike lanes and other traffic calming provisions.</p> <p>On-going consideration</p>	<p>Use heat from available sources, such as sewage pipes at the WWTP 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>Improve the pedestrian linkage between downtown, the highway and the waterfront.</p> <p>On-going</p>				

# SUSTAINABILITY PROGRESS REPORT

## FUTURE PRIORITIES

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



# FINANCIAL STATEMENTS

*for Fiscal Year Ending  
December 31, 2015*

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December 31, 2015

## STATEMENT OF MANAGEMENT'S RESPONSIBILITY

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

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

*MNP LLP* as the Municipality's appointed external auditors, have audited the Consolidated Financial Statements. The Auditor's report is addressed to the Mayor and members of Council and appears on the following page. Their opinion is based upon an examination conducted in accordance with Canadian Auditing Standards, performing such tests and other procedures as they consider necessary to obtain reasonable assurance that the Consolidated Financial Statements are free of material misstatement and present fairly the financial position and results of the Municipality in accordance with Canadian Public Sector Accounting Standards.



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Ruth Malli, CPA, CGA  
Chief Administration Officer

# Independent Auditor's 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, 2015 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, 2015 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 18, 2016

  
Chartered Professional Accountants

# Consolidated Statement of Financial Position

*as at December 31, 2015*

	<b>2015</b>	<b>2014</b>
<b>Financial Assets</b>		
Cash and short term deposits (Note 3)	\$ 13,653,298	\$ 12,790,890
Accounts receivable (Note 4)	2,934,237	4,175,786
	16,587,535	16,966,676
<b>Liabilities</b>		
Accounts payable and accrued liabilities (Note 5)	2,030,493	1,734,074
Post-employment benefits (Note 6)	268,000	276,300
Deferred revenue (Note 7)	368,849	311,057
Refundable deposits and other (Note 8)	391,720	333,530
Restricted reserves - other (Note 9)	490,270	480,150
Development cost charge reserve (Note 9)	1,769,872	1,477,171
Federal gas tax reserve (Note 11)	1,060,650	976,699
Obligations under capital lease (Note 12 & Schedule I)	445,707	558,406
Equipment Financing (Note 13)	42,952	-
Short term financing (Note 14 & Schedule II)	4,920,000	-
Debenture debt (Note 15 & Schedule III)	2,976,232	3,231,518
	14,764,745	9,378,905
<b>Net Financial Assets</b>	1,822,790	7,587,771
<b>Non-Financial Assets</b>		
Tangible Capital Assets (Schedule X)	89,175,441	80,163,584
Prepays	107,343	101,293
Inventory	74,792	74,824
	89,357,576	80,339,701
<b>Accumulated Surplus (Note 20)</b>	<b>\$ 91,180,366</b>	<b>\$ 87,927,472</b>

*Commitments and Contingencies (Note 16)*



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Director of Financial Services

*See accompanying notes to the financial statements*

# Consolidated Statement of Operations

For the year ended December 31, 2015

	<u>2015</u>	<u>Budget 2015</u> (Note 21)	<u>2014</u>
<b>Revenue</b>			
Taxes - (Schedule IV)	\$ 9,164,130	\$ 9,162,471	\$ 8,619,254
Fees and charges			
General (Schedule V)	1,894,740	1,758,454	1,735,798
Sewer (Schedule V)	791,347	767,278	741,877
Water (Schedule V)	713,268	765,290	713,777
Investment Income	132,452	105,000	130,693
Penalty and interest on tax	123,546	123,000	123,986
Grants (Schedule VIII)	2,534,795	4,330,519	3,504,463
Donations and contributed tangible capital assets	241,914	128,700	143,043
Gain on foreign exchange	131,994	-	95,762
Gain (loss) on disposal of tangible capital assets	164,961	-	(35,830)
Municipal Finance Authority refunds	47,299	-	-
Development fees	108,075	108,075	111,625
Local area improvements	-	-	8,922
Gas tax funds utilized	299,363	755,400	261,684
	<u>16,347,884</u>	<u>18,004,187</u>	<u>16,155,054</u>
<b>Expenses</b>			
General government services	2,270,072	2,361,001	2,240,654
Protective services	1,901,564	1,985,484	1,805,295
Transportation services	1,971,138	2,334,276	2,172,972
Garbage services	485,293	553,020	454,278
Cemetery services	21,492	30,072	23,999
Development services	516,386	691,077	560,900
Recreation and cultural services	2,387,738	2,527,052	2,342,825
Parks operation services	894,327	903,188	836,094
Sewer	1,274,354	1,664,386	1,074,454
Water	1,372,626	1,246,229	975,569
	<u>13,094,990</u>	<u>14,295,785</u>	<u>12,487,040</u>
Annual Surplus	3,252,894	3,708,402	3,668,014
Accumulated Surplus, beginning of year	<u>87,927,472</u>	<u>87,927,472</u>	<u>84,259,458</u>
Accumulated Surplus - end of year	<u>\$ 91,180,366</u>	<u>\$ 91,635,874</u>	<u>\$ 87,927,472</u>

See accompanying notes to the financial statements

# Consolidated Statement of Cash Flows

For the Year Ended December 31, 2015

	<u>2015</u>	<u>2014</u>
Operating Transactions		
Annual Surplus	\$ 3,252,894	\$ 3,668,014
Less non-cash items included in surplus:		
Amortization	2,512,157	2,436,048
Loss (gain) on disposal of tangible capital assets	(164,961)	35,830
Actuarial adjustments on debenture debt	(88,962)	(78,504)
Contributed tangible capital assets	(127,251)	(110,215)
	<u>5,383,877</u>	<u>5,951,173</u>
Accounts receivable	1,241,549	(1,275,040)
Prepaid expenses	(6,050)	17,356
Inventory	32	9,251
Accounts payable and accrued liabilities	296,420	171,550
Post employment benefits	(8,300)	50,400
Deferred revenues	57,792	81,817
Refundable deposits and other	58,190	(62,712)
Restricted reserves	10,120	5,937
Development cost charge reserve	292,701	(40,519)
Gas tax reserve	83,951	121,711
Cash provided by operating transactions	<u>7,410,282</u>	<u>5,030,925</u>
Capital Transactions		
Proceeds on sale of tangible capital assets	166,975	6,426
Cash used to acquire tangible capital assets	(11,398,779)	(4,606,232)
	<u>(11,231,804)</u>	<u>(4,599,806)</u>
Financing		
Proceeds of short-term financing	4,920,000	-
Repayment of long-term debt and capital leases	(236,071)	(231,251)
Net (Decrease) Increase in cash from financing	<u>4,683,929</u>	<u>(231,251)</u>
Increase in Cash and Short Term Deposits	862,407	199,868
Cash and Short Term Deposits - Beginning of Year	12,790,890	12,591,022
Cash and Short Term Deposits - End of Year	<u>\$ 13,653,298</u>	<u>\$ 12,790,890</u>

See accompanying notes to the financial statements

# Consolidated Statement of Changes in Net Financial Assets

For the Year Ended December 31, 2015

	<u>2015</u>	<u>Budget 2015</u> (Note 21)	<u>2014</u>
Annual Surplus	\$ 3,252,894	\$ 3,708,402	\$ 3,668,014
Acquisition of tangible capital assets	(11,526,030)	(16,657,483)	(4,764,215)
Amortization of tangible capital assets	2,512,157	2,485,372	2,436,048
Loss (gain) on sale of tangible capital assets	(164,961)	-	35,830
Proceeds from sale of tangible capital assets	166,975	-	6,429
Decrease (Increase) in inventories	32	-	9,251
Decrease (Increase) in prepaids	(6,050)	-	17,356
Change in Net Financial Assets	<u>(5,764,982)</u>	<u>(10,463,709)</u>	<u>1,408,713</u>
Net Financial Assets, beginning of year	<u>7,587,771</u>		<u>6,179,058</u>
Net Financial Assets, end of year	<u>\$ 1,822,790</u>		<u>\$ 7,587,771</u>

See accompanying notes to the financial statements

# Notes to the Consolidated Financial Statements

*For the Year Ended December 31, 2015*

## 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, 2015

## 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 Short-Term Deposits

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

# Notes to the Consolidated Financial Statements

*For the Year Ended December 31, 2015*

## 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, accrued liabilities, post-employment benefits, provisions for contingencies and amortization rates, useful lives and salvage values for determining tangible capital asset values. Actual results could differ from those estimates. Liabilities for contaminated sites are estimated based on the best information available regarding potentially contaminated sites that the Town is responsible for. Adjustments, if any, will be reflected in operations in the period of settlement.

### (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 \$ 75,837. 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 on foreign exchange has been recognized in the Statement of Operations using the exchange rate in effect on December 31, 2015.

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, 2015*

## 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) Liability for contaminated sites

A liability for remediation of a contaminated site is recognized at the best estimate of the amount required to remediate the contaminated site when contamination exceeding an environmental standard exists, the Town of Ladysmith is either directly responsible or accepts responsibility, it is expected that future economic benefits will be given up, and a reasonable estimate of the amount is determinable. The best estimate of the liability includes all costs directly attributable to remediation activities and is reduced by expected net recoveries based on information available at December 31, 2015.

The Town has determined that no owned properties meet the criteria to recognize a liability for contaminated sites.

At each financial reporting date, the Town of Ladysmith reviews the carrying amount of the liability. Any revisions required to the amount previously recognized is accounted for in the period revisions are made. If applicable, the Town of Ladysmith will recognize the liability until it is settled or otherwise extinguished. Disbursements made to settle the liability are deducted from the reported liability when they are made.

# Notes to the Consolidated Financial Statements

*For the Year Ended December 31, 2015*

## 2. Significant Accounting Policies (continued)

### (I) Recent Accounting Pronouncements

#### ***PS 2200 Related Party Disclosures***

In March 2015, as part of the CPA Canada Public Sector Accounting Handbook Revisions Release No. 42, the Public Sector Accounting Board issued a new standard, PS 2200 Related Party Disclosures.

This new Section defines related party and established disclosures required for related party transactions. Disclosure of information about related party transactions and the relationship underlying them is required when they have occurred at a value different from that which would have been arrived at if the parties were unrelated, and they have, or could have, a material financial effect on the financial statements.

This section is effective for fiscal years beginning on or after April 1, 2017. Early adoption is permitted.

The Town does not expect application of the new Standard to have a material effect on the consolidated financial statements.

#### ***PS 3210 Assets***

In June 2015, new PS 3210 Assets was included in the CPA Canada Public Sector Accounting Handbook. The new Section provides guidance for applying the definition of assets set out in PS 1000 Financial Statement Concepts. The main features of this standard are as follows:

Assets are defined as economic resources controlled by a government as a result of past transactions or events and from which future economic benefits are expected to be obtained.

Economic resources can arise from such events as agreements, contracts, other government's legislation, the government's own legislation, and voluntary contributions.

The public is often the beneficiary of goods and services provided by a public sector entity. Such assets benefit public sector entities as they assist in achieving the entity's primary objective of providing public goods and services.

A public sector entity's ability to regulate an economic resource does not, in and of itself, constitute control of an asset, if the interest extends only to the regulatory use of the economic resource and does not include the ability to control access to future economic benefits.

A public sector entity acting as a trustee on behalf of beneficiaries specified in an agreement or statute is merely administering the assets, and does not control the assets, as future economic benefits flow to the beneficiaries.

An economic resource may meet the definition of an asset, but would not be recognized if there is no appropriate basis for measurement and a reasonable estimate cannot be made, or if another Handbook Section prohibits its recognition. Information about assets not recognized should be disclosed in the notes.

*These notes form an integral part of these financial statements*

# Notes to the Consolidated Financial Statements

*For the Year Ended December 31, 2015*

## 2. Significant Accounting Policies (continued)

The standard is effective for fiscal years beginning on or after April 1, 2017. Earlier adoption is permitted.

The Town does not expect application of the new Standard to have a material effect on the consolidated financial statements.

### **PS 3320 Contingent Assets**

In June 2015, new PS 3320 Contingent Assets was included in the CPA Canada Public Sector Accounting Handbook. The new Section establishes disclosure standards on contingent assets. The main features of this Standard are as follows:

Contingent assets are possible assets arising from existing conditions or situations involving uncertainty. That uncertainty will ultimately be resolved when one or more future events not wholly within the public sector entity's control occurs or fails to occur. Resolution of the uncertainty will confirm the existence or non-existence of an asset.

Passing legislation that has retroactive application after the financial statement date cannot create an existing condition or situation at the financial statement date.

Elected or public sector entity officials announcing public sector entity intentions after the financial statement date cannot create an existing condition or situation at the financial statement date.

Disclosures should include existence, nature, and extent of contingent assets, as well as the reasons for any non-disclosure of extent, and the bases for any estimates of extent made.

When a reasonable estimate can be made, disclosure should include a best estimate and a range of possible amounts (or a narrower range of more likely amounts), unless such a disclosure would have an adverse impact on the outcome.

The standard is effective for fiscal years beginning on or after April 1, 2017. Earlier adoption is permitted. The Town does not expect application of the new Standard to have a material effect on the consolidated financial statements.

### **PS 3380 Contractual Rights**

In June 2015, new PS 3380 Contractual Rights was included in the CPA Canada Public Sector Accounting Handbook. This new Section establishes disclosure standards on contractual rights, and does not include contractual rights to exchange assets where revenue does not arise. The main features of this Standard are as follows:

Contractual rights are rights to economic resources arising from contracts or agreements that will result in both an asset and revenue in the future.

Until a transaction or event occurs under a contract or agreement, an entity only has a contractual right to an economic resource. Once the entity has received an asset, it no longer has a contractual right.

*These notes form an integral part of these financial statements*

# Notes to the Consolidated Financial Statements

*For the Year Ended December 31, 2015*

## 2. Significant Accounting Policies (continued)

Contractual rights are distinct from contingent assets as there is no uncertainty related to the existence of the contractual right.

Disclosures should include descriptions about nature, extent, and timing.

The standard is effective for fiscal years beginning on or after April 1, 2017. Earlier adoption is permitted.

The Town does not expect application of the new Standard to have a material effect on the consolidated financial statements.

### ***PS 3430 Restructuring Transactions***

In June 2015, new PS 3430 Restructuring Transactions was included in the CPA Canada Public Sector Accounting Handbook. The new Section establishes disclosure standards on contingent assets. The main features of this Standard are as follows:

A restructuring transaction is defined separately from an acquisition. The key distinction between the two is the absence of an exchange of consideration in a restructuring transaction.

A restructuring transaction is defined as a transfer of an integrated set of assets and/or liabilities, together with related program or operating responsibilities that does not involve an exchange of consideration.

Individual assets and liabilities transferred in a restructuring transaction are derecognized by the transferor at their carrying amount and recognized by the recipient at their carrying amount with applicable adjustments.

The increase in net assets or net liabilities resulting from recognition and derecognition of individual assets and liabilities received from all transferors, and transferred to all recipients in a restructuring transaction, is recognized as revenue or as an expense.

Restructuring-related costs are recognized as expenses when incurred.

Individual assets and liabilities received in a restructuring transaction are initially classified based on the accounting policies and circumstances of the recipient at the restructuring date.

The financial position and results of operations prior to the restructuring date are not restated. Disclosure of information about the transferred assets, liabilities and related operations prior to the restructuring date by the recipient is encouraged but not required.

The Section is effective for new restructuring transactions that occur in fiscal periods beginning on or after April 1, 2018. Earlier application is encouraged.

The Town does not expect application of the new Standard to have a material effect on the consolidated financial statements.

*These notes form an integral part of these financial statements*

# Notes to the Consolidated Financial Statements

For the Year Ended December 31, 2015

### 3. Cash and Short Term Deposits

Cash and short term deposits were comprised as follows:

	<u>2015</u>	<u>2014</u>
Cash	\$ 12,886,680	\$ 12,030,766
Short term deposits	766,618	760,124
	<u>\$ 13,653,298</u>	<u>\$ 12,790,890</u>

Included in Cash is a deposit of \$1,157,870 (the equivalent of \$852,854 US Funds based on the exchange rate at the Ladysmith and District Credit Union on December 31, 2015). 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>2015</u>	<u>2014</u>
Restricted reserves - other	\$ 490,270	\$ 480,150
Federal gas tax reserve	1,060,650	976,699
Development cost charges reserve	1,769,872	1,477,171
	<u>\$ 3,320,793</u>	<u>\$ 2,934,020</u>

### 4. Accounts Receivable

	<u>2015</u>	<u>2014</u>
Property taxes	\$ 1,243,983	\$ 1,277,401
Other government	1,031,001	2,258,560
User fees and other	631,823	615,204
Developer receivables	16,253	16,253
Employee receivables	11,177	8,369
	<u>\$ 2,934,237</u>	<u>\$ 4,175,786</u>

These notes form an integral part of these financial statements

# Notes to the Consolidated Financial Statements

For the Year Ended December 31, 2015

## 5. Accounts Payable and Accrued Liabilities

	<u>2015</u>	<u>2014</u>
General	\$ 1,007,433	\$ 1,284,364
Other governments	1,151	1,039
Salaries and wages	194,764	188,300
Contractor holdbacks	786,222	219,448
Accrued interest	<u>40,923</u>	<u>40,923</u>
	<u>\$ 2,030,493</u>	<u>\$ 1,734,074</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, 2015. The change in the liability in the financial statements in respect of obligations under the plan amounts to \$8,300. (\$50,400 - 2014).

The accrued post-employment benefits are as follows:

	<u>2015</u>	<u>2014</u>
Balance, beginning of year	\$ 276,300	\$ 225,900
Current service costs	30,400	29,200
Benefits paid	(32,700)	(13,700)
Actuarial (gain)/loss	<u>(6,000)</u>	<u>34,900</u>
Balance, end of year	<u>\$ 268,000</u>	<u>\$ 276,300</u>

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

	<u>2015</u>	<u>2014</u>
Discount Rate	3.10%	3.10%
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, 2015

## 7. Deferred Revenue

	<u>2015</u>	<u>2014</u>
Licence fees & charges	\$ 6,133	\$ 5,961
Rental payments	589	37,957
Prepaid property tax	243,115	163,609
Subdivision tree prepayment	45,604	35,105
Recreation prepayment	32,399	26,928
Utilities	26,249	26,102
Other	14,759	15,396
	<u>\$ 368,849</u>	<u>\$ 311,057</u>

## 8. Refundable Deposits and Other

	<u>2015</u>	<u>2014</u>
Developer performance deposits	\$ 212,120	\$ 159,780
Damage deposits	179,400	173,550
Other	200	200
	<u>\$ 391,720</u>	<u>\$ 333,530</u>

These notes form an integral part of these financial statements

# Notes to the Consolidated Financial Statements

## For the Year Ended December 31, 2015

### 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, LRC Capital and B&G Capital for the replacement of specific building components located at 630 2<sup>nd</sup> Avenue and 220 High Street.

Description	Balance Dec. 31, 2014	Interest	Contributions	Expenditures	Balance Dec. 31, 2015
DCC - Water	\$ 258,136	\$ 3,134	\$ 141,386	\$ -	\$ 402,656
DCC - Parks	270,463	2,682	45,360	-	318,504
DCC - Roads	431,985	3,923	96,180	(108,075)	424,013
DCC - Sewer	176,721	1,826	95,377	-	273,925
DCC - Storm	339,867	3,287	7,620	-	350,774
	<u>1,477,171</u>	<u>14,853</u>	<u>385,924</u>	<u>(108,075)</u>	<u>1,769,872</u>
Parking	72,304	694	-	-	72,998
Green Streets	1,427	14	-	-	1,441
Amphitheatre	14,725	146	1,200	-	16,071
LRC - Capital	369,197	283	2,480	-	371,960
B&G - Capital	22,497	240	5,064	-	27,801
	<u>480,150</u>	<u>1,377</u>	<u>8,744</u>	<u>-</u>	<u>490,270</u>
TOTAL	<u>\$ 1,957,321</u>	<u>\$ 16,229</u>	<u>\$ 394,667</u>	<u>\$ (108,075)</u>	<u>\$ 2,260,142</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. The Town is exposed to currency risk on its US dollar bank account, as described in Note 3. Unless otherwise noted, the fair value of these financial instruments approximates their carrying values.

# Notes to the Consolidated Financial Statements

For the Year Ended December 31, 2015

## 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.

	<u>2015</u>	<u>2014</u>
Opening balance of unspent funds	\$ 976,699	\$ 854,988
Add: Amounts received during the year	374,048	374,048
Interest earned	9,265	9,347
Less: Gas tax funds utilized	(299,363)	(261,684)
	<u>                    </u>	<u>                    </u>
Closing balance of unspent funds	<u>\$ 1,060,650</u>	<u>\$ 976,699</u>

## 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:

2016	\$ 61,317
2017	48,872
2018	332,139
2019	3,379
2020	-
Thereafter	-

Debt interest, less actuarial adjustments in the consolidated statement of financial activities, is calculated as \$8,673 (\$10,812 - 2014).

# Notes to the Consolidated Financial Statements

*For the Year Ended December 31, 2015*

## 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 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 1.70% per annum. The balance of the capital lease at December 31, 2015, which is included in obligation under capital leases, is \$2,416. Lease to expire July 2016. (\$6,559 - 2014)
- 2) 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 1.70% per annum. The balance of the capital lease at December 31, 2015, which is included in obligation under capital leases, is \$24,752. Lease to expire May 2017. (\$41,870 - 2014)
- 3) 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 1.70% per annum. The balance of the capital lease at December 31, 2015, which is included in obligation under capital leases, is \$2,212. Lease to expire July 2017. (\$3,587 - 2014)
- 4) 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 1.70% per annum. The balance of the capital lease at December 31, 2015, which is included in obligation under capital leases, is \$378,241. Lease to expire March 2018. (\$406,075 - 2014)
- 5) 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 1.70% per annum. The balance of the capital lease at December 31, 2015, which is included in obligation under capital leases, is \$5,781. Lease to expire February 2019. (\$7,546 - 2014)
- 6) 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 1.70% per annum. The balance of the capital lease at December 31, 2015, which is included in obligation under capital leases, is \$32,305. Lease to expire April 2019. (\$41,678 - 2014)

*These notes form an integral part of these financial statements*

# Notes to the Consolidated Financial Statements

For the Year Ended December 31, 2015

## 13. Equipment Financing

A new five year equipment financing agreement with the Municipal Finance Authority of British Columbia commenced on September 28, 2015 for the financing of a fire truck. The remaining obligation will be repaid with monthly payments in the amount of \$776 including interest at 1.24% per annum. The balance of the loan at December 31, 2015 is \$42,952. Loan to expire September 30, 2020.

The future minimum principal payments are:

2016	\$	8,769
2017		8,889
2018		9,015
2019		9,143
2020		7,136
Thereafter		-

## 14. Short-Term Debt

The Town executed short term borrowing of \$4,000,000 to construct the upgrade of the Waste Water Treatment Plant. An additional \$3,000,000 was executed in 2016.

The Town also executed short term borrowing of \$920,000 to purchase the properties at 12, 20, and 26 Buller Street and 721 First Avenue.

Principal Payments payable over the next five years:

	2016	2017	2018	2019	2020
Waste Water Treatment Plant	\$4,000,000	-	-	-	-
Buller Street Properties	-	-	-	-	\$ 920,000

*These notes form an integral part of these financial statements*

# Notes to the Consolidated Financial Statements

For the Year Ended December 31, 2015

## 15. Debenture Debt

The total long term debt issued and outstanding as at December 31, 2015 was \$2,976,232 (\$3,231,518 as at December 31, 2014). 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

	2016	2017	2018	2019	2020	Thereafter
General	\$ 66,033	\$ 66,033	\$ 66,033	\$ 66,033	\$ 66,033	\$ 726,362
Water	24,012	24,012	24,012	24,012	24,012	408,204
Sewer	-	-	-	-	-	-
	<u>\$ 90,045</u>	<u>\$ 1,134,566</u>				

### Actuarial sinking fund earnings

	2016	2017	2018	2019	2020	Thereafter
General	\$ 27,953	\$ 31,712	\$ 35,622	\$ 39,688	\$ 43,917	\$ 815,770
Water	2,998	4,078	5,202	6,371	7,586	370,544
Sewer	-	-	-	-	-	-
	<u>\$ 30,951</u>	<u>\$ 35,790</u>	<u>\$ 40,824</u>	<u>\$ 46,059</u>	<u>\$ 51,503</u>	<u>\$ 1,186,314</u>
	<u>\$120,996</u>	<u>\$125,835</u>	<u>\$130,869</u>	<u>\$136,104</u>	<u>\$141,548</u>	<u>\$2,320,880</u>

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

	Interest	Actuarial Adjustment	2015 Net	2014 Net
General - Interest	\$ 219,463	\$ 83,177	\$ 136,286	\$ 145,380
Water - Interest	34,000	1,959	32,041	33,040
Sewer - Interest	725	3,826	(3,101)	(1,263)
	<u>\$ 254,188</u>	<u>\$ 88,962</u>	<u>\$ 165,226</u>	<u>\$ 177,156</u>

## 16. Commitments and Contingencies

### (a) Contingent Liabilities

- i) The Town, as a member of the Cowichan Valley Regional District, is jointly and severally liable for operational deficits or long term debt related to functions in which it participates.
- ii) The loan agreements with the Municipal Finance Authority provide that if the Authority does not have sufficient funds to meet payments on its obligations it shall make payments from the Debt Reserve Fund which in turn is established by a similar Debt Reserve Fund in the Town and all other borrowing participants. If the Debt Reserve Fund is deficient the Authority's obligations become a liability of the regional district and may become a liability of the participating municipalities.
- iii) Various claims have been made against the Town as at December 31, 2015 for incidents which arose in the ordinary course of operations. In the opinion of management and legal counsel, the

*These notes form an integral part of these financial statements*

# Notes to the Consolidated Financial Statements

*For the Year Ended December 31, 2015*

## 16. Commitments and Contingencies (Continued)

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 employer and its employees contribute to the Municipal Pension Plan (a jointly trustee pension plan). The board of trustees, representing plan members and employers, is responsible for administering the plan, including investment of assets and administration of benefits. The Plan is a multi-employer defined benefit pension plan. Basic pension benefits are based on a formula. As at December 31, 2014, the Plan has about 185,000 active members and approximately 80,000 retired members. Active members include approximately 37,000 contributors from local governments.

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

The most recent valuation for the Municipal Pension Plan as of December 31, 2012, indicated a \$1.37 billion funding deficit for basic pension benefits on a going concern basis.

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, resulting in no consistent and reliable basis for allocating the obligation, assets and cost to individual employers participating in the plan.

The Town of Ladysmith paid \$430,067 (2014 - \$408,683) for employer contributions to the Plan in fiscal 2015.

### (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.

*These notes form an integral part of these financial statements*

# Notes to the Consolidated Financial Statements

For the Year Ended December 31, 2015

## 17. Significant Taxpayers

The Town is reliant upon 10 taxpayers for approximately 20.72% (21.19% - 2014) of the total property tax revenue which includes Western Forest Products at approximately 12.6% (13.1% - 2014) of the total property tax revenue.

## 18. 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>2015</u>	<u>2014</u>
<b>Assets</b>		
Cash and short term investment	\$ 147,252	\$ 143,932
<b>Equity</b>		
Opening balance	\$ 143,932	\$ 141,707
Interest	1,474	1,583
Transfer interest to fund cemetery costs	(1,474)	(1,583)
Contributions	3,320	2,225
Balance, end of year	<u>\$ 147,252</u>	<u>\$ 143,932</u>

## 19. 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, 2015

## 20. Accumulated Surplus

The Town segregates its accumulated surplus in the following categories:

	<u>2015</u>	<u>2014</u> (Restated)
Unappropriated equity	\$ 3,733,297	\$ 3,301,039
Appropriated equity (Schedule VI)	<u>5,612,326</u>	<u>7,307,629</u>
	<u>9,345,623</u>	<u>10,608,668</u>
<b>Capital Funds</b>		
General capital fund	127,404	113,288
Sewer capital fund	17,419	834
Water capital fund	<u>612,520</u>	<u>595,935</u>
	<u>757,344</u>	<u>710,057</u>
<b>Reserve Funds</b>		
Reserve funds (Schedule VI)	<u>286,847</u>	<u>235,633</u>
Equity in Tangible Capital Assets	<u>80,790,552</u>	<u>76,373,114</u>
Total Accumulated Surplus	<u>\$ 91,180,366</u>	<u>\$ 87,927,472</u>

## 21. Annual Budget

Fiscal plan amounts represent the Financial Plan Bylaw adopted by Council on May 11, 2015.

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	(2,485,372)
Proceeds from new debt	(9,800,000)
Transfers to/from own funds	(1,140,829)
Less:	
Principal payments on debt	477,120
Capital expenditures per budget	17,448,403
Capital Expenditures expensed according to Tangible Capital Asset Policy	<u>(790,920)</u>
Adjusted Annual Surplus	<u>\$ 3,708,402</u>

These notes form an integral part of these financial statements

# Notes to the Consolidated Financial Statements

*For the Year Ended December 31, 2015*

## 22. 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.

## 23. 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, 2015*

## 23. 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.

# Notes to the Consolidated Financial Statements

*For the Year Ended December 31, 2015*

## 23. 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.

## 24. Subsequent Events

Subsequent to year end, the Town borrowed an additional \$3,000,000 for a total of \$7,000,000 of the approved \$10,000,000 loan through the Municipal Finance Authority for the construction of the third phase of the wastewater treatment plant.

## 25. Changes in Accounting Policies

### ***PS 3260 Liabilities for Contaminated Sites***

Effective January 1, 2015, the Town of Ladysmith adopted the recommendations in PS 3260 Liabilities for Contaminated Sites, as set out in the Canadian public sector accounting standards. Pursuant to the recommendations, the change was applied prospectively, and prior periods have not been restated.

Previously, no accounting policy existed to account for a liability for contaminated sites. Under the new recommendations, the Town of Ladysmith is required to recognize a liability for contaminated sites when economic benefits will be given up, as described in Note 2 (k), Significant Accounting Policies.

There was no effect on the Town's financial statements from adopting the above-noted change in accounting policy.

*These notes form an integral part of these financial statements*

## Schedule of Obligations Under Capital Leases

For the Year Ended December 31, 2015 -- Schedule I

	<u>Term</u>	<u>Original Amount</u>	<u>Balance Dec 31, 2014</u>	<u>Principal Payments</u>	<u>Net Interest<sup>(1)</sup></u>	<u>Balance Dec 31, 2015</u>	<u>Interest Rate</u>
Spartan Fire Truck	2010-15	\$ 312,258	\$ 51,091	\$ 51,091	\$ 618	\$ -	1.70%
City Hall Copier	2011-16	19,780	6,559	4,143	79	\$ 2,416	1.70%
Fire Bush Truck	2012-17	83,652	41,870	17,118	575	\$ 24,752	1.70%
Spartan Fire Truck	2013-18	452,066	406,075	27,834	6,608	\$ 378,241	1.70%
P.W. Copier	2012-17	6,748	3,587	1,375	50	\$ 2,212	1.70%
Ricoh Copier - FJCC	2014-19	8,967	7,546	1,765	113	\$ 5,781	1.70%
Fitness Equip - FJCC	2014-19	47,765	41,678	9,373	630	\$ 32,305	1.70%
		<u>\$ 931,236</u>	<u>\$ 558,406</u>	<u>\$ 112,698</u>	<u>\$ 8,673</u>	<u>\$ 445,707</u>	

<sup>(1)</sup> Interest, net of actuarial adjustments

# Schedule of Short Term Debt

*For the Year Ended December 31, 2015 -- Schedule II*

## **SCHEDULE II**

	<u>Term</u>	<u>Original Amount</u>	<u>Balance Dec 31, 2014</u>	<u>Principal Payments</u>	<u>Net Interest <sup>(1)</sup></u>	<u>Balance Dec 31, 2015</u>	<u>Interest Rate</u>
<b><u>General Capital Fund</u></b>							
2015 Buller Street Properties	5 years	\$ 920,000	\$ -	\$ -	\$ 5,318	\$ 920,000	1.30%
<b><u>Sewer Capital Fund</u></b>							
2015 Waste Water Treatment Plant	5 years	4,000,000	-	-	22,564	4,000,000	1.30%
		<b><u>\$ 4,920,000</u></b>	<b><u>\$ -</u></b>	<b><u>\$ -</u></b>	<b><u>\$ 27,881</u></b>	<b><u>\$ 4,920,000</u></b>	

<sup>(1)</sup> Interest, net of actuarial adjustments

# Schedule of Debenture Debt

*For the Year Ended December 31, 2015 -- Schedule III*

	<u>Issue #</u>	<u>Term</u>	<u>Original Amount</u>	<u>Balance Dec 31, 2014</u>	<u>Principal Payments</u>	<u>Net Interest <sup>(1)</sup></u>	<u>Balance Dec 31, 2015</u>	<u>Interest Rate</u>		
<b><u>General Capital Fund</u></b>										
	2000	First Avenue	73	2000-15	\$ 1,438,000	\$ 130,462	\$ 130,462	\$ 32,474	\$ -	6.35%
	2006	RCMP Building	97	2006-31	2,750,000	2,141,558	90,371	103,812	2,051,187	4.66%
<b><u>Water Capital Fund</u></b>										
	2012	Water Improvements	118	2012-37	1,000,000	951,016	25,971	32,041	925,044	3.40%
<b><u>Sewer Capital Fund</u></b>										
	2000	Sewer Improvements	72	2000-15	93,500	8,483	8,483	(3,101)	-	6.45%
			<hr/>							
			\$ 5,281,500    \$ 3,231,518    \$ 255,287    \$ 165,226    \$ 2,976,232							

<sup>(1)</sup> Interest, net of actuarial adjustments

# Schedule of Tax Revenues

For the Year Ended December 31, 2015 -- Schedule IV

	<u>Actuals 2015</u>	<u>Budget 2015</u>	<u>Actuals 2014</u>
<b>General Taxes</b>			
General municipal purposes	\$ 7,456,243	\$ 7,458,863	\$ 7,022,129
Grants in lieu and 1% utility tax	165,762	164,115	165,983
Water and sewer parcel tax	1,542,125	1,539,493	1,431,141
	<u>\$ 9,164,130</u>	<u>\$ 9,162,471</u>	<u>\$ 8,619,254</u>
<b>Collections for other governments:</b>			
School district	\$ 2,993,017	\$ 2,990,048	\$ 3,028,714
Regional hospital district	694,246	693,237	642,775
Regional district	1,139,643	1,138,082	1,018,087
BCAA and MFA	82,205	82,122	85,103
Library	340,973	341,052	328,044
	<u>\$ 5,250,083</u>	<u>\$ 5,244,541</u>	<u>\$ 5,102,722</u>
<b>Less:</b>			
<b>Transmission of taxes levied for other agencies:</b>			
School district	\$ 2,993,017	\$ 2,990,048	\$ 3,028,714
Regional hospital district	694,246	693,237	642,775
Regional district	1,139,643	1,138,082	1,018,087
BCAA and MFA	82,205	82,122	85,103
Library	340,973	341,052	328,044
	<u>\$ 5,250,083</u>	<u>\$ 5,244,541</u>	<u>\$ 5,102,722</u>
<b>Net Taxation</b>	<u>\$ 9,164,130</u>	<u>\$ 9,162,471</u>	<u>\$ 8,619,254</u>

## Schedule of Fees and Charges

For the Year Ended December 31, 2015 -- Schedule V

	<u>Actuals 2015</u>	<u>Budget 2015</u>	<u>Actuals 2014</u>
Licences and fines	\$ 85,957	\$ 79,650	\$ 81,540
Garbage services	638,647	621,750	595,863
General government services	110,514	77,773	124,753
Cemetery services	33,095	30,072	27,630
Recreation services	674,765	632,242	599,304
Permits and Fees	116,344	78,900	72,197
Protective Services	235,418	238,067	234,511
Water Utility Fees	713,268	765,290	713,777
Sewer Utility Fees	791,347	767,278	741,877
	<u>\$ 3,399,355</u>	<u>\$ 3,291,022</u>	<u>\$ 3,191,452</u>

# Continuity Schedule of Reserves and Appropriated Equity

For the Year Ended December 31, 2014 - Schedule VI (Unaudited)

## Restated

	Balance Dec. 31, 2014	Interest Allocated	Contributions	Funding	Balance Dec. 31, 2015
<b>RESERVES</b>					
Tax Sale	\$ 25,430	\$ 264	\$ -	\$ -	\$ 25,694
Perpetual Safety Fund	12,654	132	-	-	12,786
Sale Real Property	-	-	-	-	-
Municipal Office Building	115,000	-	60,000	-	175,000
Amenity Funds	82,549	818	-	10,000	73,367
<b>TOTAL RESERVES</b>	<b>\$ 235,633</b>	<b>\$ 1,214</b>	<b>\$ 60,000</b>	<b>\$ 10,000</b>	<b>\$ 286,847</b>
<b>APPROPRIATED EQUITY - OPERATIONS</b>					
General Operating Fund					
Future Projects	1,135,134	-	691,679	270,964	1,555,849
Equipment	788,967	-	328,070	153,683	963,354
Land & Building	71,235	-	157,360	14,200	214,395
Tax Contingency	107,986	-	-	100,000	7,986
Snow & Ice Removal	30,000	-	-	-	30,000
Infrastructure Deficit	140,140	-	178,039	-	318,179
Multi-Materials BC Rebate	60,800	-	89,040	3,127	146,713
	<u>2,334,262</u>	<u>-</u>	<u>1,444,188</u>	<u>541,974</u>	<u>3,236,476</u>
Water Operating Fund					
Capital Expenditures	778,003	-	151,450	125,545	803,908
MFA Surplus Refunds	524,076	-	-	-	524,076
Total Water Operating Fund	<u>1,302,079</u>	<u>-</u>	<u>151,450</u>	<u>125,545</u>	<u>1,327,984</u>
Sewer Operating Fund					
Capital Expenditures	3,064,935	-	784,996	3,414,009	435,922
MFA Surplus Refunds	606,353	-	5,591	-	611,944
Total Sewer Operating Fund	<u>3,671,288</u>	<u>-</u>	<u>790,587</u>	<u>3,414,009</u>	<u>1,047,866</u>
<b>TOTAL APPROPRIATED EQUITY</b>	<b>\$ 7,307,629</b>	<b>\$ -</b>	<b>\$ 2,386,225</b>	<b>\$ 4,081,528</b>	<b>\$ 5,612,326</b>
<b>TOTAL RESERVES AND APPROPRIATED EQUITY</b>	<b>\$ 7,543,262</b>	<b>\$ 1,214</b>	<b>\$ 2,446,225</b>	<b>\$ 4,091,528</b>	<b>\$ 5,899,173</b>

# Schedule of Restricted Reserves, Reserves and Equity by Fund

For the Year Ended December 31, 2013 - Schedule VII

## SCHEDULE VII

(Unaudited)

	<b>Restricted Reserves</b>	<b>Allocated Reserves</b>	<b>Appropriated Equity</b>	<b>Unappropriated Equity</b>	<b>Capital Funds Equity</b>	<b>Total</b>
General operating fund	\$ -	\$ -	\$ 3,236,476	\$ 875,140	\$ -	\$ 4,111,616
Water operating fund	-	-	1,327,984	511,306	-	1,839,290
Sewer operating fund	-	-	1,047,866	2,346,851	-	3,394,717
Reserve fund	490,270	286,847	-	-	-	777,118
General capital fund	-	-	-	-	127,404	127,404
Water capital fund	-	-	-	-	612,520	612,520
Sewer capital fund	-	-	-	-	17,419	17,419
<b>Total</b>	<b>\$ 490,270</b>	<b>286,847</b>	<b>\$ 5,612,326</b>	<b>\$ 3,733,297</b>	<b>\$ 757,344</b>	<b>\$ 10,880,085</b>

## Schedule of Grant Revenue

*For the Year Ended December 31, 2015 -- Schedule VIII*

	<u>Actuals 2015</u>	<u>Budget 2015</u>	<u>Actuals 2014</u>
<b>Operating Grants</b>			
Traffic Fines Revenue	\$ 54,572	\$ 43,000	\$ 31,650
Small Communities	472,265	450,000	295,191
CVRD Recreation	126,890	125,545	125,545
Other	31,728	11,865	16,138
	<u>685,455</u>	<u>630,410</u>	<u>468,524</u>
<b>Capital Grants</b>			
Composting Facility	\$ -	\$ 500,000	\$ -
Energy and Facility Assessment	-	10,000	-
Frank Jameson Energy Upgrades	-	-	353,021
ICBC Sign Incentive	14,830	-	-
Signage Initiative	-	8,400	-
Stz' uminus First Nation Cooperation Protocol	3,849	9,000	19,037
Transfer Beach Parking Lot Railing	6,000	6,000	-
Upper Transfer Beach Improvements	-	6,000	-
Wastewater Treatment Plant Upgrade	1,824,661	3,110,709	2,640,221
Waterfront Area Plan	-	50,000	-
Zoning Bylaw	-	-	23,660
	<u>1,849,340</u>	<u>3,700,109</u>	<u>3,035,939</u>
	<u>\$ 2,534,795</u>	<u>\$ 4,330,519</u>	<u>\$ 3,504,463</u>

# Statement of Operations by Segment

*For the Year Ended December 31, 2015 -- Schedule IX*

	General Government		Protective Services		Transportation, Garbage & Cemetery Services		Development Services	
	2015	2014	2015	2014	2015	2014	2015	2014
<b>REVENUE</b>								
Tax	\$ 7,622,005	\$ 7,188,113	-	-	-	-	-	-
Fees & Charges	43,014	61,945	400,413	323,687	635,876	632,516	102,522	62,561
Investment income & MFA Refunds	176,832	127,922	-	-	-	-	-	-
Penalty & Interest on tax	123,546	123,987	-	-	-	-	-	-
Grants	477,748	312,515	54,572	31,650	23,194	8,836	8,436	24,091
Donations & contributed property	-	-	-	-	48,790	107,082	-	14,327
Gain (loss) on foreign exchange	131,994	95,762	-	-	-	-	-	-
Gain (loss) on disposal	153,676	(5,000)	-	-	(20,861)	(7,281)	-	-
Development fees	-	-	-	-	108,075	108,075	-	3,550
Local area improvements	-	-	-	-	-	-	-	-
Gas tax fund utilized	-	-	-	-	132,702	63,000	-	-
<b>Total revenue</b>	<b>8,728,816</b>	<b>7,905,242</b>	<b>454,985</b>	<b>355,337</b>	<b>927,776</b>	<b>912,228</b>	<b>110,958</b>	<b>104,529</b>
<b>EXPENSES</b>								
Contracted Services	412,266	268,542	1,034,050	982,236	633,798	580,734	123,103	182,456
Grants In Aid	100,250	98,156	11,000	11,000	-	-	-	-
Insurance	57,060	63,494	24,803	25,650	3,304	7,756	1,360	-
Interest	5,397	164	111,766	117,144	32,524	38,172	-	-
Materials & Supplies	36,567	34,475	80,549	63,294	141,790	119,298	6,103	7,049
Utilities & Telephone	18,203	18,662	47,739	46,967	136,773	144,910	6,639	6,160
Wages & Benefits	1,537,277	1,432,762	383,637	345,527	701,923	810,731	366,143	359,036
Other	(103,477)	134,334	43,996	44,146	(16,192)	108,629	13,038	6,198
Amortization	206,529	190,066	164,024	169,332	844,004	841,019	-	-
<b>Total expenses</b>	<b>2,270,072</b>	<b>2,240,654</b>	<b>1,901,564</b>	<b>1,805,295</b>	<b>2,477,923</b>	<b>2,651,249</b>	<b>516,386</b>	<b>560,899</b>
<b>Surplus (Deficit)</b>	<b>\$ 6,458,744</b>	<b>\$ 5,664,588</b>	<b>\$ (1,446,579)</b>	<b>\$ (1,449,958)</b>	<b>\$ (1,550,147)</b>	<b>\$ (1,739,021)</b>	<b>\$ (405,428)</b>	<b>\$ (456,370)</b>

# Statement of Operations by Segment

*For the Year Ended December 31, 2015 -- Schedule IX (cont'd.)*

Recreation & Culture Services		Parks Operations Services		Sewer Operations Services		Water Operations Services		Total Actual	Total Actual
2015	2014	2015	2014	2015	2014	2015	2014	2015	2014
-	-	-	-	\$ 964,365	\$ 962,751	\$ 577,760	\$ 468,390	\$ 9,164,130	\$ 8,619,254
712,913	655,089	-	-	791,347	741,877	713,268	713,777	3,399,353	3,191,452
-	-	-	-	2,920	-	-	2,772	179,752	130,693
-	-	-	-	-	-	-	-	123,546	123,987
141,184	487,151	5,000	-	1,824,661	2,640,221	-	-	2,534,795	3,504,463
73,711	10,500	110,963	8,000	-	-	8,450	3,133	241,914	143,043
-	-	-	-	-	-	-	-	131,994	95,762
-	(23,549)	-	-	16,585	-	15,560	-	164,961	(35,830)
-	-	-	-	-	-	-	-	108,075	111,625
-	-	-	-	-	8,922	-	-	-	8,922
10,777	192,674	155,885	6,011	-	-	-	-	299,363	261,684
<b>938,585</b>	<b>1,321,864</b>	<b>271,847</b>	<b>14,011</b>	<b>3,599,878</b>	<b>4,353,771</b>	<b>1,315,038</b>	<b>1,188,072</b>	<b>16,347,884</b>	<b>16,155,054</b>
146,226	123,047	41,747	25,128	106,434	93,091	335,078	193,539	2,832,702	2,448,773
-	-	-	-	-	-	-	-	111,250	109,156
35,037	43,087	5,478	-	12,329	13,899	3,861	4,353	143,232	158,239
743	712	-	-	19,462	(1,263)	32,041	33,040	201,933	187,968
131,336	105,344	100,537	85,655	109,228	97,799	86,797	36,198	692,907	549,112
138,627	138,689	5,014	11,569	60,850	59,659	11,628	8,643	425,473	435,259
1,626,835	1,638,725	384,944	373,228	358,628	318,913	394,910	348,105	5,754,297	5,627,026
81,302	74,975	99,159	89,106	163,158	50,624	140,056	27,447	421,040	535,459
227,632	218,246	257,448	251,408	444,265	441,733	368,255	324,244	2,512,157	2,436,048
<b>2,387,738</b>	<b>2,342,825</b>	<b>894,327</b>	<b>836,094</b>	<b>1,274,354</b>	<b>1,074,455</b>	<b>1,372,626</b>	<b>975,569</b>	<b>13,094,990</b>	<b>12,487,040</b>
<b>\$ (1,449,153)</b>	<b>\$ (1,020,961)</b>	<b>\$ (622,479)</b>	<b>\$ (822,083)</b>	<b>\$ 2,325,524</b>	<b>\$ 3,279,316</b>	<b>\$ (57,588)</b>	<b>\$ 212,503</b>	<b>\$ 3,252,894</b>	<b>\$ 3,668,014</b>

# Consolidated Statement of Tangible Capital Assets

For the Year Ended December 31, 2015 -- Schedule X

	Land		Land Improvements		Buildings		Vehicle Furniture & Equipment		Transportation
	2015	2014	2015	2014	2015	2014	2015	2014	2015
<b>COST</b>									
Opening Balance	\$ 8,566,085	\$ 8,566,085	\$ 7,960,932	\$ 7,776,566	\$ 19,684,792	\$ 17,719,021	\$ 5,705,958	\$ 5,542,685	\$ 25,876,555
Add: Additions	716,098	-	172,298	184,366	457,394	1,988,628	599,622	230,549	315,628
Less: Disposals	-	-	14,582	-	-	22,857	210,986	67,276	20,613
Less: Write-downs	-	-	-	-	-	-	-	-	-
Closing Balance	<u>9,282,183</u>	<u>8,566,085</u>	<u>8,118,648</u>	<u>7,960,932</u>	<u>20,142,186</u>	<u>19,684,792</u>	<u>6,094,594</u>	<u>5,705,958</u>	<u>26,171,570</u>
<b>ACCUMULATED AMORTIZATION</b>									
Opening Balance	-	-	2,528,342	2,298,880	4,458,227	3,970,876	3,343,537	3,129,672	13,543,624
Add: Amortization	-	-	229,546	229,462	535,958	492,230	277,599	271,507	633,515
Less: Write-downs	-	-	-	-	-	-	-	-	-
Less: Disposals	-	-	14,582	-	-	4,879	177,309	57,642	20,461
Closing Balance	<u>-</u>	<u>-</u>	<u>2,743,306</u>	<u>2,528,342</u>	<u>4,994,185</u>	<u>4,458,227</u>	<u>3,443,827</u>	<u>3,343,537</u>	<u>14,156,678</u>
<b>Net Book Value</b>	<u>\$ 9,282,183</u>	<u>\$ 8,566,085</u>	<u>\$ 5,375,342</u>	<u>\$ 5,432,590</u>	<u>\$ 15,148,001</u>	<u>\$ 15,226,565</u>	<u>\$ 2,650,767</u>	<u>\$ 2,362,421</u>	<u>\$ 12,014,892</u>

Included in the tangible capital assets are leased and financed assets with a total cost of \$931,236 - (2014 - \$931,236) and accumulated amortization of \$185,490 - (2014 - \$144,607)

# Consolidated Statement of Tangible Capital Assets

*For the Year Ended December 31, 2015 -- Schedule X (cont'd.)*

## Linear Infrastructure

Transportation	Sanitary Sewer		Storm		Water		Assets Under Construction		Total	
	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015
\$ 25,543,068	\$ 19,996,796	\$ 19,996,796	\$ 8,123,714	\$ 7,938,726	\$ 16,374,424	\$ 15,908,724	\$ 3,755,487	\$ 2,395,942	\$ 116,044,743	\$ 111,387,613
333,487	56,962	-	70,422	201,939	80,015	465,700	9,123,785	2,734,450	11,592,224	6,139,119
-	-	-	1,020	16,951	3,989	-	33,024	1,374,905	284,214	1,481,989
-	-	-	-	-	-	-	-	-	-	-
<u>25,876,555</u>	<u>20,053,758</u>	<u>19,996,796</u>	<u>8,193,116</u>	<u>8,123,714</u>	<u>16,450,450</u>	<u>16,374,424</u>	<u>12,846,248</u>	<u>3,755,487</u>	<u>127,352,752</u>	<u>116,044,743</u>
12,935,018	5,719,947	5,286,007	1,974,264	1,869,229	4,313,218	4,020,252	-	-	35,881,159	33,509,934
608,606	427,006	433,940	109,782	107,634	298,751	292,966	-	-	2,512,157	2,436,345
-	-	-	-	-	-	-	-	-	-	-
-	-	-	689	2,599	2,964	-	-	-	216,005	65,120
<u>13,543,624</u>	<u>6,146,953</u>	<u>5,719,947</u>	<u>2,083,357</u>	<u>1,974,264</u>	<u>4,609,005</u>	<u>4,313,218</u>	<u>-</u>	<u>-</u>	<u>38,177,311</u>	<u>35,881,159</u>
<u>\$ 12,332,931</u>	<u>\$ 13,906,805</u>	<u>\$ 14,276,849</u>	<u>\$ 6,109,759</u>	<u>\$ 6,149,450</u>	<u>\$ 11,841,445</u>	<u>\$ 12,061,206</u>	<u>\$ 12,846,248</u>	<u>\$ 3,755,487</u>	<u>\$ 89,175,441</u>	<u>\$ 80,163,584</u>

## Permissive Tax Exemptions for 2015

Organization/ Property Owner	Address	2015 Municipal Tax Exemption
Anglican Synod Diocese of BC	314 Buller St	\$1,339
Arts Council of Ladysmith	Units J, K & L - 610 Oyster Bay Rd	770
Boys & Girls Club	220 High St	6,422
Canadian Legion Branch #171	621 1st Ave	149
Eco-Tourism Building	Transfer Beach	2,033
Island Corridor Foundation		15,046
Ladysmith & District Historical Society	1115A - 1st Ave	2,873
Ladysmith & District Credit Union - Museum	721 1st Ave	4,812
Ladysmith & District Credit Union - Alcoholics Anon.	12 Buller St	1,111
Ladysmith Fellowship Baptist Church	381 Davis Rd	1,745
Ladysmith Festival of Lights	1163 4th Ave	7,278
Ladysmith Golf Club Society	380 Davis Rd	2,944
Ladysmith Health Care Auxiliary	910 1st Ave	5,487
Ladysmith Maritime Society	616 Oyster Bay Dr	1,783
Ladysmith Maritime Society	Units C, I & M 610 Oyster Bay Dr	1,579
Ladysmith Maritime Society	611 Oyster Bay Dr	9,153
Ladysmith Resource Centre Association	630 2nd Ave	11,752
Ladysmith Seniors Centre Society	630 2nd Ave	11,752
Ladysmith Senior Citizens Housing Society	207 Jamison Rd	1,539
Ladysmith Senior Citizens Housing Society	101 1st Ave	7,144
Municipal Parking lot	17 & 25 Roberts St	4,051
Pentecostal Assemblies	1149 4th Ave	5,466
St John's Masonic Temple	26 Gatacre St	2,406
St. Mary's Catholic Church	1135 4th Ave	7,397
United Church of Canada	232 High Street	1,053
<b>Total</b>		<b>\$117,082</b>
<b>Revitalization Exemptions</b>		
Beantime Restaurant/ Nordic Holdings Ltd	18 High St	295
Futureworks Consulting	411 1st Ave & 30 Roberts St	1,799
Antique Addict	12 Roberts St	459
Terra-North Inc	1030 Oyster Bay Dr	29,028
<b>Total</b>		<b>\$31,582</b>
<b>Total Exemptions</b>		<b>\$148,663</b>

## Grants-in-Aid for 2015

Arts on the Avenue	1,000
Ladysmith & District Historical Society - Archives	15,000
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
<b>Total Celebrations</b>	<b>47,500</b>
Ladysmith & District Marine Rescue Society	2,000
Ladysmith Maritime Society	1,500
<b>Total Harbour Functions</b>	<b>3,500</b>
Ladysmith Resources Centre Association - General Programming	8,000
Ladysmith Resources Centre Association - Victim Services	11,000
Ladysmith Resources Centre Association - Family Support Services	8,000
Ladysmith Resources Centre Association - Youth at Risk	8,000
<b>Total Resources Centre</b>	<b>35,000</b>
Arts Council of Ladysmith & District	1,000
Arts Council of Ladysmith & District (Disability access)	2,500
Community groups using Town facilities	2,500
Ladysmith Citizens on Patrol	1,500
Ladysmith Downtown Business Association	1,000
Ladysmith Community Gardens Society	1,000
Ladysmith Search & Rescue Society	5,000
St John the Evangelist Anglican Church	500
<b>Total Other</b>	<b>15,000</b>
Vancouver Island Crisis Society	500
<b>Total Social Services</b>	<b>500</b>
Ladysmith Ambassador Program	1,000
Ladysmith Family & Friends (LAFF)	2,500
Ladysmith Secondary School - Frank Jameson Bursary	1,500
Gordon's Peacock Society	1,500
Cowichan Therapeutic Riding Association	1,000
<b>Total Youth, Education &amp; Sport</b>	<b>7,500</b>
<b>TOTAL GRANTS-IN-AID</b>	<b>\$109,000</b>

# FEEDBACK AND ENGAGEMENT



## We Value Your Feedback

This is a living document, one we will continue to update in response to your input and to changing circumstances in our community. Share your comments or suggestions by e-mail to [info@ladysmith.ca](mailto:info@ladysmith.ca) or by calling City Hall at **250.245.6400**.

## Citizen and Stakeholder Engagement are Vital

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

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

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



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



Mail a Note to Town of Ladysmith City Hall, 410 Esplanade, Box 220, Ladysmith, B.C. V9G 1A2



Follow us on Facebook [www.facebook.com/LadysmithBC](http://www.facebook.com/LadysmithBC)



Follow us on Twitter [@TownOfLadysmith](https://twitter.com/TownOfLadysmith)

# 2016 COMMUNITY PROFILE

## TOWN OF LADYSMITH



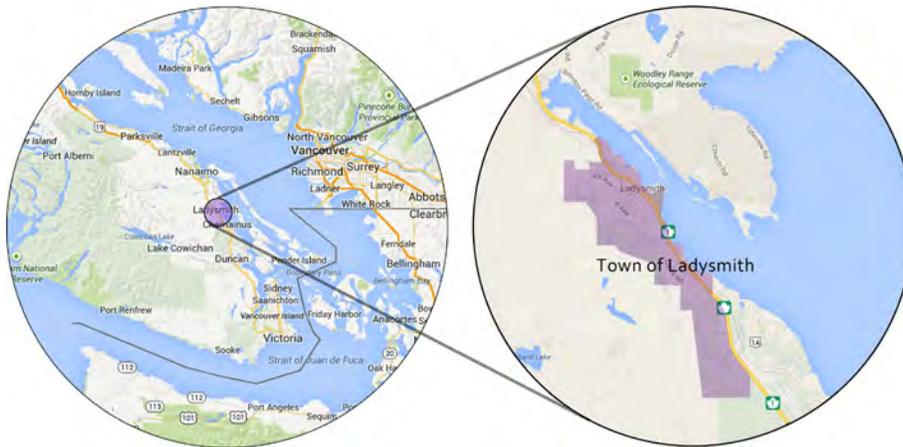
社区简介(2016)  
莱迪史密斯镇





# 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 (2015)	8,177
Population Per Household	2.3
5-year Growth Rate	5.1%
Median Age	48.3
Median Family Income	\$71,775
Total Private Dwellings	3,631
Average Sale Price - single family home	\$328,776
Business Licenses	533
Building Permit Construction Value	\$7 million

*Sources: Statistics Canada 2011 Census and 2011 National Household Survey, BC Assessment (2015), BC Stats (2015), Town of Ladysmith data (2015).*





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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.”<sup>1</sup>

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 for five years in a row since 2012
- 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.

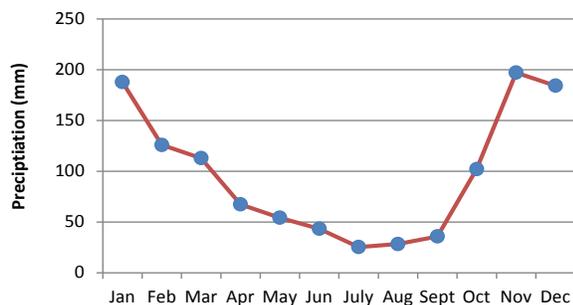
Ladysmith’s location is nothing short of ideal – it offers the many advantages of being close to much larger urban centres, and yet retains the charm and tranquility of small town living. By highway, Ladysmith is 25 km south of Nanaimo and 88 km north of Victoria. Vancouver is but a hop, skip and a jump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

## Average Monthly Precipitation

Location: Nanaimo Airport (1981-2010)

Source: Environment Canada



## Average Monthly Temperature

Location: Nanaimo Airport (1981-2010)

Source: Environment Canada



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 seven 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 Skyline Express.

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 meters long and range in depth from 10 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

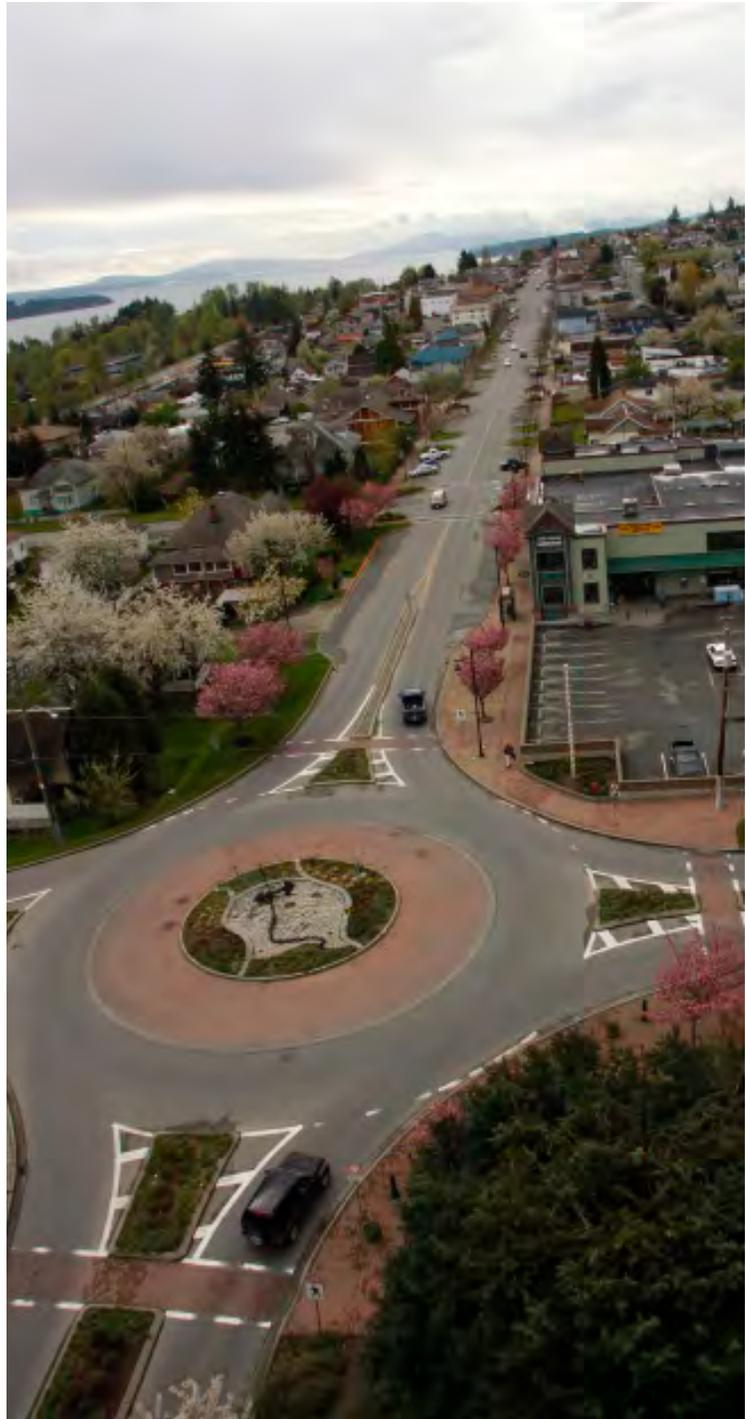


commercial traffic can expect on average six to eight daily sailings from both Duke Point and Departure Bay. BC Ferries also provides access to nearby Gulf Islands, including Gabriola Island and Saltspring Island. Complete details can be found at [www.bcferrries.com](http://www.bcferrries.com).

### Rail

Commercial freight had been available on the Esquimalt and Nanaimo Railway (E&N) which runs along the Trans-Canada Highway through Ladysmith. In November 2014, SVI freight service suspended service along the entire Duncan to Parksville route following a risk assessment of the track. No timeline is known for when service will resume.

The railway line is owned by the Island Corridor Foundation (ICF), a charitable organization set up to preserve, own and manage the 234 km rail line. In 2014, the ICF announced a tentative agreement with VIA Rail to resume passenger rail service with 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 anticipated to return.



Transportation



# Government

**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:

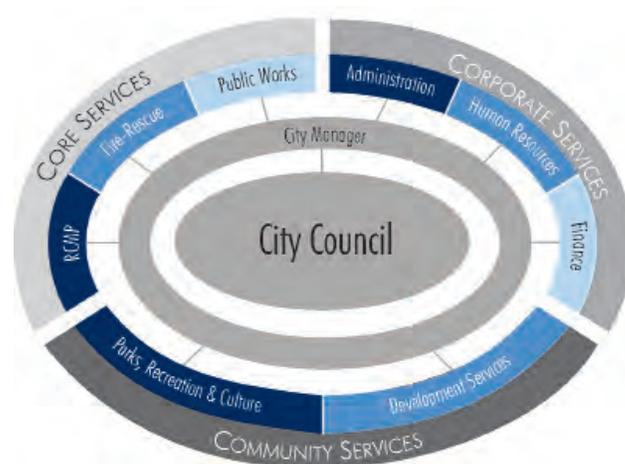
- Advisory Design Panel
- Advisory Planning Commission
- Heritage Revitalization Advisory Commission
- Liquid Waste Management Committee
- Parks, Recreation and Culture Commission
- Protective Services Committee

More information on the Town's services can be obtained at [www.ladysmith.ca](http://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 Cal Fradin is the Alternate Director until May 31, 2016. For more information about the CVRD, visit [www.cvrld.bc.ca](http://www.cvrld.bc.ca).

### Provincial Representative

Doug Routley, Member of the Legislative Assembly (MLA)  
Nanaimo-North Cowichan  
In office since: 2005  
Local Contact: 250.245.9375  
Legislature: 250.387.3655  
[douglas.routley.MLA@leg.bc.ca](mailto:douglas.routley.MLA@leg.bc.ca)

### Federal Representative

Sheila Malcolmson, Member of Parliament (MP)  
Nainaimo-Ladysmith  
In office since: 2015  
Local Contact: 1 250 734-6400  
Parliament Hill: 613.993.5577  
[Sheila.Malcolmson@parl.gc.ca](mailto:Sheila.Malcolmson@parl.gc.ca)

### Stz’uminus First Nation

John Elliott, Chief Councilor  
In office since: 2009  
250.245.7155  
[www.stzuminus.com](http://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.



Government



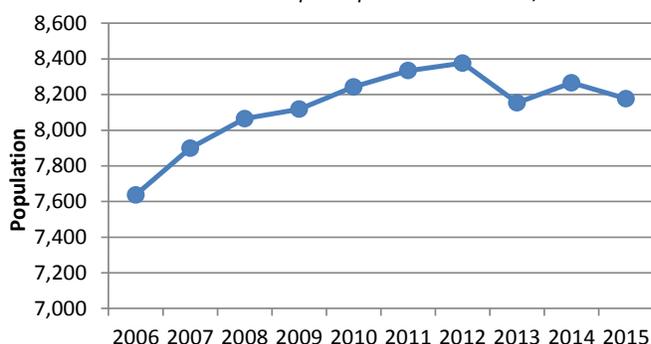
# Demographics

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 11% between 2006 and 2015, demonstrating a positive and steady growth in the community. For 2015, the Town’s population estimate is 8,177 (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.

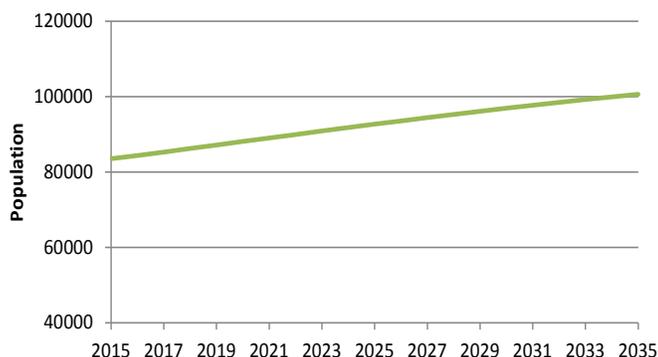
### Ten Year Population Growth in Ladysmith 2006-2015

Source: Municipal Population Estimates, BC Stats



### Cowichan Region Population Projections

Source: Regional Population Projections, BC Stats



## 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 2016 Community Profile comparing the past two Census periods, 2006 and 2011. Population estimates and projections available from BC Stats are also reported.

The latest Census period up to 2011 utilized a shorter survey called the National Household Survey (NHS) which replaced the “long-form” Census 2B. The NHS was 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 2016 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%.*



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.

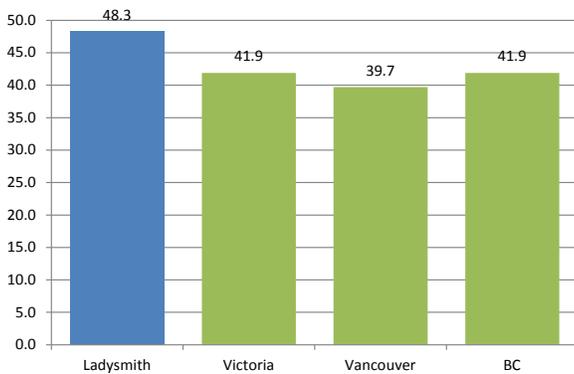
## Age

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.

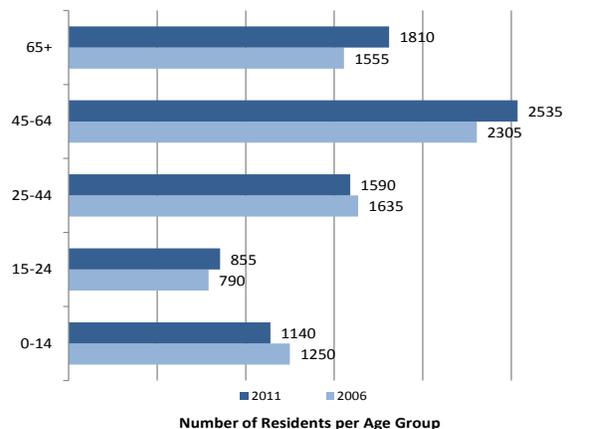
### Median Age Comparison

Source: Statistics Canada 2011 Census



### Ladysmith Residents by Age Group

Source: Statistics Canada 2006 Census & 2011 Census



Demographics

## 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

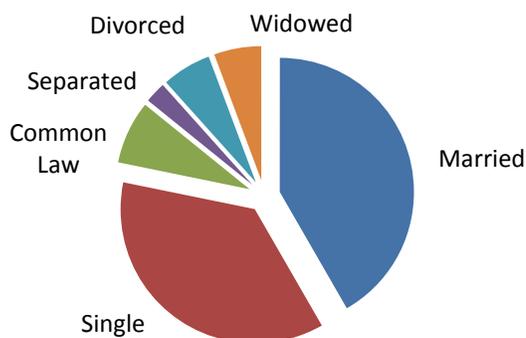
Families in Ladysmith

	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





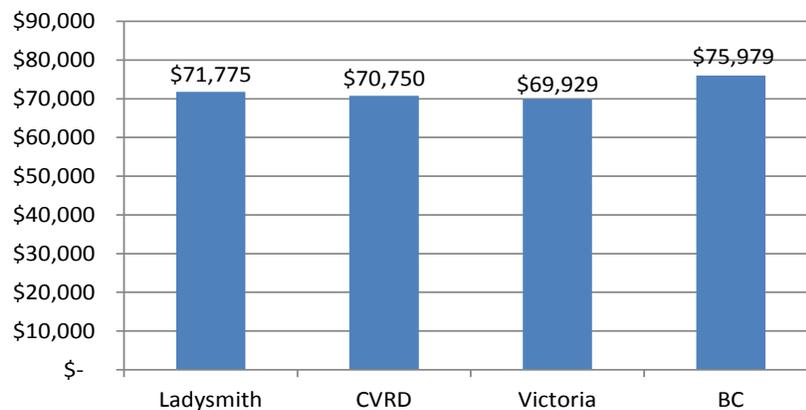
## Income

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.

### Median Family Income (2010)

Source: Statistics Canada 2011 National Household Survey



## 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



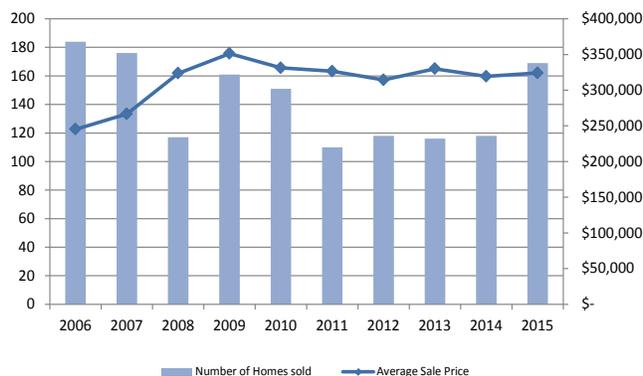
## Housing

“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 3,698 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.

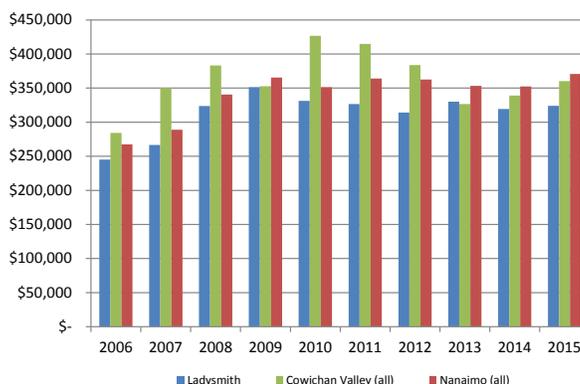
**Number of Ladysmith Houses Sold & Average Single Family Sale Price**

Source: Vancouver Island Real Estate Board



**Average Sale Price for Single Family Homes**

Source: Vancouver Island Real Estate Board



While the average assessed value of a single family home in Ladysmith is \$299,300 (BC Assessment, 2016), the average selling price is \$328,776 (Vancouver Island Real Estate Board, 2016). When compared to the price of homes in the entire Cowichan Valley or Nanaimo area (at \$360,361 and \$391,313, respectively), Ladysmith proves itself as an affordable community for families and other home purchasers. The Vancouver Island Real Estate Board reported that 169 single family homes sold in Ladysmith in 2015.

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.

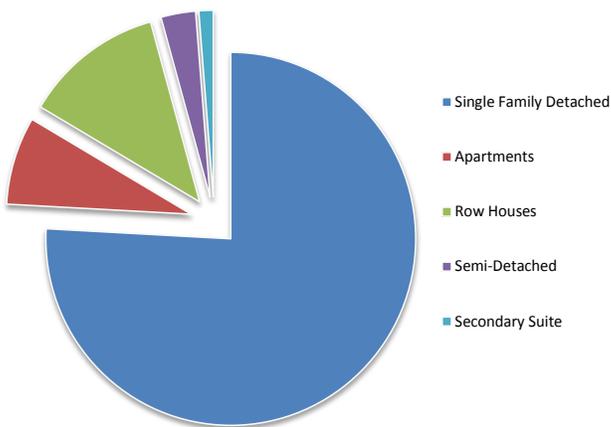
Ladysmith offers a very affordable home ownership lifestyle. According the 2011 NHS, the median value of a dwelling in Ladysmith is \$340,923, as compared to the provincial median of \$448,835. 76% of Ladysmith residents spend less than 30% of their total household income on shelter costs, and the median 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 2015, 45 new dwelling units were constructed, with a total of 216 new units constructed within the past 5 years, and 564 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.

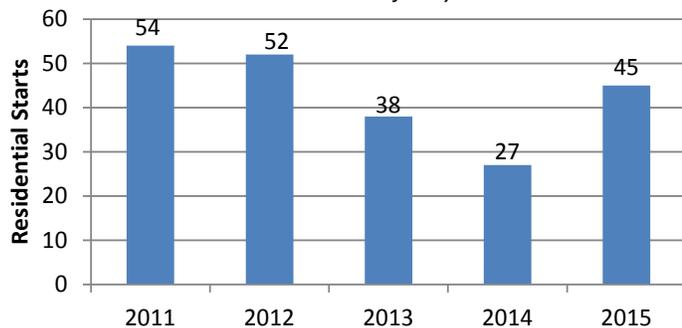
### Housing Types in Ladysmith

Source: Statistics Canada 2011 Census



### New Dwelling Unit Construction 2011-2015

Source: Town of Ladysmith





# 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](http://www.sd68.bc.ca)). French immersion education is offered at Ecole North Oyster Elementary school.

### Ladysmith Primary School

Kindergarten to Grade 3 (231 students)  
510 Sixth Avenue  
250.245.3912  
Principal Kevin Brand

### Ecole North Oyster Elementary School

Kindergarten to Grade 7 (271 students)  
13470 Cedar Road  
250.245.3330  
Principal Jacqueline Catchpole

### 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 (837 students)  
710 Sixth Avenue  
250.245.3043  
Principal Margaret Olsen

## Independent Schools

### St. Joseph's Elementary School

Kindergarten to Grade 7 (106 students, plus preschool and daycare)  
9735 Elm Street, Chemainus  
250.246.3191  
Principal Bern Muller

### S-hXiXnu-tun Lelum Primary and Bambi 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 Senior Secondary School

Grades 9 to 12  
5091 Jones Road  
250.245.3522  
Head Teacher Shari White

Average Class Size, 2015-2016 School Year

Education

Local Schools	Kindergarten	Grades 1-3	Grades 4-7	Grades 8-12
Ladysmith Primary	18.5	22.5	-	-
North Oyster Elementary	20.5	21.5	24.5	-
Ladysmith Intermediate	-	-	28.5	-
Ladysmith Secondary School	-	-	-	25.9
Nanaimo-Ladysmith School District Average	19.6	21.5	26.4	24.1
BC Provincial Average	19.5	21.5	25.6	23.2

Source: BC Ministry of Education, [http://www.bced.gov.bc.ca/reports/pdfs/class\\_size/2015/public.pdf5](http://www.bced.gov.bc.ca/reports/pdfs/class_size/2015/public.pdf5)



## 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 vocational programs, trades, cooperative education programs, undergraduate and graduate 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](http://www.viu.ca). Key program areas include the following:

- Art, Design & Performing Arts
- Arts, Humanities & Social Sciences
- Business and Management
- Continuing Education
- Education
- ElderCollege
- English as a Second Language (ESL)
- Exploratory University Studies (EXPO)
- First Nations
- Health
- High School Equivalency (ABE)
- Human Services
- Online/Distance Courses
- Science & Technology
- Tourism, Recreation and Hospitality
- Trades & Applied Technology
- GrandKids University
- The High School at Vancouver Island University

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



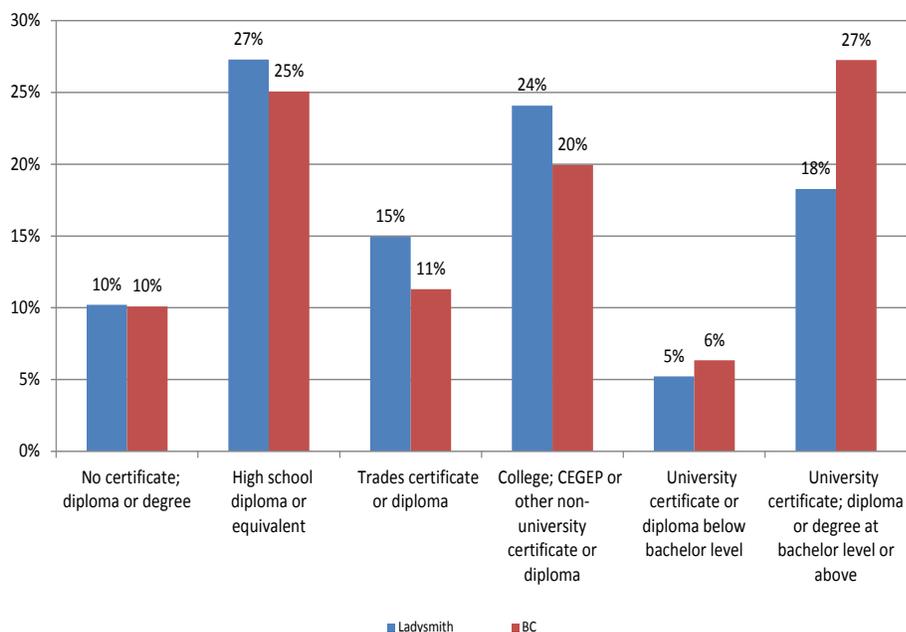
## Workforce Education

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.

### Ladysmith Educational Attainment (25-64 years of age)

Source: Statistics Canada 2011 National Household Survey





# 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/](http://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 Federal and Provincial Governments, the Town of Ladysmith is pleased to offer a service called BizPal through the Town website ([ladysmith.ca](http://ladysmith.ca)). This service assists entrepreneurs to determine which permits and licenses they will require (federal, provincial and municipal) in order to open their business. Assistance is also provided to local businesses regarding available programs and local development issues.

The business sector is represented by the Ladysmith Downtown Business Association and the Ladysmith Chamber of Commerce, which promote downtown businesses and offers downtown activities. 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.

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

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



Local Economy

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](http://www.canadabusiness.ca)

Service Canada:

- [www.servicecanada.ca](http://www.servicecanada.ca)

Small Business BC:

- [www.smallbusinessbc.ca](http://www.smallbusinessbc.ca)

Women's Enterprise Centre:

- [www.womensenterprise.ca](http://www.womensenterprise.ca)

One Stop BC Registry:

- [www.bcbusinessregistry.ca](http://www.bcbusinessregistry.ca)

BC Film Commission:

- [www.bcfilmcommission.com](http://www.bcfilmcommission.com)

BC Ministry of Finance:

- [www.fin.gov.bc.ca](http://www.fin.gov.bc.ca)

Western Economic Diversification:

- [www.wd.gc.ca](http://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](http://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](http://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.

**Vision Statement:**  
***Cultivating the heart of the community for a vibrant downtown where businesses work together in support of each other and the community.***  
 Ladysmith Downtown Business Association

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.

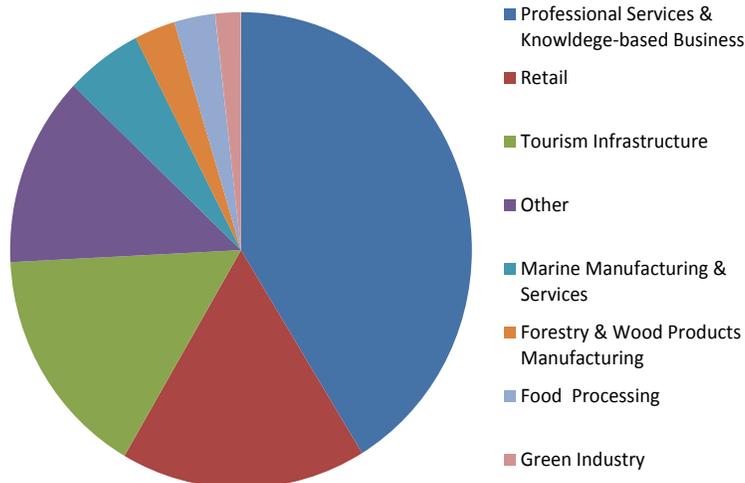
### Retail:

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.

LADYSMITH TARGET BUSINESS SECTORS 2015



***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, the largest on the BC Coast and is North America's largest cedar lumber manufacturer. In 2015, WFP announced a \$28 million new capital investment for modernization of the Duke Point sawmill, and \$2 million at its Ladysmith and Chemainus mills. This is part of an overall \$125 million capital strategic investment program, which WFP expects to improve its competitiveness and access to new markets.***



**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:**

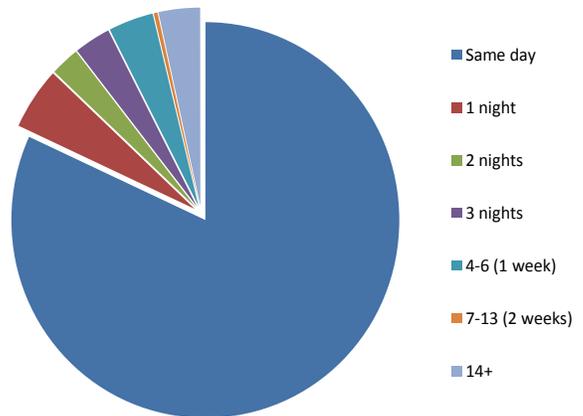
Tourism has emerged as a significant economic pillar in Ladysmith due primarily to the community's stunning West Coast location, waterfront recreation, trails and boutique-style shopping experience. This sector will continue to expand significantly due to the development of new marina amenities. In 2015 the Ladysmith Maritime Society reported 2090 visitor nights and \$540,000 in visitor spending in the community, which is a 158% increase since the opening of the LMS Welcome Centre in 2011.

According to the Ladysmith Visitor Centre, fewer visitors are staying 1-2 nights, while visitors staying for extended periods (3+ days) are on the rise. While Visitor Centre walk-in traffic from locals and non-locals have decreased overall (8% over 4 years), visits to the newly launched Visitor Centre website have greatly increased over the same period.

Visit the Town's website for more detailed business sector information.

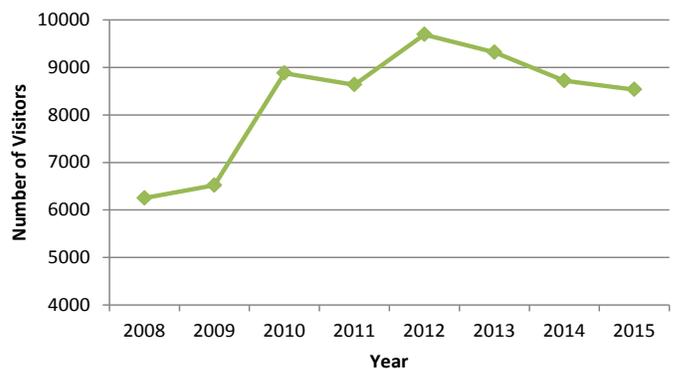
**Length of Stay in 2015**

Source: Ladysmith Chamber of Commerce & Visitor Centre



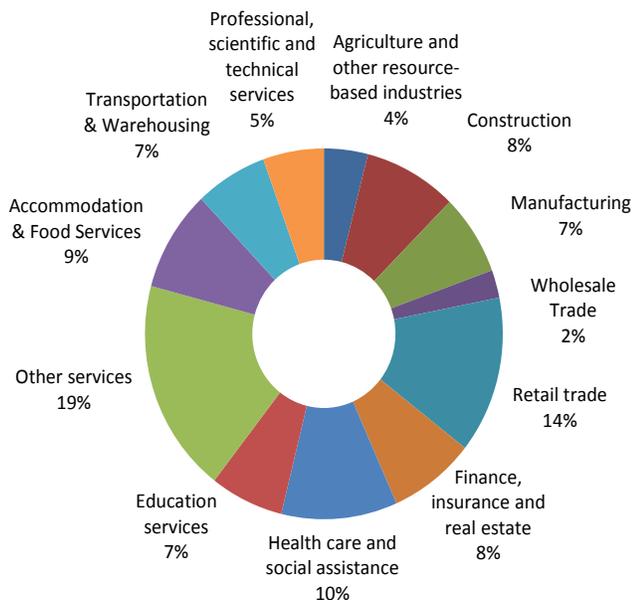
**Visitor Centre - Total Visitors Per Year**

Source: Ladysmith Chamber of Commerce & Visitor Centre



## 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.

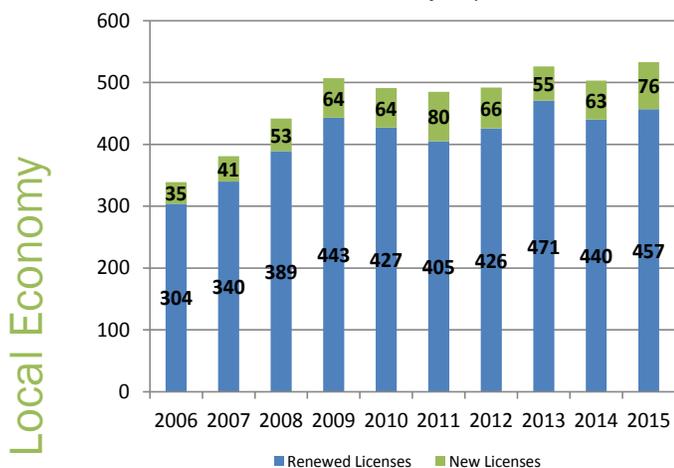
Ladysmith's unique central location and small-town appeal provides a healthy work-life balance. 14% of the workforce is self-employed, with 7% working from home. A full 10% of Ladysmith residents walk to their place of work.

## 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 2015, 76 new business licenses were obtained, and 457 existing business licenses were renewed, for a total of 533 business licenses in the Town. Business license data includes local businesses and businesses located elsewhere and operating in Ladysmith.

## Ladysmith Business Licenses, 2006-2015

Source: Town of Ladysmith



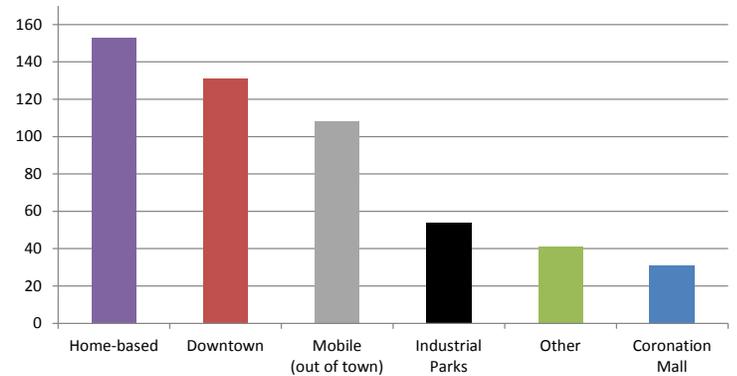


Most businesses in Ladysmith are located in the downtown or in private dwellings (home-based businesses). Approximately 48% of businesses in Ladysmith have employees, including 13 companies that employ more than 20 employees.

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.

**Ladysmith Business Licenses by Area, 2015**



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. A 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	150	Residential Care Home
Western Forest Products Saltair Sawmill	141	Forestry & Wood Products Manuf.
School District #68 (Ladysmith Only)	142	Education
49th Parallel Grocery Store	95	Grocery Retail
Town of Ladysmith	69 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	38	Financial Services
Pharmasave	24	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)	1772	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 and Development 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.

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

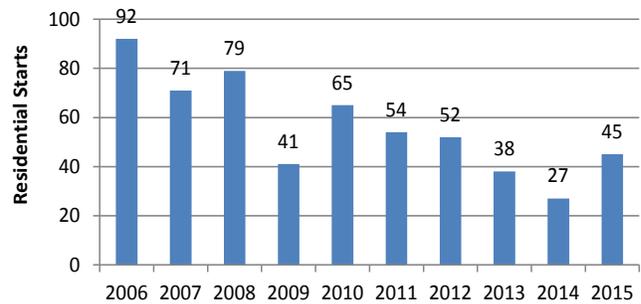
Building permits are issued for any construction, alteration or repair of a building. Plans for construction

or alteration need to accompany the application for the permit. On average, permits are issued within 3 weeks, depending on the scale of the project. Costs of the permits are established based on the extent of the construction.

During 2015, \$7 million was spent on building in Ladysmith, including \$5.4 million in 45 new housing starts. Since 2006 (10 years), 564 new dwelling units have been constructed in Ladysmith.

## New Dwelling Unit Construction 2006-2015

Source: Town of Ladysmith



## 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 50 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 42 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](http://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](http://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 derelict vessels 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](http://www.ladysmith.ca/city-hall/reports-publications).



**One of Council's strategic priorities in 2016 is to promote responsible investment and innovative management of municipal resources to support community prosperity, sustainable economic development, industry diversification and quality employment opportunities in the Ladysmith area. This priority includes working with the community to update the Waterfront Area Plan.**



## 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 walking tours: Heritage Walk I: Artifacts and Heritage Walk II: Buildings.

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 2016 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 3.06%.

This investment addresses one of the most important focus areas for the Town in 2016 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 Town continues to invest 15% of the prior year's municipal 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" will be 3.11%, including property taxes for Police and Library services.

Council returned to the policy of maintaining the Class 4 major industry rate at a set dollar value of

\$970,952. The business tax increase is half of the residential tax increase. Overall the business class contributes 14.35% of the total tax levy.

The 2016 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 12.08% of the Town's property tax revenue, well under the 30% rate 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 2016
Assessable earnings up to \$78,600 per employee.	Rates vary by industry and individual employer's safety record. (Rates available online: <a href="http://www.worksafebc.com">www.worksafebc.com</a> )

### Employment Insurance - Federal

Tax Base	Tax Rate 2016
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 2016	Tax Rate 2016
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](http://www.cra-arc.gc.ca) - data current as of April 2016



## 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. When completed the wastewater treatment plant expansion will serve a population of 17,200.

The Town has undertaken extensive infrastructure improvements to both the water and wastewater treatment systems. A state-of-the-art secondary sewage treatment system in Ladysmith will be completed this year, 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 for Single Family Dwellings. 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 metre increments up to 125 cubic metres. Users other than Single Family Dwellings pay a flat rate for the first 25 cubic metres of water used and a fixed rate per cubic metre over the 25 cubic metres. Council has authorized an increase of 10% per step in the water usage rates, effective April 1, 2016. The annual water parcel tax is \$225 per parcel or group of parcels.

Sewer utility rates are based on flat rates. Council has authorized an increase of 5% to the sewer utility rates, effective April 1, 2016. The annual sewer parcel tax is \$269 per parcel or group of parcels.

### 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; \$1.15 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.

(2016 rates)

### Wastewater Usage Rates (Quarterly)

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

(2016 rates)



## 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.

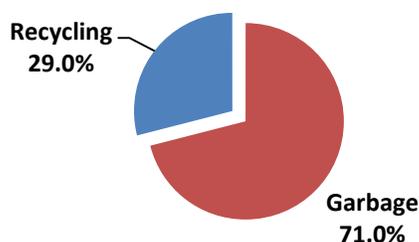
Ladysmith has entered into a contract with MultiMaterials BC (MMBC) as part of an initiative from the Province - the Extended Producer Responsibility program. The Town receives a rebate from MMBC based on the compliant recycled products delivered to the Material Recovery Facility.

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% by diverting 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 2015

June to September

Source: Town of Ladysmith

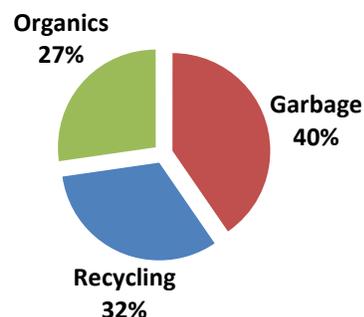




Photo credit: Cowichan Valley Regional District

In 2013, the CVRD Peerless Road Recycling Station underwent a major renovation and expansion. The facility is now the region's largest public recycling drop-off depot, offering 650 categories of material recycling, and providing 21 grade-separated bays and extensive covered areas.

### 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 company 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](http://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 and 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 Logger Sports
- 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](http://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, Friday and Saturday from 10am to 5pm; Tuesday to Thursday from 10am to 8pm, and closed on Sundays.

## 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](http://www.ladysmith.ca)) and get involved!

## Healthy, Active Lifestyle

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

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

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



Quality of Life



Ladysmith's newest downtown 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 new Transfer Beach adventure playground, constructed by volunteers, service groups and donations, was unveiled at Ladysmith Days in August 2015.

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](http://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](mailto: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 [ladysmithnewcomers@gmail.com](mailto:ladysmithnewcomers@gmail.com).
- The local Welcome Wagon is another great source of support and information to newcomers. Contact: 250.245.0799 or [leankg@shaw.ca](mailto:leankg@shaw.ca).

## Community Services for All

Volunteerism in Ladysmith is exceptionally high. Download the most current directory of community clubs and organizations from the Town's website 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 the WorkBC Employment Service Centre in Ladysmith. 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](http://www.gvsjobs.com), or call 250.924.2884.

The Ladysmith Community Health Centre 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](http://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, award winning 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](mailto:info@ladysmithcofc.com).

For more information on regional tourism attractions, visit:



Quality of Life



## A Safe Community to Call Home

Policing services are provided by the Royal Canadian Mounted Police (RCMP). The Ladysmith Detachment has 7 municipal officers, 5 provincial officers, 1 First Nation officer, 2 on-call guards, 4 public service staff, and a Victim Services Coordinator, in addition to support from volunteers. The Town will be funding one more public service position as of July 2016. The RCMP also oversees three community action programs: Citizens on Patrol, Speed Watch and Blockwatch.

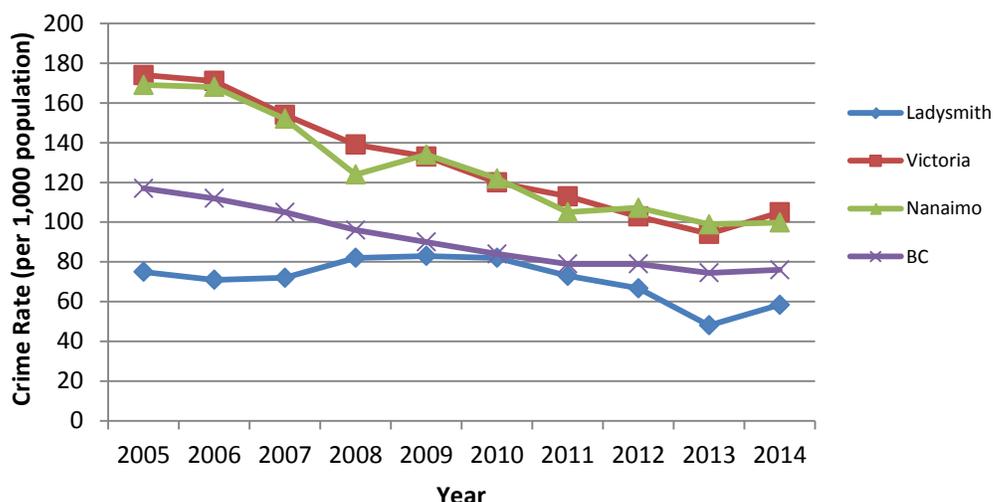
- *Citizens on Patrol:* Trained COP volunteers act as extra ‘eyes and ears’ for the RCMP, by patrolling neighbourhoods evenings and weekends in a marked COP van, and recording any suspicious activity.
- *Speed Watch:* Using portable radar equipment and electronic digital boards, Speed Watch volunteers monitor speeds in school and playground zones, high crash zones and neighbourhood streets.
- *Blockwatch:* Several neighbourhoods have united to watch out for each others’ homes and report suspicious activities to the police.

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 kilometres. 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](http://www.ladysmith.ca/public-safety).

## Crime Rate Comparison

Source: Ministry of Public Safety and Solicitor General,  
Crime Statistics





### 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](http://www.ladysmithchronicle.com).

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

The nearest daily newspaper is the Times-Colonist in Victoria. The Nanaimo News Bulletin publishes twice a week.

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)
- 91.7 FM “Coast” (Nanaimo)
- 1070 AM CFX (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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Town of Ladysmith 2015 Annual Report and 2016 Community Profile

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