





LADYSMITH

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## Introduction

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Thank you for your interest in the Town of Ladysmith’s draft 2016-2020 Financial Plan.

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



Council began work on its strategic priorities in the fall of 2015 so that this year’s financial planning process could begin earlier than in previous years, allowing for more time and opportunities to engage with residents about their thoughts and opinions related to municipal services and expenditures.

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

### **The 2016-2020 Financial Plan – What You Need to Know:**

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

- In determining annual property tax rates, Council must consider how much money is needed to deliver services that will meet the community's needs, along with how much is needed to fund capital projects and what should be set aside for long-term maintenance, renewal and expansion of infrastructure. The discussion about tax rates will take place in April, after the Assessment Roll is completed. The Assessment Roll is the final listing of all properties in the Town of Ladysmith, and their values, as determined by BC Assessment.
- At this time, *draft* budget increase for 2016 is 3.06 per cent. Of that, 1 per cent is slated to be directed to capital replacement and 2.06 per cent to operations.
- Council's direction is to focus on its key strategic priorities – the priorities and the details of this direction are contained in the following pages.

### **Join the Conversation!**

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

#### Opportunities for involvement:

- Send feedback to Council directly by email  
All input received through this process will be presented to Council for consideration as they work to finalize the 2016 - 2020 Financial Plan by the statutory date of before May 15, 2016.
- Attend a Council meeting  
The Regular Council meetings are on the first and third Monday each month at 7:00 p.m. Council may also schedule additional meetings to discuss the financial Plan. Check [www.ladysmith.ca](http://www.ladysmith.ca), or our Facebook page [www.facebook.com/LadysmithBC](https://www.facebook.com/LadysmithBC) , or call City Hall at 250.245.6400 to find out about any additional meetings.
- Add your name to our e-mail list to get up to date news and information from the Town.  
Send an e-mail to [info@ladysmith.ca](mailto:info@ladysmith.ca) and ask to be put on the list.

# MESSAGE FROM MAYOR AND COUNCIL



**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

On behalf of the Town of Ladysmith, Council is pleased to present our 2016-2019 Strategic Priorities. In this document, we commit to a set of priorities that supports the Town's vision, and sets the direction for the work plan within each priority.

## **Council will focus on these five strategic priorities over the next four years:**

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.

## ***A Vibrant Community***

# ABOUT THE PLAN



## HOW WERE COUNCIL'S STRATEGIC PRIORITIES CHOSEN?

Council entered into strategic priority setting in the fall of 2015. Priorities were established after careful consideration of a broad range of factors, such as:

- Ladysmith's Sustainability Plan, Official Community Plan and the existing Council's 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

## WHAT HAPPENS NEXT?

When 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



## THE PATH TO ACHIEVING OUR VISION OF LADYSMITH IS BASED ON FIVE STRATEGIC PRIORITIES:



In the pages that follow, we define our vision in each of these five strategic priorities with specific outcomes and actions. A work plan will be prepared that details the tasks and time lines for actions.

*“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



## 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



# 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



## 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



## A message from the Chief Administrative Officer

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A Financial Plan is the financial interpretation of strategic priorities. Council direction is to accomplish the priorities with minimal impact on taxation. Overall, the budget increase is 3.06 per cent, 1 per cent of which is directed to capital and 2.06 per cent to operations.

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

- Greater funding for capital projects
- Setting aside funds for future asset replacements
- Invest in asset management practices

For 2016, Council continues its strategy of investing in infrastructure, by allocating 10 per cent of taxes to capital projects (such as roads and sidewalks) and 5 per cent to reserves for future projects such as a new Fire/Rescue building and a new City Hall.

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

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

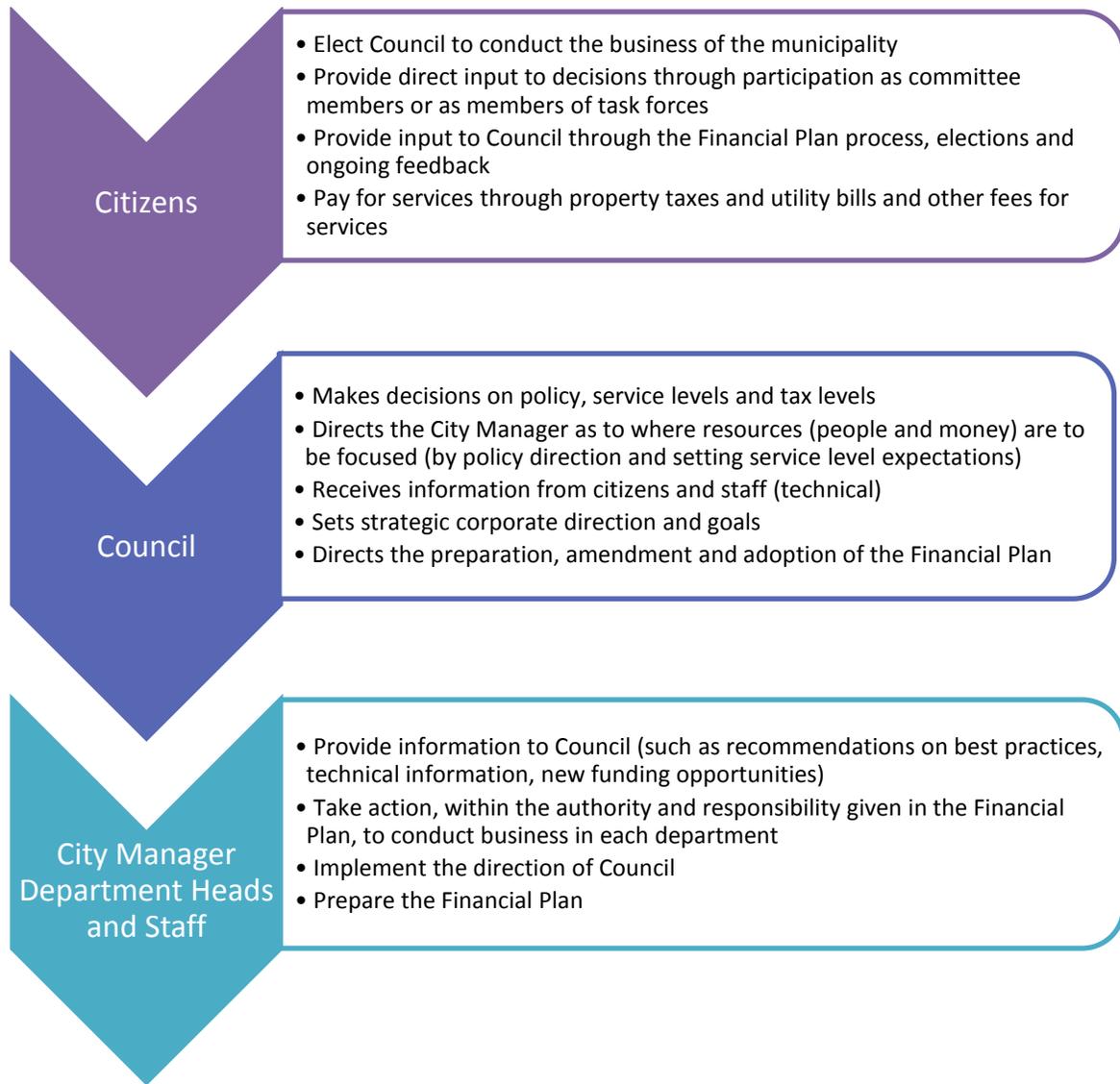
How does the Town fund services? The main source of funding for the Town is Property Taxation. It is through the *Community Charter* that the Town has the authority to levy taxes. Other sources of funds include user fees (water, sewer and garbage fees as well as recreation fees). This revenue is in direct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

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

In summary, for 2016, it is Council's desire to begin the budget discussions earlier than in previous years, to maintain the investment in infrastructure and to keep the taxation impact to a minimum. We believe that this draft Financial Plan achieves these objectives and look forward to your comments.

## Responsibilities in the Financial Planning Process

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## Financial Plan Guiding Principles

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



### Vision

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

### Mission

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A safe, caring, and vibrant community.

### Values

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We lead with courage, respect, and integrity.

### Our Past, Our Future

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

### Sustainability Goals

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

### 8 Pillars of Sustainability

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

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

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

**Tax Strategy:** Continue to reduce the share of property tax paid by Major Industry (Class 4). Business/Other Class (Class 6) increase to be no more than half of the Residential (Class 1) increase.

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

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

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

**Guiding Principles:**

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

The budget process timelines and procedures must be observed to conserve corporate resources.



View from Upper Transfer Beach Parking Lot



- 1 **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.
- 2 **Invest in the Waterfront.** Engage with the community to update the Waterfront Area Plan.
- 3 **Support Investment in the Downtown Core.** Continue to provide tax incentives for building investment. Complete sidewalk and crosswalk projects and install amenities.
- 4 **Protection of the Watershed.** Establish a Watershed Roundtable with community partners. Complete terms of reference and focus areas, such as signage and security.
- 5 **Welcome Visitors.** Continue to direct business licence revenue to fund the Visitor Information Centre at the Ladysmith Chamber of Commerce location. Enhance facilities at Transfer Beach. Complete improvements to expand Aggie Hall parking.
- 6 **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 I.T. related infrastructure to protect investment and enhance infrastructure funding success.
- 7 **Working 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 SFN. Commence next phase of service agreements (building inspection, water and sewer).
- 8 **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, and 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.
- 9 **Water Conservation.** Continue to provide incentives to decrease water consumption and participate in regional water conservation education campaign.
- 10 **Working Together to address Community Concerns.** Resolve nuisance property concerns through a multi-agency approach. Establish a Bar Watch Program, with Good Neighbour Agreements.
- 11 **Sustainable West Coast Town.** Continue to encourage development of green industries. Continue to implement the Sustainability Action Plan.
- 12 **Prompt Communication.** Expand use of technology to deliver timely information while continuing to utilize traditional communication methods.
- 13 **Transparency.** Install technology for live-streaming and archiving of Council meetings.
- 14 **Working Together with our Neighbours.** Renegotiate water service agreement with Diamond Water District.
- 15 **Community Engagement.** Actively engage the community in Town strategies such as the updated Parks, Recreation and Culture Master Plan. Host annual Town Hall meeting.
- 16 **Shared Service Delivery.** Implement Information Technology Strategic Plan through municipal partnership.

## 2016 Budget Process – Timelines for Decisions

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

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

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

- January 18 – set dates for 2016-2020 Financial Plan discussions
- January 26 – begin discussions on priorities and operations at a Special Council meeting
- January 29 – continue discussions at a Special Council meeting
- February 15 – review the 2016-2020 Financial Plan at the Regular Council Meeting
- March 7\* – Grants in Aid deliberation

\*meeting date changed to March 14

Additional meetings are set for:

- March 21 – Water Parcel Tax report
- April 4:
  - Property Tax rates discussion
  - Water Parcel Tax Bylaw
  - Sewer Parcel Tax Bylaw
- April 18:
  - First three readings of 2016-2020 Financial Plan Bylaw
  - First three readings of 2016 Tax Rates Bylaw
  - Adoption of Water & Sewer Parcel Tax Bylaws
- May 2:
  - Adoption of the 2016-2020 Financial Plan Bylaw
  - Adoption of the 2016 Tax Rates Bylaw



Amphitheatre

## Opportunities & Challenges-Ensuring Community Resiliency

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### Significant Infrastructure Upgrades:

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

### Waste Water Treatment Plant

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The Waste Water Treatment Plant continues to be the largest capital project for Ladysmith. This project, funded through grants, reserves and borrowing, will be completed in 2016.

### Water Filtration Plant:

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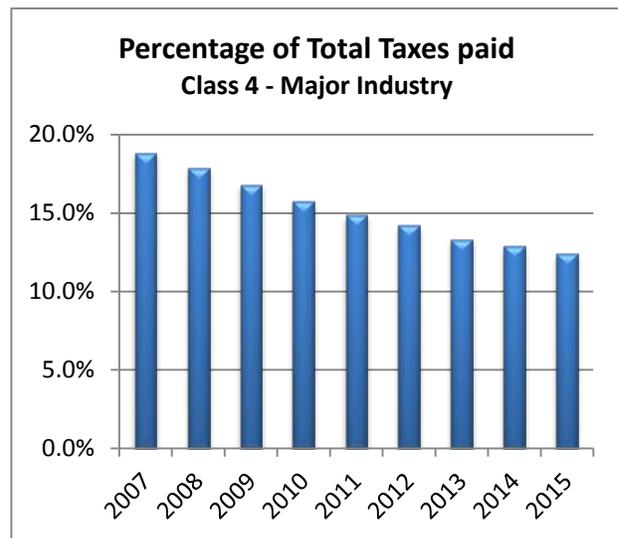
In order to abide by Ministry of Health regulations, Ladysmith is required to upgrade its water treatment system to provide for filtration. Filtration and other related water supply upgrade projects intended to ensure a safe water supply for the future will be funded through borrowing. This will need the approval of citizens through 'elector assent' (voting) in 2016.

### Changing Reliance on Industrial Taxation and the Resource Sector

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As with many B.C. coastal communities, Ladysmith has relied heavily on taxes from the resource industry for a significant portion of its revenue. Two decades ago, the Town recognized that this dependence was not sustainable, and took steps to reduce the reliance on industrial taxation from over one third (35%) of total taxation to less than 13 per cent (13%) in 2015.

In 2015, one company, Western Forest Products, paid nearly 13 per cent (12.64%) of total taxation. The Town's reliance upon a single entity is still significant, but much less risky to the community than in the past. Reducing the Town's dependence on heavy industry for tax revenues does mean increasing taxation on other property classes.



### Opportunities for Tax Relief – Revitalization Tax Exemption

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

In 2013, one property took advantage of this program: 1030 Oyster Bay Drive owned by Terra-North Inc. For 2016, the result of this program is a general assessment tax exemption on the revitalized portion of the property (total assessment = \$2,112,000; exemption = \$1,757,000; net = \$355,000). Although the

program meets the objective of encouraging investment, it also results in foregone tax revenue. In 2015 this amounted to \$29,185 of general taxation.

### **Replacing Aging Infrastructure (Asset Management)**

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

The Town has started to undertake an asset management plan to compile, assess and plan the replacement of the Town's assets. The asset management system improvements planned for 2016 will ensure that replacement funds are used effectively to ensure long term sustainable infrastructure systems providing service to the Town.

### **Expansion of Services**

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

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

### **DL 651**

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



DL 651

## Sources of Revenue

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

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

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

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

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

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

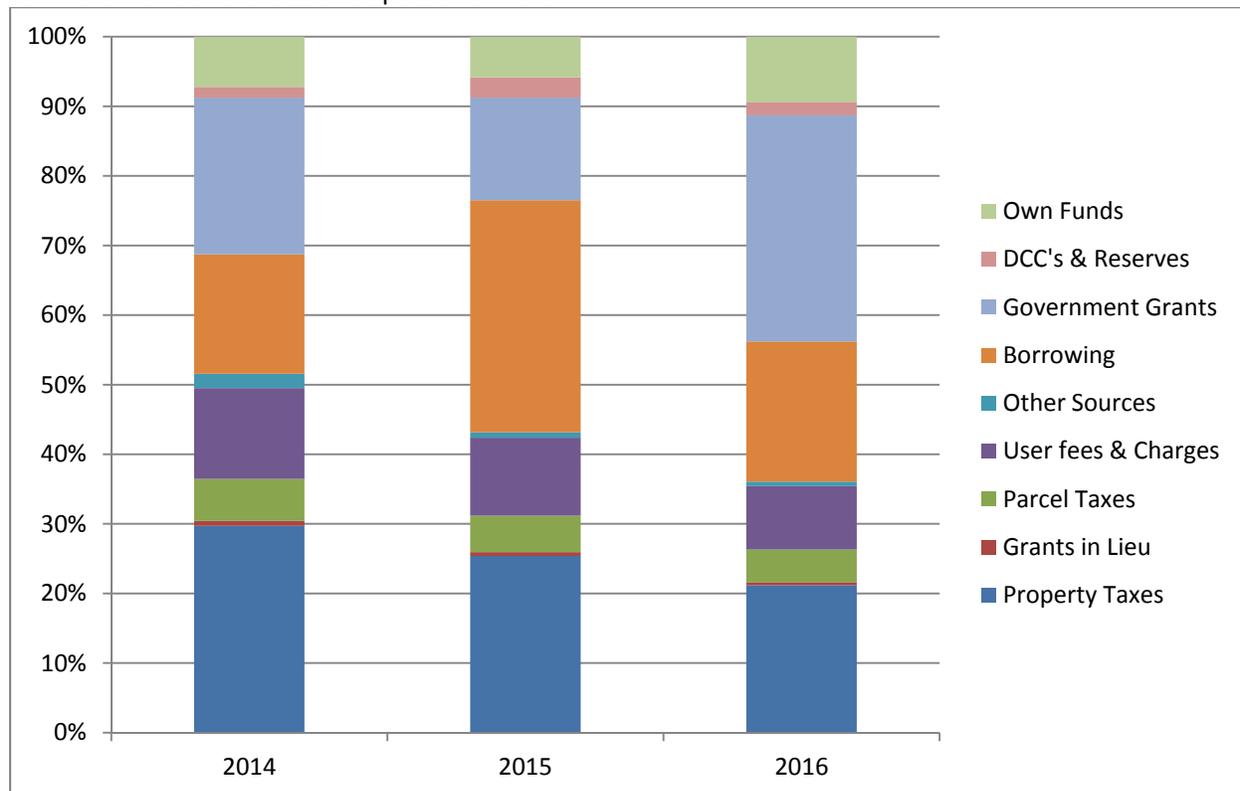
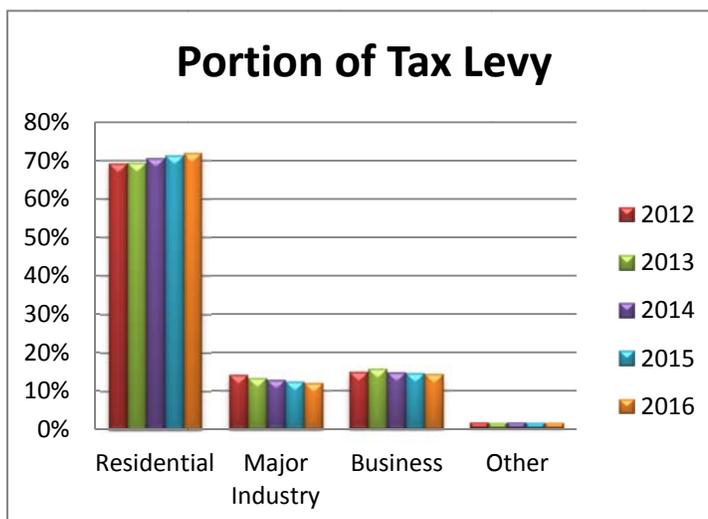


Figure 1 Sources of Revenues for the Town of Ladysmith

## Property Taxes

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

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

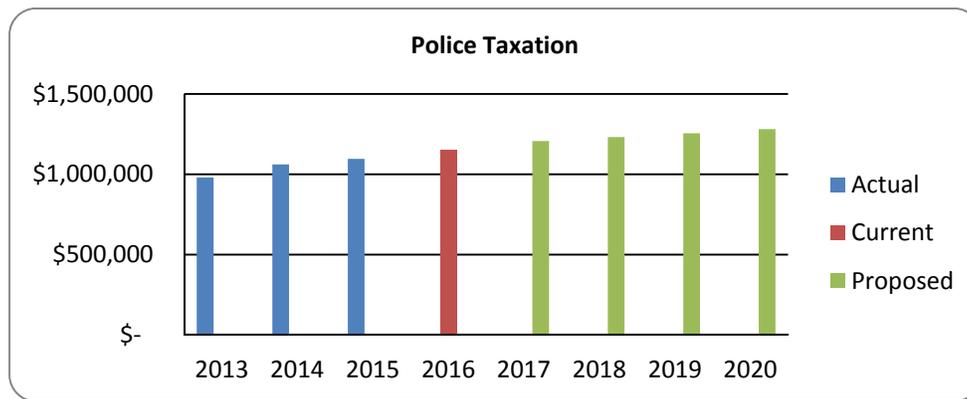


Property Class	% Property Taxation 2016	% Property Taxation 2015	Dollar Value 2016	Dollar Value 2015
Residential (1)	72.07%	71.46%	\$ 5,793,491	\$ 5,573,573
Utilities (2)	0.41	0.44	32,900	34,314
Supportive Housing (3)*	-	-	-	-
Major Industry (4)	12.08	12.45	970,982	970,952
Light Industry (5)	0.80	0.80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

\*classification determined by BC Assessment

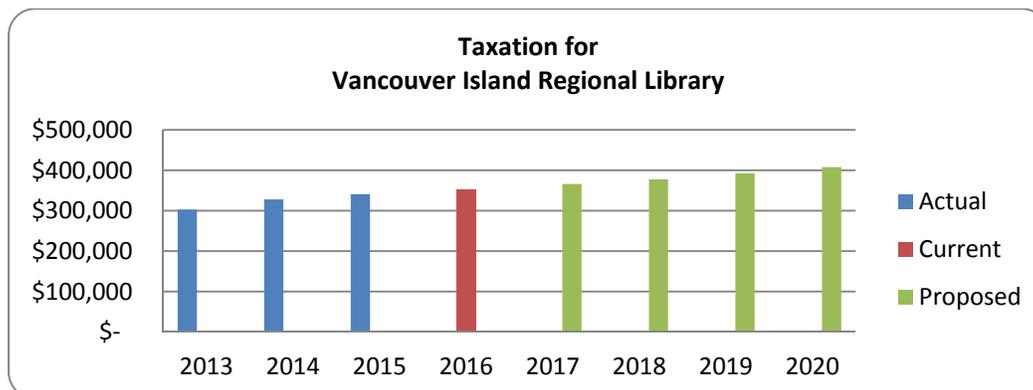
## Police Tax

The Town of Ladysmith contracts policing services with the Royal Canadian Mounted Police (RCMP). Ladysmith property owners pay 70 per cent of the cost to employ seven full time RCMP members. This cost is set by the RCMP, not the Town. The cost for one RCMP member in 2016 is \$168,620 (2015 - \$163,180), plus overtime. Council approved the hiring of an additional support staff from two staff members to three staff members. The Town receives a grant from the Province to defray some of these costs. The provincial grant for 2016 is \$49,000 (2015 - \$54,572) and is applied against the detachment cost, which reduces police taxation paid by property owners. In addition to paying for the RCMP members, the police tax also covers the cost of running the RCMP detachment in Ladysmith. The 2016 Police Tax is \$1,150,102 (in 2015, it was \$1,096,357), which includes the new position for half a year.



## Library Tax

Ladysmith is served by the Vancouver Island Regional Library (VIRL). Funds to cover the cost of the Ladysmith branch of the library are raised through a Library Tax. The library tax levy is set by the Vancouver Island Regional Library Board and is based on population. In 2016, the total bill payable by the Town of Ladysmith to the VIRL will be \$353,236 (in 2015, it was \$341,052.) This is an increase of 3.57% or \$12,184 over 2015. The proposed rates for future years are based on the Library’s 2016-2020 Financial Plan.<sup>1</sup>



<sup>1</sup> Vancouver Island Regional Library 2016-2020 Financial Plan “Meeting Our Service Standards”. Adopted on September 19, 2015, page 38.

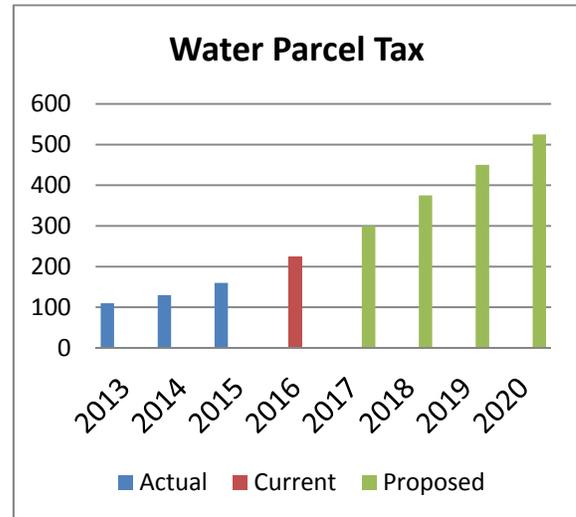
## Parcel Taxes

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

### Water Parcel Tax

Council has endorsed a \$225 Water Parcel Tax for 2016. This increase of \$65 over 2015 rate is to fund the borrowing for a new water filtration plant.

Council has committed to proceed with a water filtration plant which will ensure that the Town's water supply system meets the current surface water treatment objectives published by Island Health Authority. The project, estimated to cost approximately \$14.0 million, will be undertaken in two phases. The first phase consists of a Membrane Filtration System (\$11.0 million), and the second phase will add Dissolved Air Flotation (DAF) pre-treatment (\$3 million), to reduce long term operating and maintenance costs. The Town has made application for grants to assist with this funding.



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

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

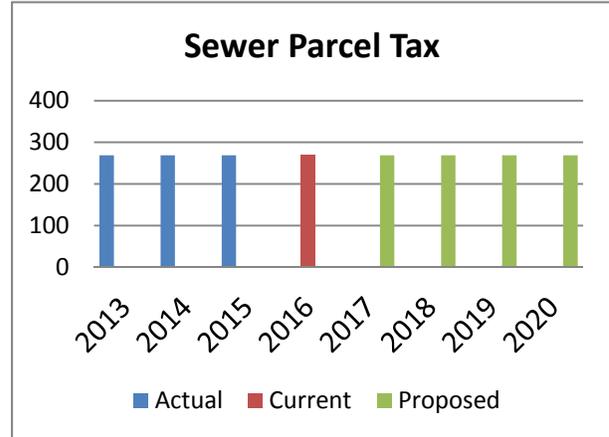
- Construction of a Water Filtration Plant, including debt servicing.
- Enhancements to the dams and future supply-main replacements, such as:
  - Holland Dam - Storage Upgrade
  - Holland Supply Main : PW to Colonia
  - Holland to Stocking Supply Main (design)
  - Holland to Stocking Supply Main
  - Stocking Lake Supply Main
  - Water main Replacement Program
  - Arbutus Reservoir - capacity increase
  - Chicken Ladder Intake Upgrade
  - Chicken Ladder Pipeline Replacement

### Sewer Parcel Tax

Sewer parcel taxes are expected to remain stable at \$269 annually over the next few years, with potential for an increase should the Town need to undertake significant additional work to change our sewage outfall, or further upgrade sewage treatment to meet possible new federal marine discharge standards.

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

- Upgrades to the waste water treatment plant, including debt servicing
- Composting at the Public Works site



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

### Extended services & Parcel Taxes

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

## Grants in Lieu and 1Per Cent of Revenue Grants

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

Grants in lieu of taxation are received from Canada Post, BC Hydro for the electrical lines and Canadian Mortgage and Housing. The total estimate amount to be received for these properties is \$25,700 (in 2015, it was \$24,154).

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

Company (per s.353)	2016	2015
Telus	\$15,627	\$16,201
Shaw Cable system	17,013	17,622
Fortis BC	22,842	24,548
BC Hydro	81,197	81,590

## Fees for Service

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### Utility Fees

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

Included in the 2016-2020 Financial Plan is a 10% increase to water rates as well as a 5% increase to the monthly sewer rate. These increases will be effective for the second quarter billing. These fee increases are necessary to fund the added operational costs for the Waste Water Treatment Plant and Water Filtration Plant.

Although the Town does not maintain a separate 'garbage fund', the garbage collection fees pay for the service that the garbage contractor (currently BFI Canada) charges the Town. In May 2014, the Town entered a contract with Multi Materials BC (MMBC) to collect recyclable materials on its behalf. This arrangement is in response to provincial legislation designed to hold manufacturers and producers responsible for recycling packaging materials they produce, and ultimately to reduce the amount of packaging they use. The contract is expected to provide monthly rebates of \$8,000 (2015 - \$8,750) for the Town in 2016, providing that property owners place only acceptable items in their recycling. These funds will be applied against increases to contractor costs and will also offset increased operational costs, such as advertising and education programs implemented to ensure that the Town meets the MMBC rebate requirements. The Garbage Utility Rate did not increase in 2014, even though the contract costs increased by 2 per cent.

A decision is required by Council as to whether they wish to continue to save to provide a fully automated system in the future, which will require a large capital expenditure for household bins compatible with the new system.

## User Fees

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

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

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

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

## Rental Revenue

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The Town looks for alternative sources of funding to reduce reliance on property taxes. One such revenue option is property rental. Due to current vacancies in Town-owned properties, the total rental revenue expected is \$132,298 (2015 - \$162,908). In recent years, Town facilities have been increasingly occupied by not-for-profit organizations. Although these organizations provide significant contributions to the community, the loss of rental revenue to the Town is made up by increases in taxation.

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

Location	Total Rental (\$)
Machine Shop - 610 Oyster Bay Drive (various tenants)	\$ 8,240
Community Services Centre - 220 High Street and 630 & 620 Second Avenue	15,500
Aggie Hall – 1110 1 <sup>st</sup> Avenue	5,500
Transfer Beach (including concession & kayak shop)	11,650
Forest Field	13,500
FJCC Facility Rentals & Leases (including pool)	68,400
BC Transit	9,508

## Grants

Ladysmith has benefited greatly from a number of grants in recent years. These grants include partial funding for the waste water treatment plant, the construction of the Community Services Centre and Spirit Square on High Street, and the construction of the artificial turf field at Forrest Field. Staff continually seek out additional funding sources for projects and the cost of doing this work is included in the general government section of the budget. However, reliance upon grants is not a reliable form of financing because it is dependent upon the decisions of other levels of government.

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

In 2016, the following projects are expected to be started or completed with funding from grants:

Project	Granting Agency	Amount (\$)
Waste Water Treatment Plant	Green Municipal Funds - FCM	1,000,000
Composting Facility	UCBM	570,000
Small Community Protection	Province of BC	438,000
Asset Management	Province of BC and UBCM	90,000
Traffic Fine Revenue Sharing	Province of BC	49,000
Cooperative Protocol – First Nations	UBCM	9,000
Traffic Safety Audit	ICBC	7,500
Pedestrian Cross Walk	ICBC	10,000
Upper Transfer Beach Improvements	MIA	6,000
Sidewalk Connector	ICBC	5,000
<b>Operating Grants</b>	<b>Granting Agency</b>	<b>Amount (\$)</b>
FJCC - Operating	CVRD	126,516
Operating	Various	7,300
CARIP	Province of BC	8,364

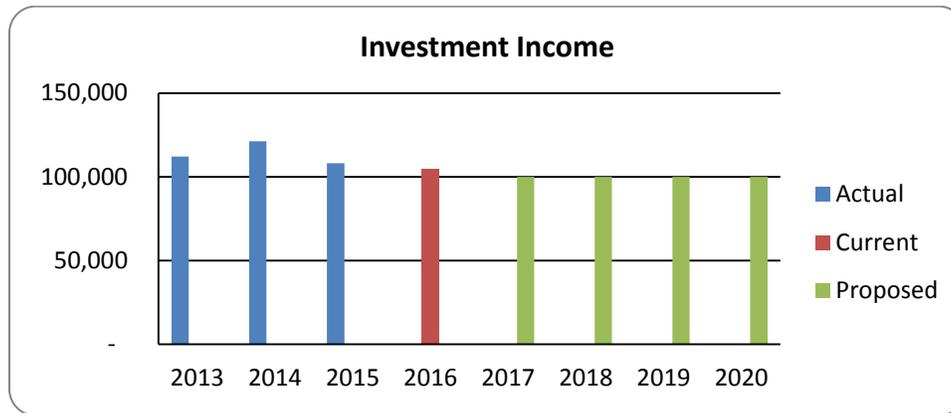


**Grant provided by Municipal Insurance Association to add fencing to Transfer Beach Parking Lot**

## Penalty & Other Revenue

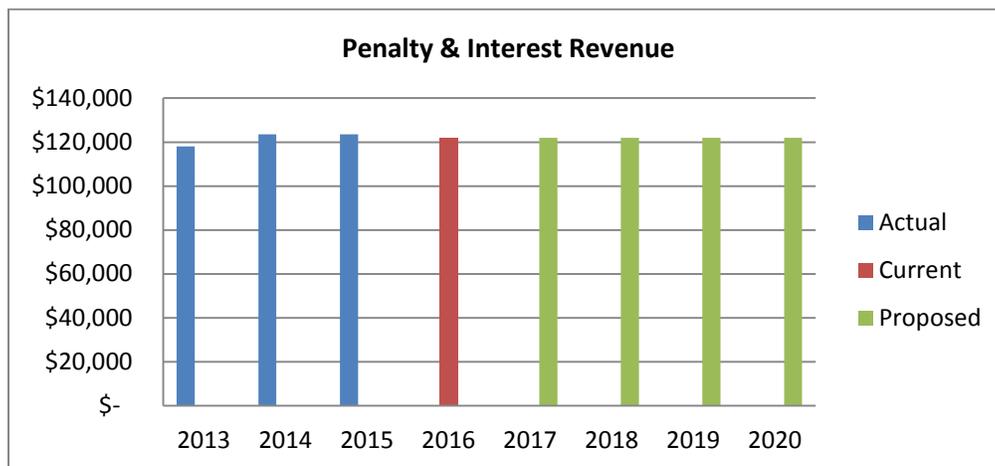
### Investment Revenue

The Town earns revenue through returns on investment of its cash reserves. The Town invests the funds appropriated for specific capital projects and other surpluses in interest-bearing accounts. Council has set a policy that the investments made are to be conservative and low-risk. Currently, funds are invested with the Ladysmith & District Credit Union. It is expected that the return on investment will generate \$105,000 in 2016 (2015 - \$105,000). In the future, it is expected to decrease as the reserves set aside for capital projects are going to be spent on those projects.



### Penalty Revenue

The Town levies a penalty of 10 per cent on unpaid current taxes at the tax due date (July 4<sup>th</sup> for 2016), as prescribed in the Municipal Tax Regulation. Unpaid property taxes from prior years also accrue daily interest at the Province's prescribed interest rate. Even with the introduction of the Property Tax Prepayment Plan program, it is estimated that penalty and interest will account for \$120,000 in 2016 (\$122,000 – 2015). It is expected that this revenue will remain constant at approximately \$120,000 per year from 2017-2020.



## **Proceeds from Borrowing**

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

Additional borrowing is required to fund the replacement or upgrades to the City Hall and the Fire Hall. Borrowing is anticipated to fund the Water Filtration Plant upgrade and other major water supply projects, and to fund a new Fire Truck. Elector assent is required in 2016 to authorize the funding for water projects.

There are restrictions in place to limit the amount of possible borrowing. This limitation is based on the ability to service the debt, i.e. paying principal and interest charges. The debt servicing costs on borrowing is capped at 25 per cent of the previous year's revenues. Currently, the Town's total debt servicing limit is approximately \$2.9 million. The Town has approved servicing of approximately \$1.4 million, leaving \$1.5 million within the cap limit. From that, there is proposed borrowing for the Water Filtration Plant, other Water Supply upgrades and a Fire Truck.

### Gas Tax Funding (Restricted)

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

The Financial Plan includes the following projects to be funded at least partially with Gas Tax funds in 2016-2020:

- Energy & Facilities Condition Assessment
- Downtown Garbage Bins
- Parks, Recreation & Culture Master Plan
- Traffic Safety Audit
- Waterfront Area Plan
- Aggie - Parking Expansion area
- Roof repair - FJCC
- Playground - Transfer Beach (Rotary)
- Enclosed Dog park
- Bleachers, Storage & Security for Base Ball fields - Aggie
- Sewer Source Control Program
- Sidewalk Connecting - First Ave by roundabout
- Paving: 4th Ave, Methuen to Belaire

### Development Cost Charges (Restricted)

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The Town updated the Development Cost Charges (DCC's) Bylaw in 2011. DCC's are charged on new development within the Town and fund infrastructure that is required as a result of new growth. The DCC Bylaw requires that the fees are reviewed every five years. A consultant will be hired in 2016 to review and propose any changes to the DCC plan.

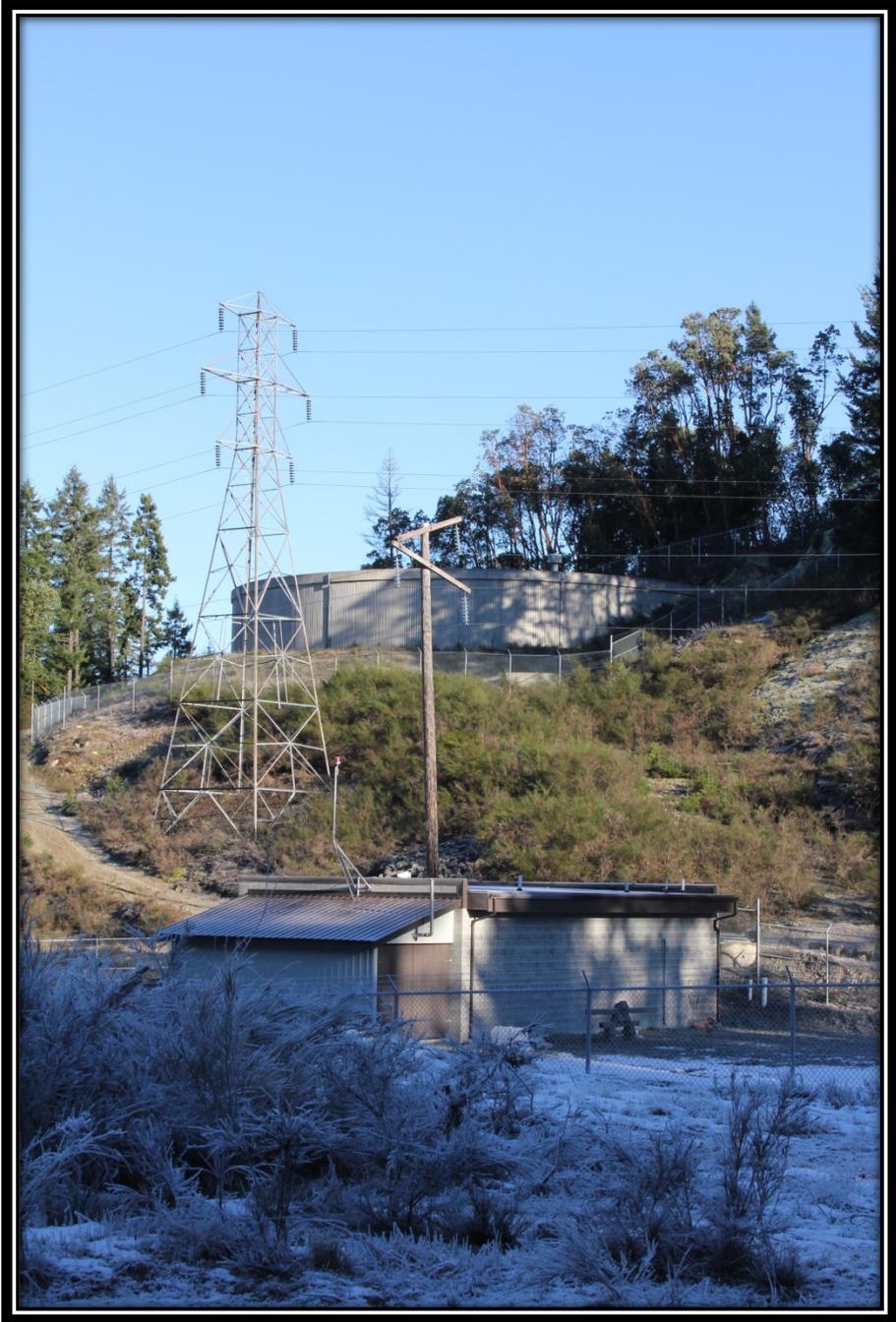
Development Cost Charges are funding the following projects in this financial plan:

- DCC Review
- Paving: 4th Ave, Methuen to Belaire
- Holland Supply Main Replacement: PW to Colonia
- Stocking Lake Supply Main & Holland to Stocking Supply Main

### Reserves

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



**Water Reservoir & New Chlorinator**

# 2016 Strategic Priorities



## NATURAL AND BUILT INFRASTRUCTURE

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



## EMPLOYMENT AND TAX DIVERSITY

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



## 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.*



## 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 meaningful citizen involvement.*



## COMMUNICATIONS AND ENGAGEMENT

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

*Wise  
Financial  
Management*

*Enhanced  
Standard of  
Infrastructure*

*Effective Land  
Use Planning  
and Community  
Design*

*Supportive  
Corporate  
Governance*

*A Safe and  
Healthy  
Community*

*Dynamic  
Economic  
Development*

*Responsible  
Stewardship  
of the  
Environment*

## Strategic Direction A - Wise Financial Management

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The Town's first strategic direction is to ensure wise financial management and provide fair value to the taxpayer. The Financial Services Department takes the lead role in this direction by providing budget and accounting services to supporting decision making, though every department plays a role in ensuring financial sustainability.

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

<i>QUICK FACTS</i>		
	2015	2014
Grants managed	13	13
Value of grants managed	\$2.521m	\$1.375m



Holland Creek Pedestrian Bridge

## Strategic Direction B - Effective Land Use

The Town's second strategic priority is to ensure effective use of land within the Town boundaries, in accordance with the Town's sustainability vision, Official Community Plan and Zoning Bylaw, as well as provincial legislation. The **Development Services Department** has the lead in this area, and is responsible for long-range and current Planning, Urban Design, Heritage Preservation, Economic Development, Building Inspection and Bylaw Compliance. The department provides advice to Council on development matters, processes applications regarding land use, promotes economic development and networks with various committees and local area groups.

Overall, the Development Services Department budget (not including Building Inspection and Bylaw Enforcement) will decrease by 2.84 per cent, including carry-forwards, in 2016.

### Priorities

- OCP amendment/rezoning for the Holland Creek development area
- Engage with community to update the Waterfront Area Plan
- Implement best practices for community growth and investment
- Engage with the development community to streamline application processes
- Complete the Transfer Beach Interpretive History Project
- Participate in the Naut'sa Mawt Steering Committee

<b>QUICK FACTS</b>		
	2015	2014
Development Permit Applications	14	11
Development Variance Permit Applications	3	5
Rezoning Applications	4	3
Sign Permit Applications	12	13
Temporary Use Permit Applications	1	-
Commission and Committee Meetings Organized & Attended	12	12
Naut'sa Mawt Steering Committee Meetings Organized and Attended	4	4
Zoning Bylaw Update Project Meetings Held	0	2
Customer Enquiries	350	300
Heritage Revitalization Tax Exemption Agreements	1	3

<b>Development Services (net of revenues)</b>	<b>2016 Preliminary Budget</b>	<b>2015 Approved Budget</b>	<b>% Change</b>	<b>\$ Change</b>
<b>Economic Development &amp; Tourism</b>	60,399	80,884	-25.33%	(20,485 )
<b>Heritage</b>	23,135	24,463	-5.43%	(1,328 )
<b>Planning</b>	375,289	366,865	2.30%	8,424

## Strategic Direction C - 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. However, this direction is supported by all Departments and the Regional District. The Development Services Department is responsible for both guiding and promoting economic development in Ladysmith, including tourism and sustainability. Through partnerships with local businesses and other levels of government, the Town will facilitate the development of a sustainable economy.

<b>QUICK FACTS</b>		
	2015	2014
Tourism Marketing Advertisements	7	10
Tourism Collateral Items	1	--
Film Permit Applications	1	--
Rezoning Applications	4	3
Sign Permit Applications	12	13
Economic Revitalization Tax Exemption Agreements (active)	1	1
Business licences	539	479
Inter-community business licences	51	41

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

### Economic Development Highlights:

**\$ 35,000** paid annually to the Ladysmith Chamber of Commerce for Ladysmith Visitor Centre & business centre services

**\$ 8,400** paid annually for Ladysmith Visitor Centre rent

**\$ 52,029 (draft)** for regional economic development services delivered by Economic Development Cowichan (through the CVRD requisition)

**\$ 9,974 (draft)** for regional tourism services delivered by Tourism Cowichan (CVRD requisition)

Economic Development Services include:

- Annual Community Profile
- Business and Development Portal
- Support to investor inquiries
- Support for process navigation, including BizPal
- Tourism promotion – website, print materials
- Member of the Partnership for an Economically Vibrant Community
- First Nation relationships and partnerships

### *Priorities*

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- Promote “open for business” climate
- Streamline approvals processes for building and development to expedite turnaround times
- Implement feedback mechanisms for continuous improvement of permit and approval processes
- Continue to encourage development of green industries
- Continue to provide tax incentives for building investment
- Implement the next phase of the welcome and directional signage project
- Encourage establishment of a Business Improvement Area to support downtown business
- Work with Stz’uminus First Nation to establish the South Ladysmith Industrial Park
- Explore options for a new City Hall and Library facility in the Downtown
- Downtown infrastructure improvements

## Strategic Direction D - Enhanced Standard of Infrastructure

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

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

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

### Priorities

- Complete the Waste Water Treatment Plant to offer secondary treatment
- Examine options to enhance composting facility at Public Works
- Complete the upgrade of Fourth Avenue: Pavement, Storm, Water, Sanitary, Bike Lanes
- Undertake Design for a number of Strategic Water Supply Enhancement Projects
- Begin Design of a Water Filtration Plant
- Replace Fueling System at Public Works
- Continue to upgrade water supply mains

<b>QUICK FACTS</b>		
Engineering	2015	2014
Kilometres of roads and lanes	65	65
Kilometres of sidewalks	37.2	37.2
Kilometres of water mains	84.8	70.6
Kilometres of sewer mains	67.9	54.5
Sewer connections (residential)	2973	2,947
Water connections (single family dwelling)	2777	2,774
Consecutive days providing tested and approved drinking water	365	365
Interments in Ladysmith Cemetery	27	26
Marker installments in Ladysmith Cemetery	23	13
Customer Service Requests	909	390

Transportation Services (net of Revenues)	2016 Preliminary Budget	2015 Approved Budget	% Change	\$ Change
BC Transit	10,996	2,953	272.37%	8,043
Engineering	210,863	266,346	-20.83%	(55,483 )
Parking Lot Lease	11,590	11,290	2.66%	300
PW Administration	330,217	290,627	13.62%	39,590
PW Operations	619,657	658,537	-5.90%	(38,880 )
Snow & Ice Removal	52,160	60,660	-14.01%	(8,500 )
Trolley	2,507	2,507	0.00%	-
Retired Debt	-	54,862	-100.00%	(54,862 )
Cemetery	(1,393)	(1,600)	-12.94%	207

### Waste Water Treatment

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

### Sewer Services

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

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

The budget includes a large increase in chemical supply costs (\$35,000) and contracted services (\$20,000) to run the Waste Water Treatment Plant.

### Water Services

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

- Implementation of water restrictions during the dry season
- Installation of water meters at all residences and businesses to help determine and repair any leaks in the system and to monitor consumption
- Distribution of educational water-wise mail-outs to all households
- Implementation of regulations making low-flow toilets mandatory in all new construction and renovations
- Installation of low-flow toilets in all municipal facilities
- Undertaking capital upgrades to the water supply system

Included in the Financial Plan is proposed debt servicing of \$350,000 to fund the Water Filtration Plant.

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

Utilities (Expenses only)	2016 Preliminary Budget	2015 Approved Budget	% Change	\$ Change
<b>Sewer Operations</b>	\$ 880,701	\$ 750,675	10.07 %	\$ 130,026
<b>Sewer Debt Servicing</b>	540,120	540,120	0	0
<b>Water Operations</b>	659,557	613,455	7.52	46,102
<b>Water Debt Servicing</b>	58,012	58,012	0	0
<b>Water Debt Servicing (proposed)</b>	350,000			350,000

## Strategic Direction E - Responsible Stewardship of the Environment

Commitment to environmental sustainability underlies all activities and priorities of the Town. Although Infrastructure Services takes the lead in many of the projects, all departments take responsibility for supporting this strategic priority. The Sustainability Action Plan provided clear direction for the Town and the Annual Report for 2015 will report on progress in this priority area.

QUICK FACTS		
Solid Waste	2015	2014
Units serviced with waste pick-up	3089	3065
Tonnes solid waste collected (garbage, recyclables, organics)	1413	1390
Percentage of Total waste diverted from landfill	57.1	57.5

### Garbage and Recycling

The main cost in this area is solid waste collection fees paid to the contractor (currently BFI). The Town has entered a contract with Multi-Material BC to collect recyclable packaging on its behalf. This is in response to new legislation requiring a reduction in packaging materials and holding manufacturers responsible for its disposal.

Solid Waste Services (net of revenues)	2016 Preliminary Budget	2015 Approved Budget	% Change	\$ Change
Garbage	-44,420	- 42,980	3.4%	- 1,440

### Composting

The Town composts on site at the Public Works Yard and will be examining options to improve the processing system at that location, particularly management of odours.

### Climate Action

In 2008, the Town of Ladysmith signed the British Columbia Climate Action Charter, together with most municipalities in the Province. This committed the Town to reducing carbon emissions and becoming carbon neutral by 2012. Local governments can achieve carbon neutrality by reducing emissions, by purchasing carbon offsets to compensate for their greenhouse gas emissions or by developing projects to offset emissions. Such projects may include improving the energy efficiency of local government-owned and operated buildings and vehicle fleets.

Since 2008, the Town has strived to reduce its carbon emissions. While this is significant progress, to achieve neutrality, the Town still has to purchase carbon offset credits. For the carbon offset of 2015, the Town will purchase 288 carbon offsets through Cowichan Energy Alternatives.

The Climate Action Charter also requires a commitment from the Town to an additional 10% reduction in greenhouse gas emissions by 2016. Projects to support this goal are included in the Financial Plan.

### Priorities

- Complete Secondary Wastewater Treatment Plant Upgrade;
- Implement the Sustainability Action Plan
- Begin construction on the Water Filtration Plant
- Continue to compost Waste Water Treatment Plant sludge

## Strategic Direction E - Responsible Stewardship of the Environment

## Strategic Direction F - Safe and Healthy Community

### Safe Community

Services in this area include Protective Services and Building & Bylaw Compliance.

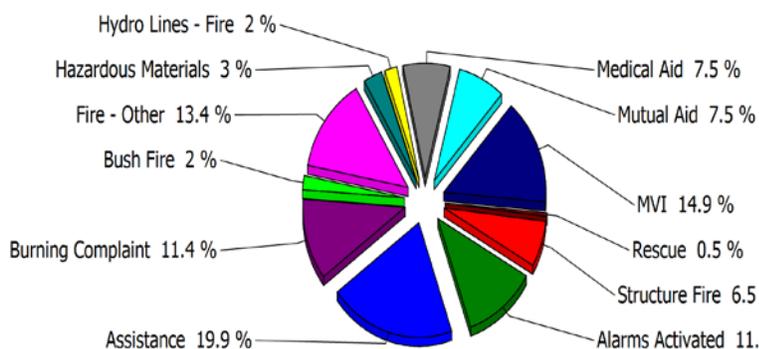
#### Protective Services

This area includes Police, Fire Rescue, Animal Control and Bylaw Enforcement. Police Services are provided under contractual agreement by the RCMP. Fire Rescue Services are provided by paid on-call members. Animal Control is provided under contractual arrangement and Bylaw Services are provided by staff in the Infrastructure Services Department.

#### Fire Rescue

Ladysmith Fire and Rescue is made up of one Fire Chief, three Lieutenants, one Captain, one Deputy Chief, one Training Officer, and 25 paid volunteers.

**Distribution of Calls by Response Type**



#### QUICK FACTS

Fire/Rescue	2015	2014
# Officers	7	7
# Hourly paid on-call members	25	25
# Incidents	201	199

#### Fire Vehicles

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

Protective Services (net of revenues)	2016 Preliminary Budget	2015 Approved Budget	% Change	\$ Change
Fire Department	295,887	290,116	1.99%	5,771
Fire Vehicles	26,795	27,083	-1.06%	(288)
Fire Vehicles – Lease	61,952	62,927	-1.55%	(975)

### *Policing*

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

<b>QUICK FACTS</b>		
<b>Policing</b>	<b>2015</b>	<b>2014</b>
# of service calls Detachment Area	4,586	4,045
# of service calls Town of Ladysmith	2,698	1,982

In 2016, one RCMP member costs \$168,620 (2015 - \$163,180). There are seven RCMP members in the detachment. Similarly to any municipality with a population between 5,000 and 15,000, the Town is responsible for funding 70 per cent of that cost.

**Council approved a higher level service request for an additional Public Sector Employee position in the detachment. For 2016, this position would be partially funded at a cost of \$33,650 and fully funded in future years at a cost of \$67,300.**

<b>Protective Services (expenses)</b>	<b>2016 Preliminary Budget</b>	<b>2015 Approved Budget</b>	<b>% Change</b>	<b>\$ Change</b>
<b>Police</b>	1,182,256	1,122,783	5.29%	59,473
<b>Police – Debt</b>	194,183	194,183	0.00%	-

### *Animal Control*

Animal control services are provided by Coastal Animal Services through a contract with the Town. The revenue received from the sale of dog licences is applied against the contract costs. The net cost to taxpayers for animal control (costs over and above dog licence revenues) is budgeted at \$9,900 in 2016. (2014 - \$11,500). Included in the 2016-2020 Financial plan is a new dog park. Currently it is funded from prior year reserves.

<b>QUICK FACTS</b>		
<b>Animal Control</b>	<b>2015</b>	<b>2014</b>
# Dog Licences Sold	992	998

<b>Protective Services (net of revenues)</b>	<b>2016 Preliminary Budget</b>	<b>2015 Approved Budget</b>	<b>% Change</b>	<b>\$ Change</b>
<b>Animal Control</b>	12,530	9,900	26.57%	2,630

### *Bylaw Compliance and Building Inspection*

The Town’s regulatory bylaws help to support Ladysmith’s small town quality of life. The implementation of Town bylaws includes education and compliance services that contribute to our goal of a safe, caring and vibrant community. The Bylaw Compliance service provides information and education for the public about Town policies and regulations and works to obtain compliance with Town bylaws. The service includes a range of compliance activities including enforcement. In 2015, the Bylaw Compliance Officer responded to 210 service requests.

<b>QUICK FACTS</b>		
<i>Building Inspection</i>	2015	2014
Building Permits (renovations and new construction)	90	81
Occupancy Permits	37	27

**Council approved a Higher Level of Service Request in this area for a one-time cost of \$3,000 for the Bylaw Compliance Officer to develop a Compliance Strategy. This will include:**

- Bylaw Compliance Policy
- Bylaw Compliance Procedures
- Updates to Ticketing Bylaw
- Consequential amendments to enforcement and penalty sections of regulatory bylaws, as needed

Protective Services (net of revenues)	2016 Preliminary Budget	2015 Approved Budget	% Change	\$ Change
<b>Building &amp; Bylaw Enforcement</b>	114,487	88,996	28.64%	25,491

### *Emergency Preparedness*

Facilities within the Town of Ladysmith, including the Frank Jameson Community Centre, are designated Emergency Social Services Centres. Town staff are also trained to run an Emergency Operation Command Centre, as they did during the recent grass fire in Cedar.

There is no direct funding for the Emergency Preparedness; however, Emergency Operations Centre training is provided through the Cowichan Valley Regional District.

Protective Services (net of revenues)	2016 Preliminary Budget	2015 Approved Budget	% Change	\$ Change
<b>Emergency Preparedness</b>	-	-	-	-

## Strategic Direction F – Safe and Healthy Community

### Healthy Community

#### *Parks Operations*

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

**Council has approved a higher level service request for 2 summer students to perform trail maintenance at one-time cost of ~ \$24,000 in 2016.**

Parks	2016 Preliminary Budget	2015 Approved Budget	% Change	\$ Change
Golf Course	12,474	5,879	112.18%	6,595
Parks	640,466	622,873	2.82%	17,593

#### *Parks, Recreation and Culture*

The Town is committed to providing appropriate recreational facilities and services to support community wellness. The Parks, Recreation & Culture Department team of staff manage Town of Ladysmith facilities in a manner ensuring quality and safe experiences by all users. Use of Town facilities is maximized through both programs and rental access to spaces. The department develops recreation programs and events, through either direct provision or partnering with various community groups, efficiently and effectively delivering optimum services to the community as a whole.

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

Arts and Culture are also key to community health, and the department works with community groups to facilitate special events and programs for community participation and education.

Parks, Recreation & Culture include:

QUICK FACT		
Parks & Recreation	2015	2014
# registered in fitness programs	796	918
# drop-in fitness classes	762	766
# of one-person personal training	271	260
# registered in aquatic programs	961	889
# of private swimming lessons	565	407
# of patrons visited FJCC	81,059	73,300
# of Rec Room youth drop ins	1,500	1,600
# of Amphitheatre Events	35	33
# of picnics at Transfer Beach Shelters	96	65
# of Forrest Field Bookings	447	210
# hectares of parks, trails and open spaces	110	110
# of km of hiking and walking trails	26	26

Parks, Recreation & Culture include:

- Recreation program delivery
- Community Services (partnerships)
- Facility management (operational and capital)
- Park planning and capital
- Special Events

<b>Recreation &amp; Cultural Services (net of revenues)</b>	<b>2016 Preliminary Budget</b>	<b>2015 Approved Budget</b>	<b>% Change</b>	<b>\$ Change</b>
<b>Aggie Hall</b>	40,463	38,143	6.08%	2,320
<b>Aquatics</b>	83,033	56,842	46.08%	26,191
<b>Beach Maintenance</b>	22,921	16,502	38.90%	6,419
<b>PRC Commission</b>	300	300	0.00%	-
<b>Facility Maintenance</b>	27,299	21,164	28.99%	6,135
<b>Fitness Studio</b>	39,874	52,340	-23.82%	(12,466 )
<b>FJCC Administration</b>	579,441	630,619	-8.12%	(51,178 )
<b>FJCC Maintenance</b>	464,462	454,037	2.30%	10,425
<b>Forest Field</b>	18,397	18,693	-1.58%	(296 )
<b>High Street Buildings</b>	26,436	24,077	9.80%	2,359
<b>Machine Shop</b>	20,229	7,932	155.03%	12,297
<b>Recreation Programs</b>	97,828	84,559	15.69%	13,269

Overall, the Recreation & Culture Services budget changes by slightly more than one per cent. There has been a recent reorganization within the department to streamline service delivery. This has resulted in the budget being reallocated to different sections within the department.

### *Priorities*

- Replace registration and booking software system
- Update Parks, Recreation & Culture Master Plan
- Investigate options and locations for a dog park
- Transfer Beach Park improvements
- Holland Creek Trail improvements



**Kids Playing at Transfer Beach**

## Strategic Direction G - Supportive Corporate Governance

The Town is committed to supporting the activities of Council as required by legislation, 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 coordinate 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

<b>QUICK FACTS</b>		
<b>General Government Services</b>	2015	2014
# Council Meetings Supported	61	67
# External Committee Meetings Supported	55	22
# Internal Committee Meetings Supported	71	57
# Resolutions Adopted	671	656
# Freedom of Information Requests	10	6
# Job Postings Managed	56	37
# Retirements	4	1
# E-mail Subscribers	1415	1229
# Statutory Advertisements	19	16
# Corporate Services Newsletters published	5	5
# Subscribers to electronic utility billing	525	465
# Subscribers to pre-authorized utility payment program	352	330

### *Mayor, Council and Town Administration*

This area includes the Mayor and Council, plus all Town administration including the City Manager, Corporate Services, Human Resources, and Information Technology.

**Town Council** is made up of the Mayor and six Councillors who work together to set the policy direction for the Town. The Mayor and Council budget will increase by 18.28 per cent, made up of an increase Council remuneration and increased costs of meeting expenses.

Once Council has made decisions on policy and service levels, those decisions are implemented at an operational level. The **Chief Administration Officer** (City Manager) liaises directly with Council and is responsible for executing all decisions of Council. All department heads (Directors) report to the City Manager. The City Manager also directly manages corporate strategic projects.

This year will be a transition year for the Chief Administration Office. The City Manager will be retiring and a replacement will be hired. There is additional labour cost to cover the transition period, although this one-time expense will be funded from reserve funds.

General Government Services (net of revenue)	2016 Preliminary Budget	2015 Approved Budget	% Change	\$ Change
Revenue (incl. Grant)	(463,600 )	(472,600 )	-1.9%	9,000
Mayor & Council	147,740	124,910	18.28%	22,830
Administration	209,646	207,347	1.11%	2,299
Administration Charge	(172,242 )	(172,242 )	0.00%	-
Bad Debt	10,000	10,000	0.00%	-
Corporate Service	721,903	717,834	0.57%	4,069
Finance	685,321	679,776	0.82%	5,545
Grants In Aid	101,000	103,000	-1.94%	(2,000 )
Human Resources	230,016	229,821	0.08%	195
Information Technology	236,610	229,850	2.94%	6,760
Debt Servicing	13,782	4,228	226%	9,554

Overall, the General Government Administration budget is increasing by 3.59 per cent. The largest increase is in the costs to service the short term debt on the properties purchased on Buller Street for the eventual building of a new City Hall.

This budget also reflects the new service agreement with North Cowichan to maintain the Town's Information Technology system.

### *Priorities*

- Continue to work with North Cowichan to improve the Town's information technology support.
- Commence live-streaming of Council meetings. **Council has approved a higher level service request for an additional \$4,000 to implement a 2-camera live streaming option.**

## Leases & Debt

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

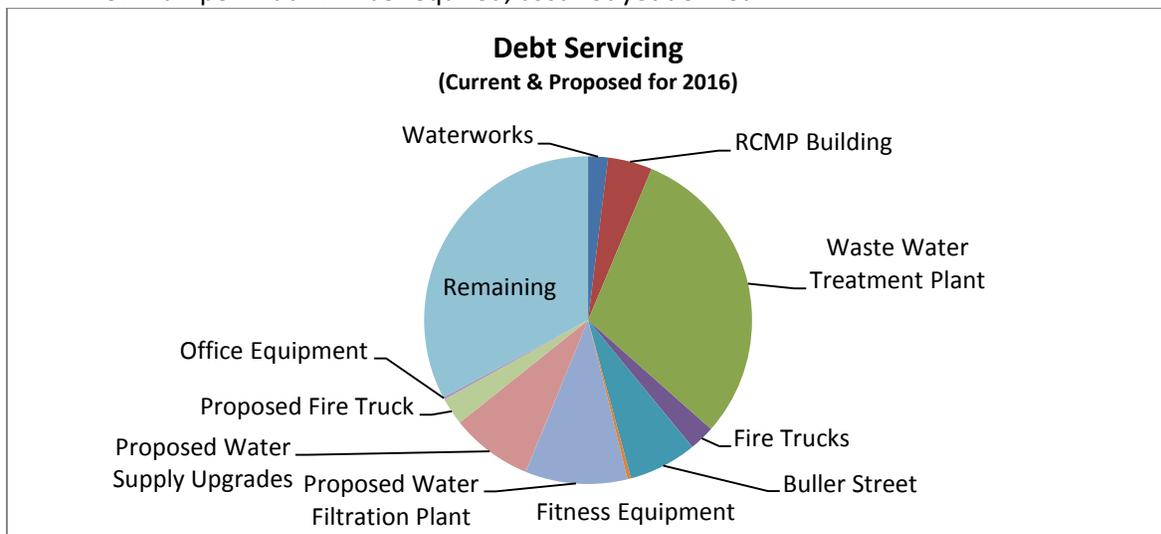
- Photocopier (City Hall). Lease ends 2016. Monthly principal and interest payments \$329.
- Photocopier (Public Works). Lease ends 2017. Monthly principal and interest payments \$111.
- Bush Truck (Fire Department). Lease ends 2018 with \$83,000 remaining to be refinanced. Monthly principal and interest payments \$1,381.
- Rescue Truck (Fire Department). Lease ends 2018 with \$334,003 remaining to be refinanced. Monthly principal and interest payments \$2,718.
- Pumper Truck (Fire Department). Lease end 2016 with \$41,400 remaining to be refinanced. Monthly principal and interest payments \$773.
- Photocopier (PRC). Lease ends 2020. Monthly principal and interest payments \$147.
- Fitness Equipment (PRC). Lease ends 2020. Monthly principal and interest payments \$782.

Existing debt:

- Buller Street Properties. Ends 2019. Annual payment \$200,000.
- RCMP Building. Ends 2031. Annual payment \$194,183.
- Waterworks. End 2037. Annual payment \$58,012
- Waste Water Treatment Plant. To borrow \$10 million dollars over 20 years. Estimated annual payment \$540,012.

Proposed debt:

- Water Filtration Plant & Supply Upgrades. To borrow \$10 million dollars over 25 years with an estimated annual payment \$600,000.
- City Hall and Fire Hall Upgrade. To borrow \$10 million dollars over 25 years with an estimated annual payment \$600,000.
- A new Pumper Truck will be required, cost not yet defined.





Ladysmith Harbour

### 2016 Capital Projects-Continuing

Area	Description	Project Cost	Taxation Funding	Water Utility Funding	Sewer Utility Funding	Prior Yr Funding	DCC Funding	Reserve Funding	Gas Tax Funding	Grant Funding	Borrowing	Donation
Administration	First Nations Capacity Building (Grant)	9,000								9,000		
Development	Directional Signage	37,000				37,000						
Engineering	Asset Management work-order program (W/S/G Split)	110,000				30,000				80,000		
Equipment	Backhoe - Replace #96 (W/S)	150,000				150,000						
	Pickup Truck - Replace #44	35,000						35,000				
	Pickup Truck - Replace #85	35,000						35,000				
	Water main valve equipment	38,500				38,500						
Fire/Police	1995 Chevy Truck - Utility Truck	20,000				20,000						
Information Technology	Recreation Registration Software System	25,000				25,000						
	SCADA System Upgrade (S & W Split)	50,000				50,000						
Facility Maintenance	Chlorination System Conversion	75,000				75,000						
	Energy & Facilities Condition Assessment	20,000							10,000	10,000		
	Machine Shop repairs identified	18,500				18,500						
Public Works Projects	Downtown Garbage Bins	15,000						15,000				
Recreation	Parks, Recreation & Culture Master Plan	40,000						40,000				
Transportation	Paving: 4th Ave, Methuen to Belaire (Design)	60,000				60,000						

Town of Ladysmith  
2016 – 2020 Draft Financial Plan

Area	Description	Project Cost	Taxation Funding	Water Utility Funding	Sewer Utility Funding	Prior Yr Funding	DCC Funding	Reserve Funding	Gas Tax Funding	Grant Funding	Borrowing	Donation
Sewer	Chemainus Road Lift Station Access Improvements	90,000				90,000						
	Upgrade Composting Facility at Public Works Yard, CVRD	800,000				300,000				500,000		
Water	Fiber optics connection - Water	8,000				8,000						
	Holland and Stocking Lake Watershed Modelling Update	8,000				8,000						
	Holland Dam Inundation Study	25,000				25,000						
	Holland Dam Storage Feasibility Study	40,000				40,000						
	Watershed management	20,000				20,000						

**2016 Capital Projects – Aligning with Council’s priorities**

Area	Description	Project Cost	Taxation Funding	Water Utility Funding	Sewer Utility Funding	Prior Yr Funding	DCC Funding	Reserve Funding	Gas Tax Funding	Grant Funding	Borrowing	Donation
<b>Development</b>	Development Services - Front Office Improvements	10,000	10,000									
	Open For Business	20,000	20,000									
	Waterfront Area Plan	180,000	30,000					20,000	130,000			
<b>Information Technology</b>	Mobile Version of Website	10,000	8,000					2,000				
<b>Facility Maintenance</b>	Aggie - Parking Expansion area	80,000	40,000						40,000			
	Buller St Properties Demo	98,500	98,500									
<b>Transportation</b>	Sidewalk Connecting - First Ave by roundabout	30,000							25,000	5,000		
<b>Water</b>	Holland to Stocking Supply Main (design)	300,000						300,000				
<b>Administration</b>	DCC Review	30,000	20,000			10,000						
<b>Equipment</b>	Access Ladder Arbutus Reservoir	20,000		20,000								
	Automatic Oil Dispenser	6,500	6,500									
	Forklift	20,000			20,000							
	Half ton 2x4 Extended Cab Pickup (Rpl #77)	40,000						40,000				
	Half ton 2x4 Extended Cab Pickup (Rpl #94)	45,000	22,000					23,000				
	Miller Shop Welder (Rpl #200)	8,000	8,000									
	New Vehicle	40,000	40,000									
	Tools (W/S Split)	15,000		7,500		7,500						
	Water Quality Monitoring Equipment - Holland	150,000		150,000								

Town of Ladysmith  
2016 – 2020 Draft Financial Plan

Area	Description	Project Cost	Taxation Funding	Water Utility Funding	Sewer Utility Funding	Prior Yr Funding	DCC Funding	Reserve Funding	Gas Tax Funding	Grant Funding	Borrowing	Donation
	Lake, Stocking Lake, Chicken Ladder											
<b>Fire/Police</b>	Fire Hall Upgrade	150,000	20,000			50,000		80,000				
	Firefighters Turn-out Gear	10,000	10,000									
<b>Information Technology</b>	Photocopier (Development)	7,500						7,500				
	Vadim - upgrades to platform support	10,000	5,500			4,500						
<b>Facility Maintenance</b>	FJCC - Surveillance System Upgrade	10,000	10,000									
	Machine Shop - Floor Replacement- LMS	35,000	35,000									
	Machine Shop - Gutters	8,000	8,000									
	Machine Shop door to Arts Council	8,000	4,500									3,500
<b>Parks &amp; Playgrounds</b>	Bleachers, Storage & Security for Base Ball fields - Aggie	34,000							34,000			
	Enclosed Dog park	25,000				14,000		4,000	7,000			
	Golf Course Greens irrigation system	10,000		10,000								
	Playground - Transfer Beach (Rotary)	22,000							7,000			15,000
	Sentinel upgrades	10,000		10,000								
	Upper Transfer Beach improvements & Horseshoe Pitch	25,000	10,000			9,000				6,000		
<b>Public Works Projects</b>	Fueling System Replacement	150,000	120,000	15,000	15,000							
<b>Recreation</b>	Spin bikes	18,000						18,000				
<b>Transportation</b>	Paving: 4th Ave, Methuen to Belaire	705,897	110,000				168,000	187,897	240,000			
	Pedestrian Cross Walk - 2nd & High	45,000				35,000				10,000		
	Traffic Safety Audit	15,000							7,500	7,500		

Town of Ladysmith  
2016 – 2020 Draft Financial Plan

Area	Description	Project Cost	Taxation Funding	Water Utility Funding	Sewer Utility Funding	Prior Yr Funding	DCC Funding	Reserve Funding	Gas Tax Funding	Grant Funding	Borrowing	Donation
<b>Sewer</b>	Inflow & Infiltration/ Main Replacement	<b>150,000</b>				150,000						
	Sanitary Pump station Emergency Operations Review	<b>25,000</b>			25,000							
	Sewer main Replacement	<b>300,000</b>			200,000	100,000						
	Sewer Source Control Program	<b>43,000</b>			23,000				20,000			
	WWTP Phase 3	<b>5,270,684</b>				1,270,684				1,000,000	3,000,000	
<b>Fire/Police</b>	New Fire Truck - Engine #3	<b>635,000</b>									635,000	
<b>Water</b>	Water Filtration Plant	<b>11,000,000</b>								6,000,000	5,000,000	

**2017-2020 Capital Projects**

Projects	2017	2018	2019	2020
<b>Administration</b>				
City Hall			<b>8,236,756</b>	
City Hall- Front Counter Improvements	<b>10,000</b>			
<b>Development</b>				
Building Bylaw Review	<b>10,000</b>			
Directional Signage	<b>230,400</b>			
<b>Engineering</b>				
GIS Stage 2 Implementation	<b>30,000</b>	<b>60,000</b>		
Industrial Access Road - South Ladysmith - (split)	<b>52,000</b>			
Subdivision Bylaw	<b>40,000</b>			
Traffic Study	<b>30,000</b>			
<b>Equipment</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>
<b>Fire/Police</b>				
Fire Hall Upgrade			<b>1,000,000</b>	
Firefighters Turn-out Gear	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>

Town of Ladysmith  
2016 – 2020 Draft Financial Plan

Projects	2017	2018	2019	2020
<b>Information Technology</b>				
Vadim - upgrades to platform support	10,000			
<b>Facility Maintenance</b>				
City Hall - Air Handling Unit - Carrier				25,000
FJCC - Locker replacement		22,000		
FJCC - Oasis pool filter	25,000			
FJCC - Pool Decking		70,000		
FJCC - Whirlpool Tiling	15,000			
FJCC - Youth Zone heat pump replacement	15,000			
FJCC Change room floor replace (Male & Female)	26,000			
Interior painting of Aggie				7,000
<b>Parks &amp; Playgrounds</b>				
Golf Course Upgrades - layout	8,000			
Playground - Aggie	80,000			
Rotary Boat Ramp	40,000	40,000		
<b>Storm Capital</b>				
Storm Drainage Improvements	100,000	267,564	300,000	300,000
<b>Transportation</b>				
Annual Road Improvements	265,133	500,000	450,000	400,000

Town of Ladysmith  
2016 – 2020 Draft Financial Plan

Projects	2017	2018	2019	2020
Sidewalk	100,000	100,000	100,000	120,000
<b>Sewer</b>				
Future marine discharge location	250,000			
Inflow & Infiltration/ Main Replacement	150,000	150,000	150,000	150,000
Post Treatment Disinfection Options Review	250,000			
Sewer main Replacement	300,000	200,000	200,000	200,000
Sewer Source Control Program	10,000	10,000	10,000	10,000
<b>Water</b>				
Holland Dam - Storage Upgrade			2,000,000	2,000,000
Holland Supply Main Replacement: PW to Colonia	402,000			
Holland to Stocking Supply Main		5,075,000		
Stocking Lake Supply Main		200,000	1,840,000	
Water main Replacement Program	200,000	200,000	200,000	200,000

*Please note that many of these projects depend on grant funding or borrowing which has not been confirmed*

**TOWN OF LADYSMITH**  
**2016 COMPARED TO 2015**



**GL5410**  
**Date :** Apr 01, 2016

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**Time :** 2:46 pm

**For Period Ending 31-Dec-2016**

	<b>2016 PRELIMINARY BUDGET</b>	<b>2015 APPROVED BUDGET</b>	<b>% CHG</b>	<b>\$ CHANGE</b>
<b>Taxes</b>				
Property Tax	(6,535,602.00)	(6,362,506.00)	2.72	(173,096.00)
Grants in Lieu	(162,379.00)	(164,115.00)	(1.06)	1,736.00
<b>Total Taxes</b>	<b>(6,697,981.00)</b>	<b>(6,526,621.00)</b>	<b>2.63</b>	<b>(171,360.00)</b>
<b>Tax for other Agencies</b>				
Taxes Collected on Behalf	0.00	0.00	0.00	0.00
<b>Total Tax for other Agencies</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Return on Investment</b>				
Interest on investment	(105,000.00)	(105,000.00)	0.00	0.00
<b>Total Return on Investment</b>	<b>(105,000.00)</b>	<b>(105,000.00)</b>	<b>0.00</b>	<b>0.00</b>
<b>Penalty &amp; Interest on tax</b>				
Penalty & Interest	(120,000.00)	(123,000.00)	(2.44)	3,000.00
<b>Total Penalty &amp; Interest on tax</b>	<b>(120,000.00)</b>	<b>(123,000.00)</b>	<b>(2.44)</b>	<b>3,000.00</b>
<b>Grants</b>				
Grants	(7,697,724.00)	(3,700,109.00)	108.04	(3,997,615.00)
<b>Total Grants</b>	<b>(7,697,724.00)</b>	<b>(3,700,109.00)</b>	<b>108.04</b>	<b>(3,997,615.00)</b>
<b>Donations, contributions &amp; cont proper</b>				
Donations	(18,500.00)	(128,700.00)	(85.63)	110,200.00
<b>Total Donations, contributions &amp; cont</b>	<b>(18,500.00)</b>	<b>(128,700.00)</b>	<b>(85.63)</b>	<b>110,200.00</b>
<b>Development Fees</b>				
Transfers	(743,500.00)	(755,400.00)	(1.58)	11,900.00
<b>Total Development Fees</b>	<b>(743,500.00)</b>	<b>(755,400.00)</b>	<b>(1.58)</b>	<b>11,900.00</b>
<b>Proceeds from New Debt</b>				
Proceeds from New Debt	(8,635,000.00)	(9,800,000.00)	(11.89)	1,165,000.00
<b>Total Proceeds from New Debt</b>	<b>(8,635,000.00)</b>	<b>(9,800,000.00)</b>	<b>(11.89)</b>	<b>1,165,000.00</b>
<b>General Government Services</b>				
Leases & Debt	13,782.00	4,228.00	225.97	9,554.00
Revenue	(463,600.00)	(472,600.00)	(1.90)	9,000.00
Administration Charge	(172,242.00)	(172,242.00)	0.00	0.00
Mayor & Council	147,740.00	124,910.00	18.28	22,830.00
Grants In Aid	102,400.00	103,000.00	(0.58)	(600.00)
Administration	209,646.00	207,347.00	1.11	2,299.00
Corporate Service	721,903.00	717,834.00	0.57	4,069.00
Finance	685,321.00	679,776.00	0.82	5,545.00
Information Technology	236,610.00	229,850.00	2.94	6,760.00
Human Resources	230,016.00	229,821.00	0.08	195.00
Bad Debt	10,000.00	10,000.00	0.00	0.00
<b>Total General Government Services</b>	<b>1,721,576.00</b>	<b>1,661,924.00</b>	<b>3.59</b>	<b>59,652.00</b>
<b>Library</b>				
Library	0.00	0.00	0.00	0.00

**TOWN OF LADYSMITH**  
**2016 COMPARED TO 2015**



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**For Period Ending 31-Dec-2016**

	<b>2016 PRELIMINARY BUDGET</b>	<b>2015 APPROVED BUDGET</b>	<b>% CHG</b>	<b>\$ CHANGE</b>
<b>Total Library</b>	0.00	0.00	0.00	0.00
<b>Protective Services</b>				
Fire Department	295,887.00	290,116.00	1.99	5,771.00
Fire Vehicles	88,747.00	90,010.00	(1.40)	(1,263.00)
Police	(1,177.00)	(1,743.00)	(32.47)	566.00
Animal Control	12,530.00	9,900.00	26.57	2,630.00
Building & Bylaw Enforcement	114,487.00	88,996.00	28.64	25,491.00
<b>Total Protective Services</b>	510,474.00	477,279.00	6.96	33,195.00
<b>Transportation Services</b>				
Parking Lot Lease	11,590.00	11,290.00	2.66	300.00
PW Administration	330,217.00	290,627.00	13.62	39,590.00
PW Operations	619,657.00	658,537.00	(5.90)	(38,880.00)
Trolley	2,507.00	2,507.00	0.00	0.00
BC Transit	10,996.00	2,953.00	272.37	8,043.00
Snow & Ice Removal	52,160.00	60,660.00	(14.01)	(8,500.00)
Engineering	209,434.00	264,917.00	(20.94)	(55,483.00)
Debt & Leases	1,429.00	164,366.00	(99.13)	(162,937.00)
<b>Total Transportation Services</b>	1,237,990.00	1,455,857.00	(14.96)	(217,867.00)
<b>Garbage Services</b>				
Garbage	(44,420.00)	(42,980.00)	3.35	(1,440.00)
<b>Total Garbage Services</b>	(44,420.00)	(42,980.00)	3.35	(1,440.00)
<b>Cemetery Operations</b>				
Cemetery	(1,393.00)	(1,600.00)	(12.94)	207.00
<b>Total Cemetery Operations</b>	(1,393.00)	(1,600.00)	(12.94)	207.00
<b>Development Services</b>				
Planning	375,289.00	366,865.00	2.30	8,424.00
Economic Development & Tourism	60,399.00	80,884.00	(25.33)	(20,485.00)
Heritage	23,135.00	24,463.00	(5.43)	(1,328.00)
<b>Total Development Services</b>	458,823.00	472,212.00	(2.84)	(13,389.00)
<b>Recreation &amp; Cultural Services</b>				
FJCC Administration	581,327.00	632,506.00	(8.09)	(51,179.00)
Aquatics	83,033.00	56,842.00	46.08	26,191.00
Fitness Studio	49,921.00	62,387.00	(19.98)	(12,466.00)
Recreation Programs	97,828.00	84,559.00	15.69	13,269.00
FJCC Mtce	464,462.00	454,037.00	2.30	10,425.00
Facility Maintenance	27,299.00	21,164.00	28.99	6,135.00
Aggie Hall	40,463.00	38,143.00	6.08	2,320.00
High Street Buildings	26,436.00	24,077.00	9.80	2,359.00
Forest Field	18,397.00	18,693.00	(1.58)	(296.00)
Beach Mtce	22,921.00	16,502.00	38.90	6,419.00
Machine Shop	20,229.00	7,932.00	155.03	12,297.00
Commission	300.00	300.00	0.00	0.00
<b>Total Recreation &amp; Cultural Services</b>	1,432,616.00	1,417,142.00	1.09	15,474.00
<b>Parks</b>				
Parks	640,466.00	622,873.00	2.82	17,593.00

**TOWN OF LADYSMITH**  
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	2016 PRELIMINARY BUDGET	2015 APPROVED BUDGET	% CHG	\$ CHANGE
Golf Course	12,474.00	5,879.00	112.18	6,595.00
<b>Total Parks</b>	652,940.00	628,752.00	3.85	24,188.00
<b>Sewer Services</b>				
Sewer Services	(391,707.00)	(438,696.00)	(10.71)	46,989.00
<b>Total Sewer Services</b>	(391,707.00)	(438,696.00)	(10.71)	46,989.00
<b>Water Services</b>				
Water Services	(975,208.00)	(729,115.00)	33.75	(246,093.00)
Interest & Debt	406,084.00	58,012.00	600.00	348,072.00
Water Capital non TCA	0.00	10,000.00	(100.00)	(10,000.00)
<b>Total Water Services</b>	(569,124.00)	(661,103.00)	(13.91)	91,979.00
<b>Amortization</b>				
Amortization	2,485,372.00	2,485,372.00	0.00	0.00
<b>Total Amortization</b>	2,485,372.00	2,485,372.00	0.00	0.00
<b>Non Consolidated Operations Items</b>				
Non Financial Asset	(2,485,372.00)	(2,485,372.00)	0.00	0.00
Trsf to Reserves	691,552.00	446,235.00	54.97	245,317.00
Sewer Capital	6,801,408.00	13,514,818.00	(49.67)	(6,713,410.00)
Water Capital	11,643,605.00	1,743,448.00	567.85	9,900,157.00
Trsf from Own Funds	(3,141,532.00)	(1,616,520.00)	94.34	(1,525,012.00)
Trsf to/from Capital Funds	0.00	0.00	0.00	0.00
Principal Payments	0.00	(108,075.00)	(100.00)	108,075.00
Capital	3,014,897.00	2,190,137.00	37.66	824,760.00
<b>Total Non Consolidated Operations Item</b>	16,524,558.00	13,684,671.00	20.75	2,839,887.00
<b>Surplus (-) / Deficit</b>	0.00	0.00	0.00	0.00

# 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



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