



# STRATEGIC PLAN 2023-2026



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## MESSAGE FROM COUNCIL

On behalf of the Town of Ladysmith, Council is pleased to deliver our 2023-2026 Strategic Plan to the residents, business owners and friends of the community.

We acknowledge that our work and priorities for the town take place on the traditional unceded territory of the Stz'uminus people and are committed to meaningful collaboration on the path of reconciliation.

The Strategic Plan identifies key strategic areas of focus that are supported by strategies and actions.

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

The purpose of this Strategic Plan is to focus on priorities that are in alignment with the Official Community Plan (OCP).

We are excited about implementing and moving towards the vision of our new OCP, which outlines the path for the Town for the next 20 years and beyond.

Furthermore, the actions described in our Strategic Plan confirms our high level of commitment to effectively delivering core services such as water, wastewater, parks, and roads to our residents and businesses.

As a Council, we recognize the delivery of these core services as our first priority, supporting the long-term health and well-being of our citizens as well as the economic success of the Town.

During this term, we will continue to ensure the Town's assets in conjunction with our infrastructure are well planned, provided for, and maintained, while also stewarding the community's aspirations for the future.

The Waterfront Area Plan implementation is an ongoing strategic priority that will long-term provide both economic and ecological benefits as we work together with Stz'uminus in this shared vision for the waterfront.

We'll also further continue to lay the foundation for a diversified local economy through tourism promotion, implementation of the Economic Development Strategy, and Council-led policies encouraging long-term investments in job creation.

These priorities are achievable due to our leadership, good governance, and recognition that success is built through strong relationships and mutual respect.

We invite you to review the 2023-2026 Strategic Plan and look forward to sharing the results of our successes with you.

—MAYOR & COUNCIL



## DEVELOPING THE PLAN

### **2023–2026 Strategic Plan**

In early 2023, Council began a strategic planning process designed to evaluate progress made over the last term and to lay a path for the 2022-2026 term of office.

Building on the Town's new Official Community Plan, Council worked with staff to identify priorities that support the community's vision expressed in the Town's new Official Community Plan.

Through this planning process, we determined the strategic priorities and supporting actions and projects that will drive the work of the Town over the next four years.



## STRATEGIC VISION & MISSION

### **Vision**

The new Official Community Plan, developed through extensive community engagement describes the community's vision for the Town of Ladysmith:

*Unparalleled in its neighbourliness, Ladysmith is a growing community that maintains its smalltown feel. Home to a vibrant downtown and appealing waterfront—rich with heritage and public life—Ladysmith is known for its historic streetscapes, natural beauty, hillsides, and gorgeous views. A leader in climate action, Ladysmith is surrounded by cherished habitat areas that offer recreation, critical ecological services, economic prosperity, and connection with land and water.*

*Everyone is welcome here.*

*(Official Community Plan Page 5)*

### **Mission**

The mission of the Town of Ladysmith to provide services and good governance while maintaining Town assets and fostering economic, environmental, and social wellbeing.

*(BC Community Charter Sec. 7)*

### **Our Past, Our Future**

Naut'sa Mawt  
(Working Together)

The land on which the Town of Ladysmith was founded in 1904 has been home to the Coast Salish people since Time Immemorial.

We are committed to honouring the rich cultural history of our Stz'uminus First Nation neighbours while together creating a prosperous future for generations to come.



# OVERARCHING GOALS

The Official Community Plan includes a set of overarching goals that guide the decision making and priority setting of Council.



Be a place where people from all walks of life can call home, with access to affordable and appropriate housing and services that reduce barriers, including those who face systemic discrimination.



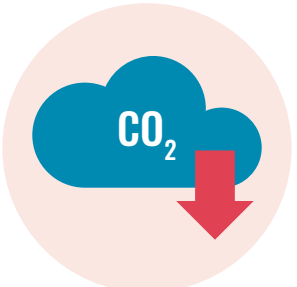
Adapt to the impacts of climate change.



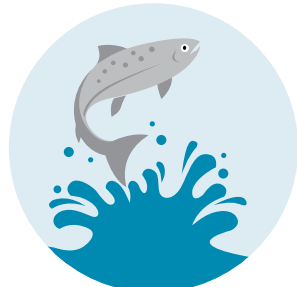
Walk the path of reconciliation.



Prioritize green, safe, and convenient choices for getting around, including walking, cycling, and transit.



Reduce community greenhouse gas emissions by 45% by 2030 and be on track to reduce emissions by 75% by 2040 and reach net zero emissions by 2049.



Be home to natural assets and thriving ecosystems that are protected and, where needed, regenerated for habitat, recreation, intrinsic value, and vital services that range from climate regulation to cleaning water.



Celebrate its unique and vibrant downtown—the heart of the community—where new development complements historic charm and sets it apart from other places.



Revitalize the waterfront to create community prosperity, more public spaces, and restored habitat while honouring past, present, and future generations.



Be known for its lively arts and culture scene.

## *In addition to the Official Community Plan overarching goals Council commits to:*

- Diligent and responsible management of public funds.
- Facilitate communication with citizens and partners.
- Collaborate with volunteers and community partners at every opportunity.

# STRATEGIC PRIORITIES

The following pages outline Council’s significant strategic priorities and associated actions. These actions will be our focus over the next four years and are the steps we will take to advance towards our vision.



## ***Core Infrastructure***

We will advance projects that address climate change, renew our infrastructure, protect natural and built assets, and accommodate future growth.



## ***Official Community Plan Implementation***

We will employ strategies and actions that maintain a diverse, vibrant, and affordable community, ensuring we do not pass undue burden onto future generations.



## ***Waterfront Area Plan***

We will implement our Waterfront Area Plan together with Stz’uminus First Nation, creating opportunities for economic prosperity, environmental restoration, and cultural celebration.



## ***Economy***

We will promote an environment that facilitates business development and job creation.



## ***Leadership***

We will show leadership in building strong relationships with First Nations, reconciliation, and excellence in good governance.



# CORE INFRASTRUCTURE

*We will advance projects that address climate change, renew our infrastructure, protect natural and built assets, and accommodate future growth.*



## STRATEGY:

Ensure the Town’s water supply system meets the needs of current and future residents and the demands of climate change.

## ACTIONS:

- Increase the storage capacity of our water supply system at Holland Lake.
- Build a connection between Holland Lake and Stocking Lake supply main.
- Increase redundancy by twinning the Stocking Lake supply main.
- Repair and upgrade the Stocking Dam.

## STRATEGY:

Maintain an effective and efficient wastewater treatment system that meets the needs of the population and supports the long-term health of the Ladysmith Harbour.

## ACTIONS:

- Conduct an environmental impact study for the Wastewater Treatment Plant.
- Implement a Sewer Source Control Program, including bylaws and public education.
- Upgrade post treatment disinfection for the Wastewater Treatment Plant.

## STRATEGY:

Implement an asset management plan to replace and maintain aging infrastructure.

## ACTIONS:

- Complete Phases 1 & 2 of the 4th Avenue upgrades and prepare plans for Phases 3 & 4 upgrades.
- Implement a program to prioritize road maintenance and upgrades.
- Conduct and implement a Stormwater Master Plan.
- Implement and use internal Geographic Information System (GIS) to prioritize infrastructure.
- Update municipal facility condition assessments.
- Undertake short-term improvements to City Hall.
- Work with partners to initiate the comprehensive redevelopment of the Buller Street property, including City Hall.
- Begin improvements to Lot 108 (Forrest Field) site and explore grant opportunities for future amenities.





# OFFICIAL COMMUNITY PLAN IMPLEMENTATION

*We will employ strategies and actions that maintain a diverse, vibrant, and affordable community, ensuring we do not pass undue burden onto future generations.*



## STRATEGY

Begin to implement the short-term action items in the Official Community Plan to build the community we want over the next quarter century.

## ACTIONS

- Amend the DCC Bylaw and Revitalization Tax Exemption to incentivize growth in Priority Growth Areas.
- As part of the Town's Mobility Strategy, undertake a cycling network plan to develop the short-term cycling network. (Policy 2.19).
- Dedicate funding to develop Ladysmith's first Mobility Plan (Policy 2.3).
- Amend the Subdivision and Development Servicing Bylaw (Policy 2.4).

- Undertake intersection and complete street improvements (Policy 2.5).
- Amend the Zoning Bylaw to modernize the parking pay-in-lieu regulation (Policy 2.27).
- Amend the Zoning Bylaw to eliminate the off-street parking requirement for all commercial uses in the Downtown Heart (Policy 2.28).
- Amend the Zoning Bylaw to align the bicycle parking requirements with current trends and best practices (Policy 2.30).
- Amend the Zoning Bylaw to include requirements for bicycle and end-of-trip facilities (Policy 2.31).
- To accommodate persons with disabilities, amend the Zoning Bylaw to include parking supply ratios and dimensions for van-accessible parking spaces (Policy 2.32).
- Conduct a job market analysis for Ladysmith and Stz'uminus First Nation (Policy 7.2).
- Develop cultural safety training and protocols for employers to create a work culture that supports First Nations employees to thrive (Policy 7.3).
- Support the provision of employer training, education, and support to reduce barriers to recruit, hire, and retain equity-seeking people seeking employment (Policy 7.4).
- Undertake research to explore how the impacts of climate change will affect businesses in Ladysmith (Policy 7.11).
- Amend the Building Bylaw to accelerate adoption of the BC Energy Step Code (Policy 8.7).
- Establish and promote incentive programs to support decarbonization and energy and water efficiency in existing buildings (Policy 8.10).
- Update Ladysmith's Heritage Strategic Plan (Policy 9.9).





# WATERFRONT AREA PLAN

*We will implement our Waterfront Area Plan together with Stz’uminus First Nation, creating opportunities for economic prosperity, environmental restoration, and cultural celebration.*



## STRATEGY

Continue remediation of contaminated areas within Ladysmith Harbour.

## ACTION

- Work with Stz’uminus First Nation to secure funding to complete foreshore remediation.

## STRATEGY

Implement the Waterfront Area Plan.

## ACTION

- Prepare necessary infrastructure and site planning for Waterfront Area Plan lands.
- Complete Artisan Studio as part of the Arts and Culture Hub.
- Complete Machine Shop restoration and lease space in accordance with the Waterfront Area Plan when grant funding becomes available.





# ECONOMY

*We will promote an environment that facilitates business development and job creation.*



## STRATEGY

Pursue opportunities leading to economic development and job creation.

## ACTION

- Implement the Economic Development Strategy 4 key strategies:
  - 1 Arts and Heritage Hub development.
  - 2 Walking tour app enhancement.
  - 3 Develop project parameters and pursue funding for online investment and resident attraction tools to be combined with tourism promotion.
  - 4 Develop a funding ready plan for mountain bike trail development.

## STRATEGY

Implement and support projects to maintain a vibrant downtown.

## ACTION

- Pursue community improvement grants.
- Support the Chamber of Commerce and Ladysmith Downtown Business Association in their efforts to support downtown.





# LEADERSHIP

*We will show leadership in building strong relationships with First Nations, reconciliation, and excellence in good governance.*



## STRATEGY

Strengthen communication and meaningful collaboration with Stz'uminus First Nation.

## ACTION

- Building on the Naut'Sa Mawt accord, the Town will initiate the co-creation of a Reconciliation Framework that is consistent with UNDRIP, seeking guidance on topics and directions from Stz'uminus First Nation and other First Nations whose traditional territories encompass Ladysmith. (OCP policy 1.2).

## STRATEGY

Demonstrate Council's leadership and continued excellence in governance.

## ACTION

- Continue to enhance Council's performance by conducting annual self-assessments.
- Foster Council excellence through training, workshops, and other opportunities.







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