



LADYSMITH

UNPARALLELED

OFFICIAL COMMUNITY PLAN

Schedule 'A' to
Official Community Plan Bylaw
2022, No. 2200

TIME IMMEMORIAL

The Stz'uminus First Nation people are Hul'qumi'num speaking people, descendants of the first inhabitants of the lands and waters that encompass Ladysmith. For thousands of years, the Stz'uminus harvested from the harbour, creeks and rivers, surrounding watersheds and forests, the Salish Sea, the Fraser River valley, and beyond.

The Stz'uminus lived in three permanent winter villages in the northern Hul'qumi'num coastal territory, in areas known by the settler names of Sibell Bay, Kulleet Bay, and in the Coffin Point area.

Despite their continuing and irrevocable presence since Time Immemorial, the Stz'uminus people became increasingly alienated from the management of their lands for harvesting, cultural, spiritual, and economic use. This was a result of settlers and colonial processes that divided and sold the land without the input of its original owners, and imposed an oppressive reservation and forced residential school system. Ladysmith sits on unceded lands.

Today Stz'uminus is a rapidly growing Nation, with 1300 members. They are partners with the Town of Ladysmith, and are working collaboratively to restore cultural values, improve ecological health, and create economic opportunity.

(Text adapted from the Ladysmith Waterfront Plan and the Stz'uminus First Nation website).



Canoe Race, 1905 (Ladysmith Archives)

Why do we make land acknowledgments?

Acknowledging human relationships to place is an ancient Indigenous practice that continues today.

In the spirit of reconciliation, the Town of Ladysmith makes this land acknowledgment to raise awareness of ongoing Indigenous presence and land rights in the territory that includes and encompasses Ladysmith. It invites us – a settler government – to reflect on how we might be perpetuating colonial processes that are ongoing and from which we have benefited, as well as the changes we will make to honour the Indigenous peoples and their lands that we inhabit.

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FOUNDATIONS

This Official Community Plan (OCP) is the culmination of one and a half years of creative and inspiring visioning with hundreds of residents across Ladysmith.

It describes what an “unparalleled” Ladysmith will be like in 20 years – and beyond – and the steps that will be taken to get there. It also sets the stage for the continued evolution of Ladysmith beyond that time-frame, recognizing that some of the greatest challenges and opportunities of our time require a commitment to long term action.

1. A VISION FOR LADYSMITH

A plan begins with a vision. The vision of this OCP – and the goals that accompany it – embody the priorities and aspirations of the community. All of the policies and actions in this OCP were developed to bring the vision to life and to realize the goals.

Ladysmith is located in the traditional territory of the Stz'uminus First Nation, who have been stewards of the land since Time Immemorial.

Unparalleled in its neighbourliness, Ladysmith is a growing community that maintains its small-town 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.

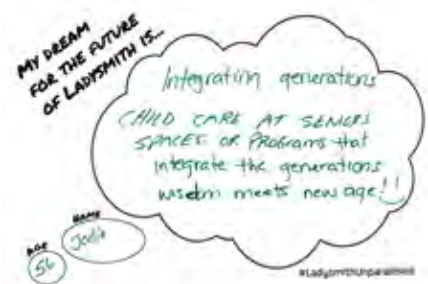
Everyone is welcome here.



LADYSMITH'S GOALS

Over the life of this Official Community Plan, Ladysmith will...

1. 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 by those who face systemic discrimination.



There is a growing awareness about how the ways in which communities are planned can disproportionately benefit or harm entire groups of people due to their income, ethnicity, age, gender, sexual orientation, immigration status, religion, and/or (dis)abilities. Ladysmith accounts for the diverse needs and aspirations of the community in ways that range from designing public spaces for accessibility, to providing affordable and appropriate housing for all.

2. 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.



In order to avoid catastrophic effects of climate change, the International Panel on Climate Change indicates that global heating must be limited to no more than 1.5 degrees of pre-industrial levels. This requires that we reach net-zero global carbon dioxide emissions no later than 2050, with deep reductions in other emissions as well, particularly methane. Ladysmith is responding to the call to action in the face of the climate emergency. All facets of the community – from land use and transportation to buildings and infrastructure – will enable these reductions.

3. Adapt to the impacts of climate change.



Flooding, heat waves, and wildfires reveal how the impacts of climate change are already being felt. Other anticipated impacts in Ladysmith include increased drought, more frequent and intense storms, landslide risk, increased coastal erosion, and more. Further, all of Ladysmith's coastline is classified as having "high" or "very high" sensitivity to sea level rise. While Ladysmith cannot insulate itself from these impacts, it increases its resilience by preparing for and adapting to – as best as possible – these climate change impacts.

4. Walk the path of reconciliation.



Ladysmith is on unceded lands, and colonization continues to cause harm across Canada. At the same time, the Town of Ladysmith and Stz'uminus First Nation have been building a strong relationship, exemplified by the Naut'Sa Mawt Accord, which means "working together as one" in the local Hul'qumi'num language. Ladysmith understands and recognizes the common interests and goals of the two communities. It moves beyond positive intent and takes action in walking the path of reconciliation.

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



The ways in which people travel in Ladysmith influence community character, health and safety, municipal budgets, accessibility, and greenhouse gas emissions. By prioritizing transit and active modes of transportation – for all ages and abilities including on steep streets – Ladysmith is a community that is best experienced at the pace and scale of a person travelling on foot, bicycle, scooter, and another form of micromobility. This in turn supports street life, active living, neighbourliness, health, and economic vitality in Ladysmith.

6. 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.



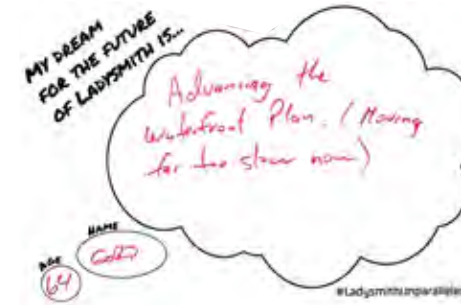
Human-made green spaces, nature areas of all sizes, and the expanded urban forest form important and cherished parts of Ladysmith's urban ecosystems. As Ladysmith expands, pressure is placed on outlying areas. Ladysmith protects these spaces by carefully managing development, and by creating more spaces for nature in parks, streets, and other public spaces.

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



The Downtown is the centre of cultural, civic, culinary, economic, and public life in Ladysmith. It is strengthened as the primary local destination for civic participation, shopping, conducting business, working, and meeting with others. It is also a neighbourhood, where a growing proportion of residents live and go about their daily lives. Its historic streetscapes remain intact, strengthening local identity and drawing visitors from across Vancouver Island and beyond.

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



The waterfront is cherished by all. It brings people together, including Stz'uminus First Nation members and other residents in Ladysmith to build a shared legacy in the spirit of mutual respect and benefit. It is a place of enriching life, living, learning, creativity, and economic activity.

9. Be known for its lively arts and culture scene.



Culture is what a community is. It speaks to values, traditions, and expressions. Ladysmith is rich with culture, including the living cultures of the Stz'uminus First Nation, as well as diverse settler cultures. Arts and culture – ranging from food to language – are place-makers (and place-keepers) in Ladysmith, fostering sense of place, cultural dynamism, and economic success. Ladysmith supports local art and culture, with many spaces to celebrate it. It helps build trust and understanding across peoples, and demonstrates how different identities can be expressed and celebrated in the public realm.

2. OUR TOWN; OUR PLAN

WHAT IS AN OCP AND WHY IS IT IMPORTANT?

The OCP influences how people live, work, learn, shop, play, access services, and move around the community. At its legislative heart, an OCP is about managing land use and physical growth of the community. This means that this OCP sets direction for the location, type, and intensity of homes, businesses and industry, agriculture, and parks and other public spaces. As a result, an OCP influences transportation choices, housing affordability and options, community character, protection of ecological and agricultural areas, resource management, economic vitality, and financing municipal infrastructure.

This OCP is also a local response to some of the greatest challenges and opportunities of our time, including climate change, housing affordability, inequity, and reconciliation. Provincial legislation requires OCPs to address many of these challenges.

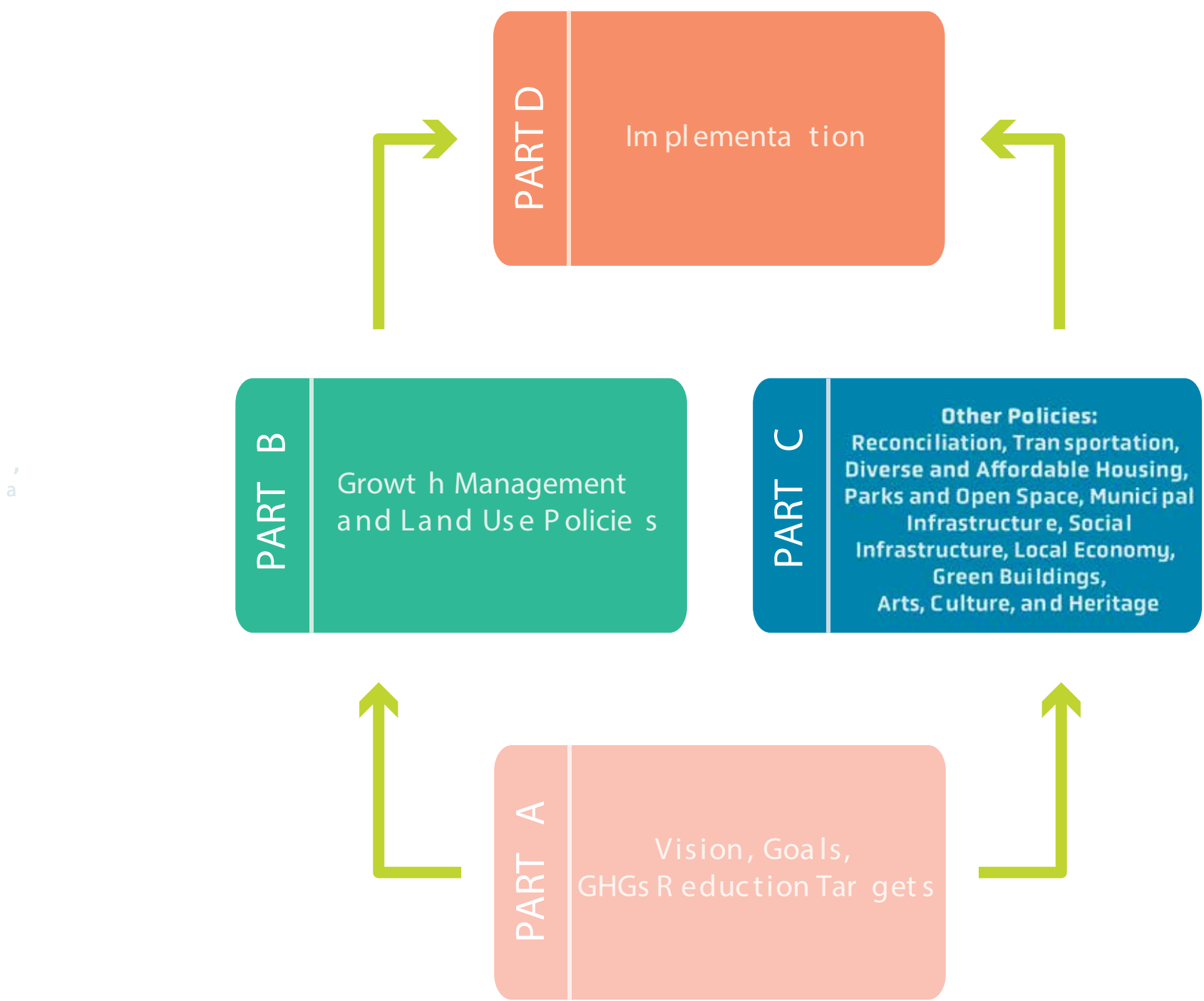
The OCP is for everyone with a stake in Ladysmith's future. It's for children and elders, and everyone in between. It's for residents whose ancestors have been here since Time Immemorial, and for residents who have not yet moved here or been born. It's for residents who own homes and those who rent them, as well as residents who do not have homes at all. It's for developers and business owners, and for employers and employees. This Plan is for everyone because it will shape Ladysmith in a way that touches the lives of all people, as well as the ecosystems of which we are a part.



HOW IS IT ORGANIZED?

This OCP is organized into four parts:

- Part A provides the foundation for the Plan, outlining Ladysmith’s vision and goals, greenhouse gas emission reduction targets, and community context. These elements were used to shape the policies and actions in Parts B and C. Part A also presents the process by which the Plan was developed.
- Part B sets direction for growth management and land use.
- Part C sets direction for other planning elements, including nature and ecological services, housing, streets and transportation, parks and recreation, social infrastructure, food systems, municipal infrastructure, green buildings, economy, and arts, culture, and heritage.
- Part D sets direction for implementation of this Plan, identifying the ways in which the actions and policies in Parts B and C will be effectively realized.



How the Parts of the OCP Work Together.

WHO USES IT AND HOW?

The OCP is prepared and adopted in compliance with the Provincial Local Government Act. It is a long-range policy plan that guides the Town's decision-making related to growth and development until 2049.

It is the umbrella policy document for the Town of Ladysmith, owned and implemented by all departments. It provides the overarching strategic direction for Council and staff, who consider and apply OCP directions and policies to a wide range of municipal decisions such as budgeting, servicing, capital projects, and in the review of land use and development proposals. The OCP is implemented by the Town through ongoing planning, decision-making, on-the-ground action, and partnerships. Its implementation also relies on annual resourcing, monitoring, and reporting on progress.

The OCP is not intended to provide highly detailed policies on specific topics. Rather those detailed policies are contained within the Town's other plans and bylaws. For example, this OCP provides direction for accessibility in parks, but does not provide design standards for accessibility. At the same time, all other Town plans, strategies, and bylaws must align with this OCP (e.g. the Town's Capital Works Plan and Zoning Bylaw must be consistent with this OCP).

Municipal partners and stakeholders play vital roles in its implementation as well. This includes residents, landowners, and businesses who reference the OCP when making property and investment decisions. School District 68, provincial agencies, and community organizations refer to the OCP to guide facility planning and delivery of programs and services.

This Plan is intended to continue building a culture of holistic community planning. It addresses important cross-sectoral issues in an integrated way and with a shared definition of success, as defined by the vision and goals set out in this Plan.



3. NET ZERO EMISSIONS COMMUNITY

THE CLIMATE EMERGENCY

The [Intergovernmental Panel on Climate Change](#) (IPCC) estimates that average global surface temperature will increase by 1.8 to 4.0°C (best estimate) by 2050, a substantial increase over the rate of warming (0.6°C), recorded for the last century. In 2018, a special report from the IPCC concluded that warming would reach 1.5°C sometime between 2030 and 2052 in the absence of serious mitigation actions. The IPCC further estimated that a 1.5°C increase is likely to be the point at which some humans and ecosystems reach their maximum capacity to adapt and survive.

During the preparation of this OCP in 2021-2022, British Columbia experienced many of the effects of climate change. This included destructive floods, forest fires, and extreme weather like a heat dome that took human lives.



Image credit: Cowichan Valley Citizen



Image credit: The Guardian

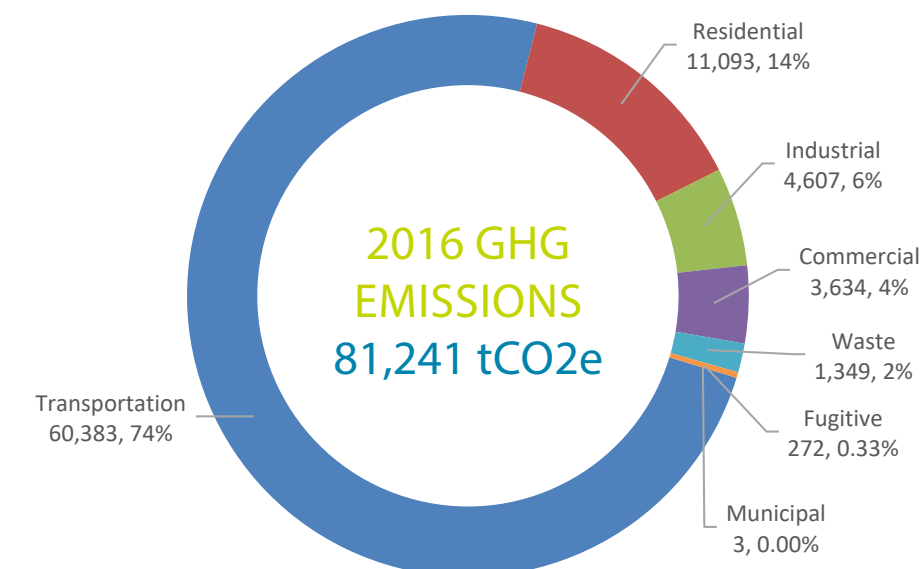
LOCAL RESPONSES TO THE CLIMATE EMERGENCY

Human activity in human settlements is responsible for 70% of global greenhouse gas emissions. This means that local governments have an important role to play in controlling or influencing emissions. Globally, local governments are enacting policy to reduce emissions within their borders, contributing to the worldwide action required to avoid climate catastrophe.

Strategies for achieving net zero emissions in Ladysmith are integrated throughout this OCP in its policies and guidelines. A starting place for creating those strategies is benchmarking our status at the time of creating this OCP.

Figure 1 outlines Ladysmith's greenhouse emissions profile for the year 2016.

There is international scientific consensus that greenhouse gas emissions must be reduced to zero by 2050 at the latest in order to stabilize global temperatures and avoid catastrophic climate change impacts. Canada committed to reducing emissions to net zero by 2050 in the 2015 Paris Agreement, which is an international treaty on GHG reductions.



WHAT IS NET ZERO?

Net Zero is the target of completely negating the amount of greenhouse gases (GHGs) produced by activity through the reduction of greenhouse gas emissions and absorbing carbon dioxide from the atmosphere.

WHAT IS TCO₂e?

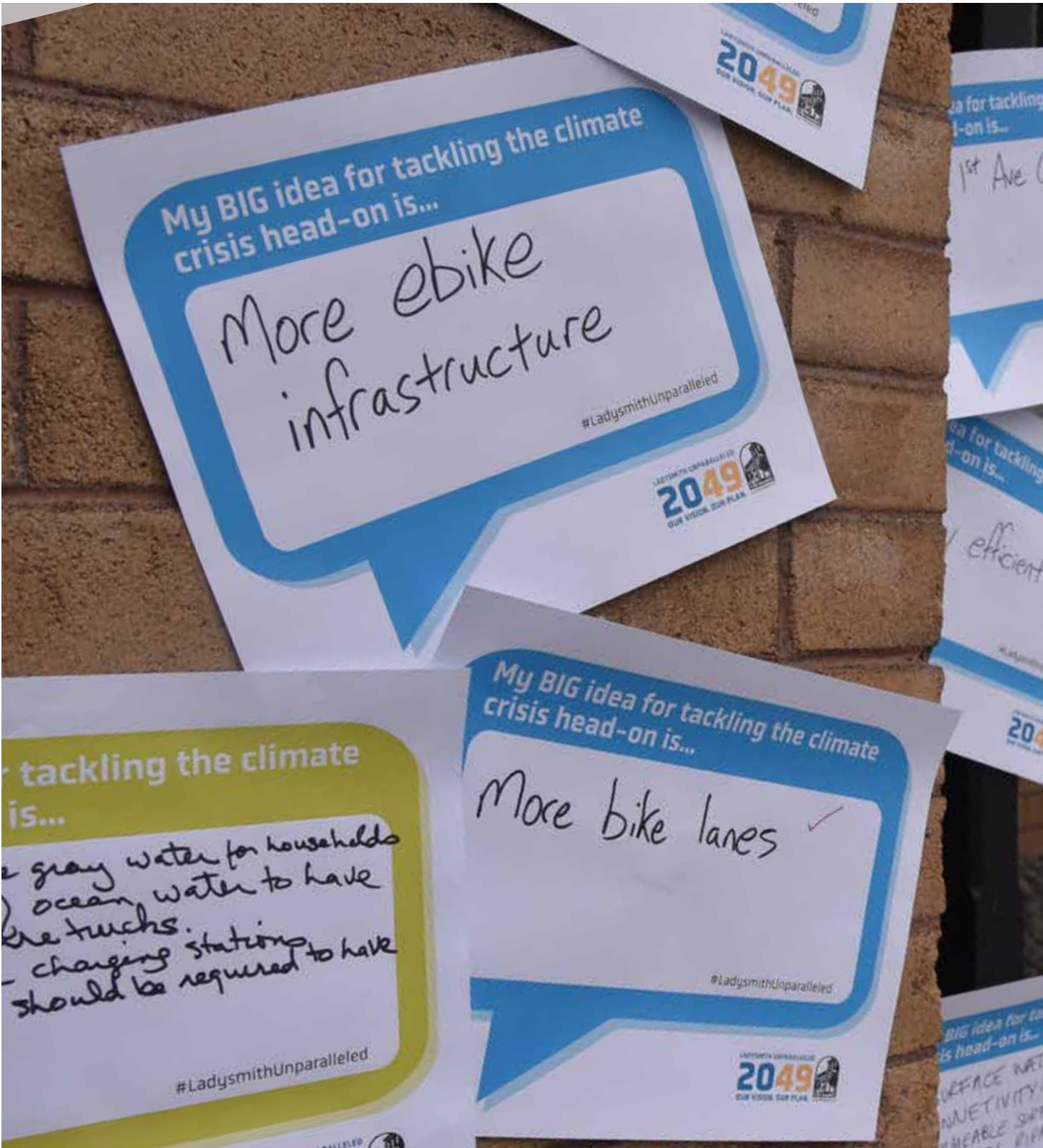
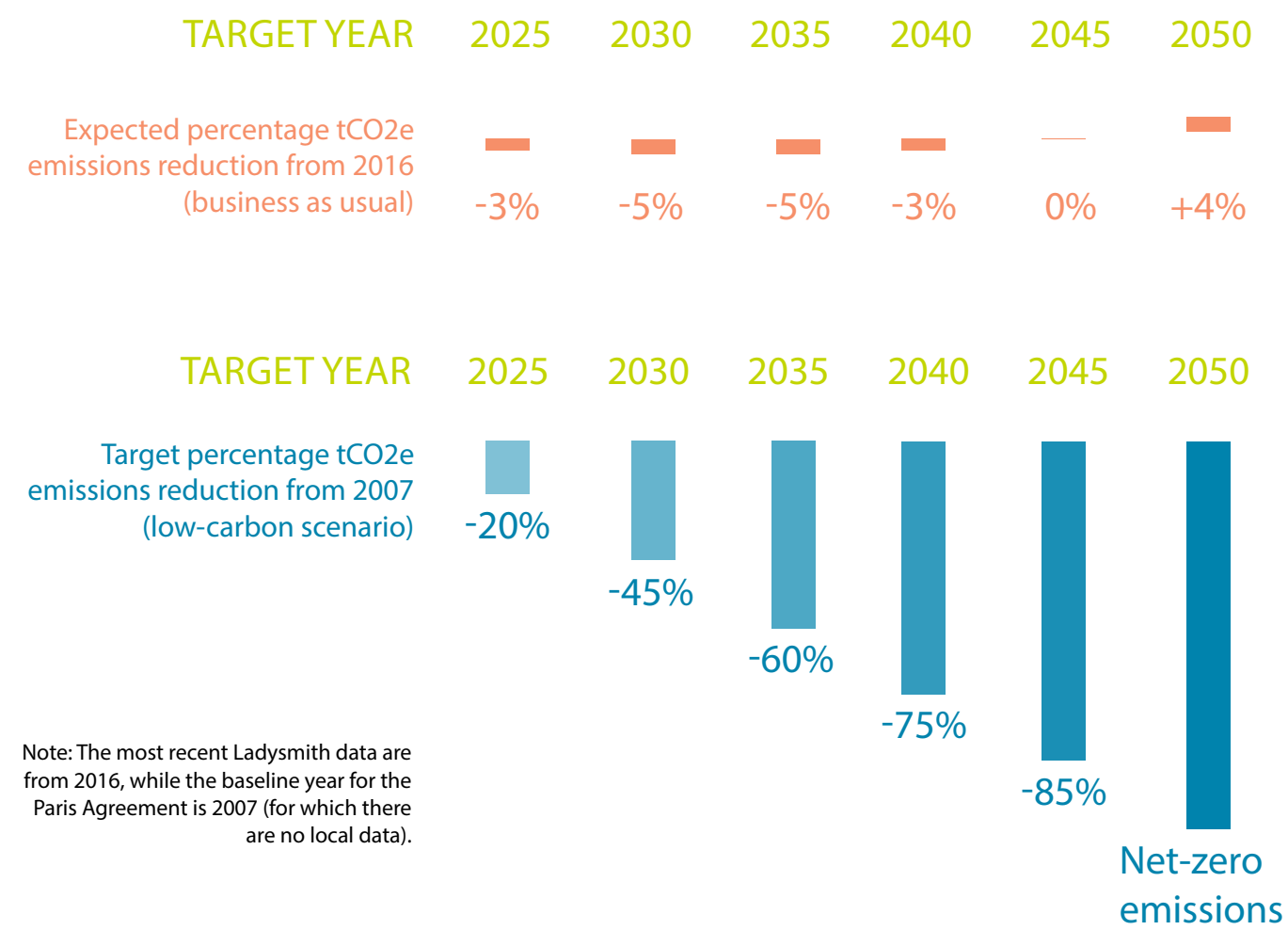
CO₂e is a measure used to compare various greenhouse gases, such as carbon dioxide and methane, on the basis of their global warming potential by converting them to the equivalent amount of carbon dioxide (CO₂). These amounts are typical expressed in metric tonnes (t), hence tCO₂e.

Figure 1: Ladysmith GHG Emissions Profile

5-YEAR GREENHOUSE GAS EMISSIONS REDUCTION TARGETS

If Ladysmith continues on a “business as usual” path, greenhouse gas emissions will increase by 2050, as shown in the top graph below (in red). The ability of Ladysmith to meet its net zero emissions target by 2050 hinges on significant efforts and GHG reductions between now and then. In order to meet the 2050 target and follow this OCP’s low-carbon scenario emissions reduction trajectory, the Town of Ladysmith is committed to the 5-year GHG reduction targets shown in the bottom graph below (in blue).

GHG emissions modelling was undertaken as part of this OCP process to determine which actions are necessary in order to meet these targets. Those actions have been incorporated into the policies and actions throughout this OCP. They include policies for net zero emissions energy systems, buildings, transportation systems, and infrastructure.



4. COMMUNITY CONTEXT

Regional context and demographic trends have helped give shape to many of the policies contained within this OCP. For example, the population and housing projections presented in this section were used in testing land capacity and evaluating the performance of different land use scenarios. This analysis demonstrated that there is sufficient land to accommodate population and residential growth within existing Town boundaries.

REGIONAL CONTEXT

Situated on the Salish Sea, Ladysmith is one of four incorporated municipalities in the Cowichan Valley Regional District (CVRD), which is 3473 square kilometers in size and is bordered by the Regional District of Nanaimo and Alberni-Clayoquot Regional District to the north and northwest, and by the Capital Regional District to the south and east. The other incorporated municipalities are the City of Duncan, Town of Lake Cowichan, and District of North Cowichan. There are also nine electoral areas. The CVRD does not currently have a regional growth strategy in place.

The CVRD is part of the traditional unceded territories of many First Nations, including the Cowichan Tribes, Stz'uminus, Penelakut, Lyackson, Halalt, Malahat, Pauquachin, Lake Cowichan, and Ditidaht First Nations. There are 34 First Nations communities within the boundaries of the Cowichan Valley Regional District.

The CVRD provides regional services including solid waste management, regional parks, watershed protection, environmental services, and more. Its vision for the region is to be “a diverse collection of vibrant, livable, healthy communities, balanced in its pursuit of economic, social, and environmental opportunities” (CVRD Strategic Plan, 2020-2022).

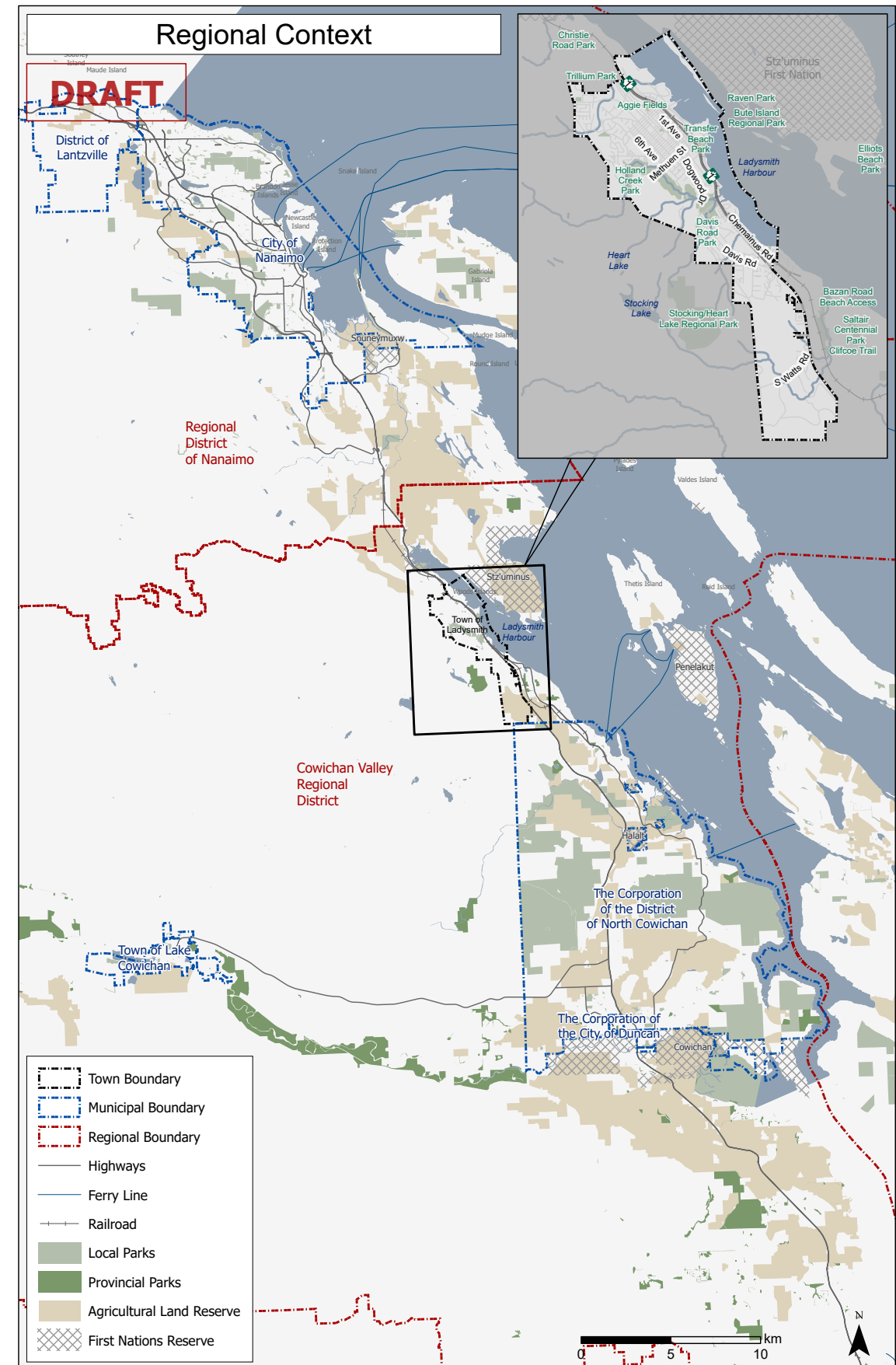


Figure 2: Regional Context

POPULATION

Ladysmith had an estimated population of 8,990 people as of the most recent (2021) Statistics Canada Census.

Between 2021 and 2050, the population is expected to grow at an estimated annual rate of 1.2% to reach a total of **10,125 people by 2030, 11,345 by 2040, and 12,712 people by 2050.**

As presented in Figure 3, the population is expected to continue aging, with the fastest growing cohort being those aged over 65.

Although the entire provincial population is expected to age during the projection period, it is expected that Ladysmith will continue to have a slightly older average age and decreasing working age population ratio when compared to larger urban centres on Vancouver Island.

Larger centres consistently attract younger demographics due to more employment and education opportunities, suggesting that Ladysmith would have to actively attract young people to strengthen its economy.

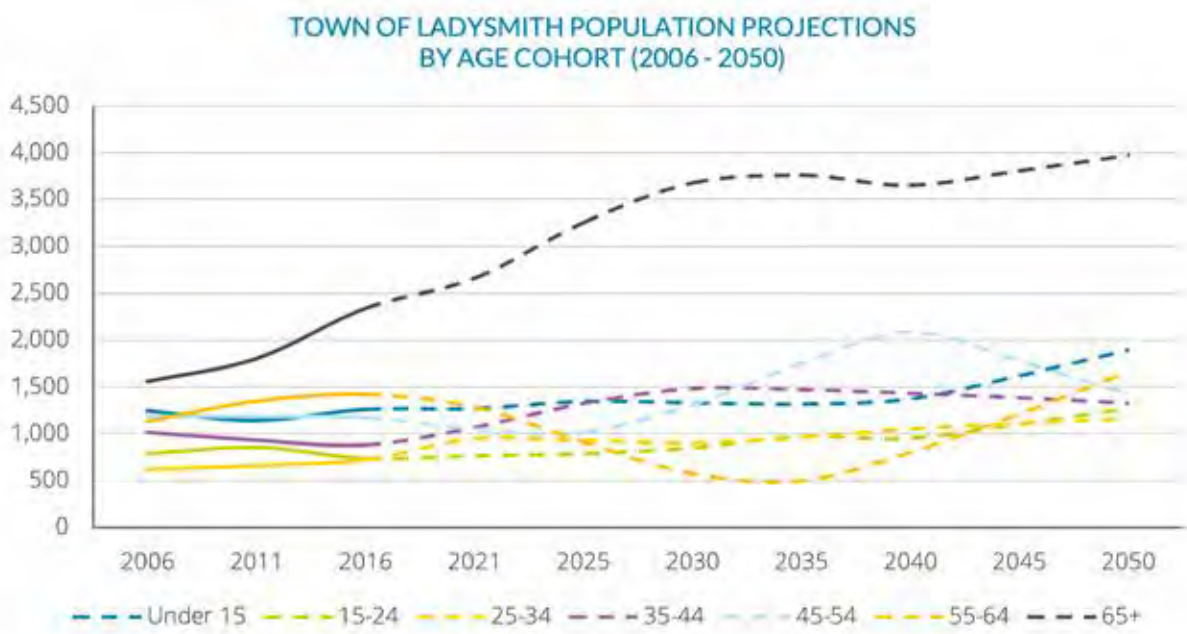


Figure 3: Population Projections by Age Cohort

HOUSING PROJECTIONS

Ladysmith needs **approximately 1,600 additional dwelling units by 2050** to accommodate housing needs for the projected population. This amounts to approximately 53 new residential units per year. However it is worth noting that current approved development – at the time of the writing of this OCP – already accounts for part of this supply. The land use plan in this OCP includes sufficient land to accommodate projected housing demand.

These projections are based on the Town’s and CVRD’s Housing Needs Assessments (2021) and longer term age-specific demand projections, by utilizing a household maintainer rate demand model.

DID YOU KNOW?

The Town of Ladysmith partnered with other member municipalities of the CVRD to produce a regional Housing Needs Assessment (2021). This collaboration produced rigorous, integrated housing projections.



EMPLOYMENT PROJECTIONS

Ladysmith is expected to remain a tertiary employment market, primarily consisting of locally serving industries, for the foreseeable future. This is evident from the high proportion of jobs in the retail trade (13.3%), healthcare and social assistance (12.3%), and public administration employment sectors (8.0%). As such, the expected growth of the working age population within Ladysmith is likely to mirror growth in demand for jobs and related office space within the town. The total working age population is expected to grow from 7,277 in 2016 to 8,794 by 2030, 9,972 by 2040, and 10,819 by 2050.

Under the assumption that the participation rate and unemployment rate will remain relatively steady over the projection period – and based on an analyses by Rennie Intelligence and the Town’s Housing Needs Assessment – this is expected to result in approximately **58 new jobs per year**. It is estimated that approximately one third of these jobs could be retained within Ladysmith based on observed trends within Ladysmith and comparable Vancouver Island municipalities.

TOWN OF LADYSMITH EMPLOYMENT COMPOSITION AND PROJECTIONS (2016-2020)					
Age	2016	2030	2040	2050	Annual Δ
Working Age Population	7,277	8,794	9,972	10,819	104
In the Labour Force	4,045	4,889	5,544	6,015	58
Employed	3,790	4,606	5,245	5,715	57
Unemployed	250	284	299	301	1
Participation Rate	57.0%	55.6%	55.6%	55.6%	
Employment Rate	93.7%	52.4%	52.6%	52.8%	
Unemployment Rate	6.2%	5.8%	5.4%	5.0%	

Figure 4: Employment Projections



5. CREATING THIS PLAN

This OCP was created with input from partners and hundreds of voices in Ladysmith, bringing together community input, robust analysis, and modelling. The process included:

- Knowledge gathering and analysis of existing conditions;
- Evaluation of different land use scenarios;
- Greenhouse gas emissions inventory and modelling of different scenarios, including both “business as usual” and “low carbon” pathways;
- A detailed exploration into active transportation challenges and opportunities in Ladysmith; and
- Creation of the Plan itself.

Members of Council, staff, and the consulting team also participated in “decolonization in local government workshops” to learn and practice skills in cross-cultural relationship building, and to develop recommendations for the OCP process as well as the Town of Ladysmith’s overall practices.

CO-CREATION OF THIS PLAN WITH THE COMMUNITY

Meaningful, inclusive, and comprehensive engagement helped inform every step of the process. It included community-wide visioning and co-creation of planning ideas; review of draft vision, goals and growth directions; and review of the draft Plan.

Activities included: online and hard copy surveys; a geospatial crowdsourcing survey activity; an Ideas Fair on 1st Avenue; workshops and bikeshops; virtual workshops; student activities; and drop-in open houses. An appointed Steering Committee comprised of residents provided input and insights throughout the process.

The engagement was undertaken during the COVID-19 pandemic, which meant that activities were most often online or outdoors. Nonetheless, participation levels were strong and much input was received.



Part B

GROWTH MANAGEMENT AND LAND USE

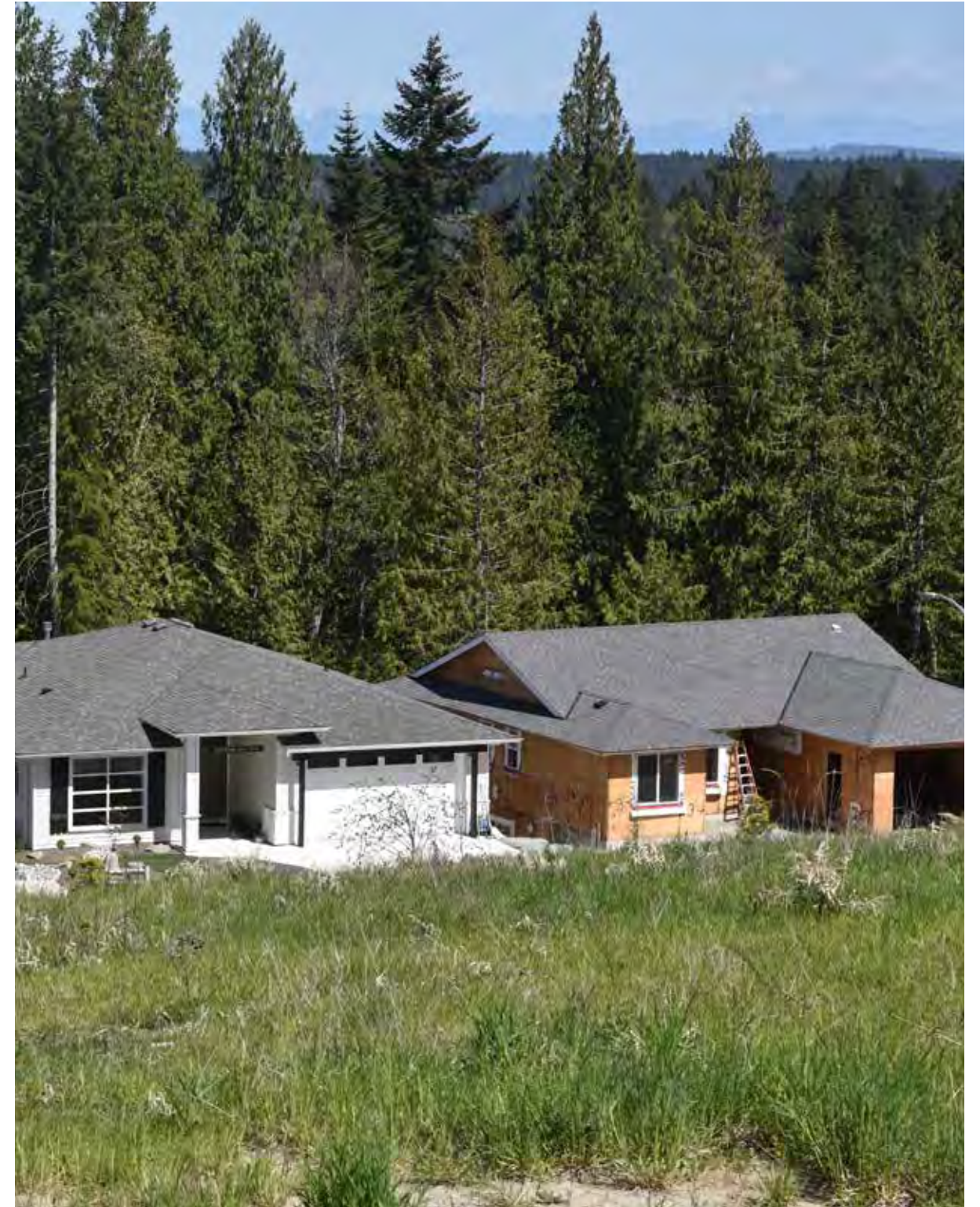
Growth management and land use planning are among the most powerful tools at the disposal of local governments to meet community goals.

The policies in Part B manage growth and development in a way that seeks to address Ladysmith's challenges while protecting the attributes it cherishes.

1. GROWTH MANAGEMENT

The physical growth of Ladysmith influences:

- the efficiency of managing infrastructure and services, ranging from roads to sewers to transit;
- municipal finances and taxes, as a result of the cost of providing services;
- community character, whereby infill and other development help shape identity and sense of place;
- housing choices overall and within neighbourhoods;
- transportation choices, as the intensity and distribution of buildings impact how people choose to move around; and
- protection of natural areas and other undeveloped areas.



1.1 HOW LADYSMITH WILL GROW

Figure 5 illustrates the growth concept for Ladysmith, which will direct growth over the life of this OCP and accounts for residential and commercial land use demand until 2049. This growth concept is the basis for the land use plan in this OCP, and is based upon the following policy directions:

- a. **Focus all growth within the Urban Containment Boundary**, and expand this boundary only to support the economic interests of the Stz'uminus First Nation in the spirit of reconciliation.
- b. **Prioritize infill development before expanding into forests and other natural or undeveloped areas.** This involves focusing new residential and commercial growth on vacant lots and redevelopment sites, and incentivizing development on brownfield sites.
- c. **Support Stz'uminus First Nation in developing in areas** that have cultural and/or economic benefit to them.
- d. **Focus mixed-use growth in Priority Growth Areas. Focus predominantly residential growth in Strategic Infill Areas**, while enabling residential growth in General Infill Areas.
- e. **Optimize infill development in the Downtown and surrounding areas in North Ladysmith**, as these areas are already walkable and provide good access to employment opportunities, shops, services, and other amenities. This involves building upon and strengthening existing mixed-use areas.
- f. **Support new housing choices, shops, and other services in South Ladysmith**, where residents currently have limited access to daily destinations within walking distance of home.
- g. **Create a new mixed-use hub** in South Ladysmith by encouraging redevelopment opportunities in the Coronation Mall area. Also encourage development of a smaller mixed-use node at South Davis Road.
- h. **Enable and encourage intensification of Priority Growth Areas and Strategic Infill Areas** by allowing greater heights and densities, and by creating attractive incentives.
- i. **Disallow development within Urban Reserve lands** until the growth projections in this OCP are reached, unless development supports the economic interests of the Stz'uminus First Nation in the spirit of reconciliation.
- j. **Preserve existing industrial lands for employment**, as industrial land is in relatively short supply in the region, and consistent with the Cowichan Industrial Land Use Strategy (2019).
- k. **Disallow development in Environmentally Sensitive Areas and Hazardous Areas.**

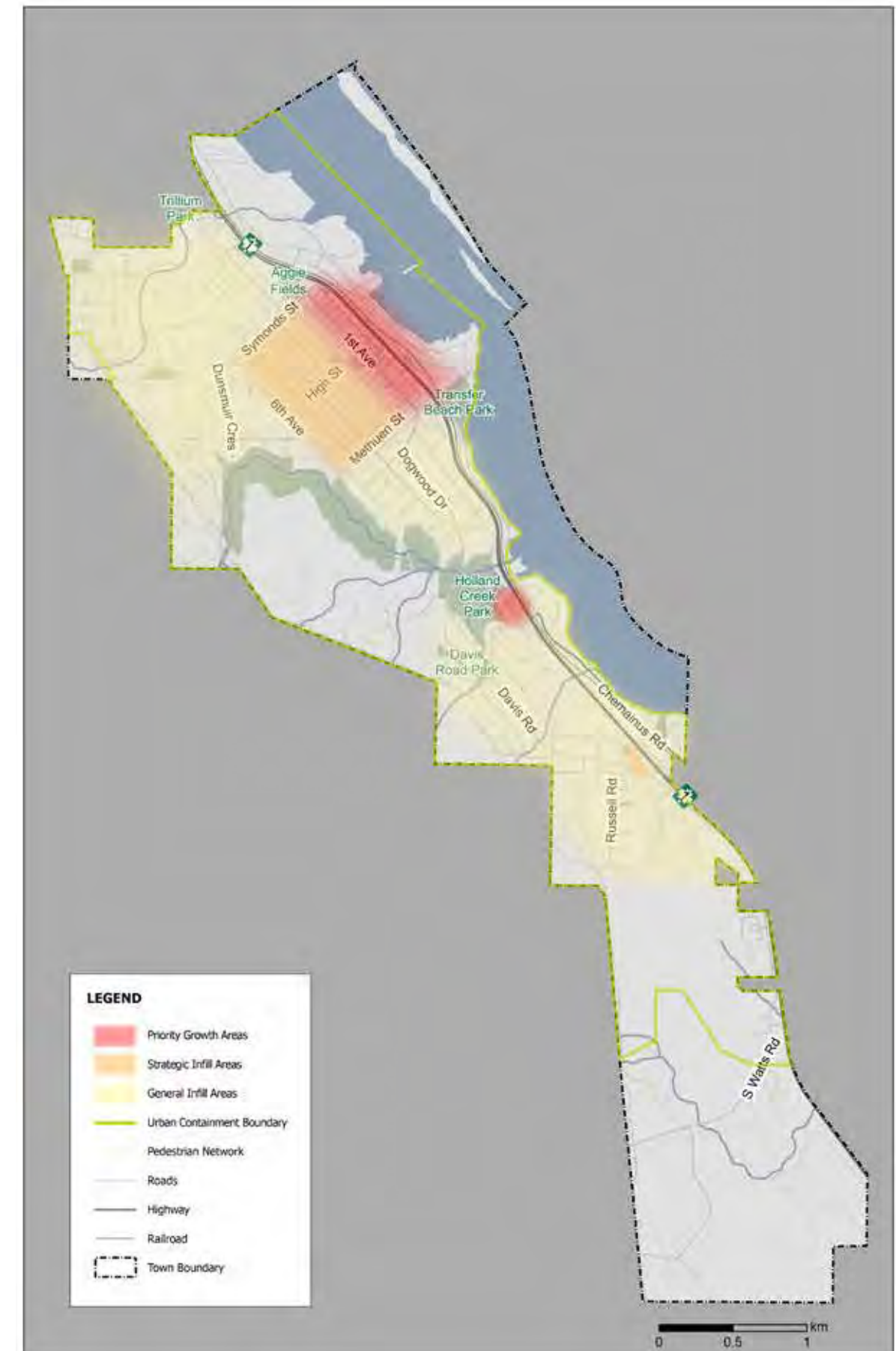


Figure 5: Growth Concept



2. LAND USE AND URBAN FORM

The land use plan is based on the growth concept and growth policy directions. The land use objectives, policies, and designations described in this section provide more detail on how future growth will be directed within Ladysmith.

2.1 OBJECTIVES

Land use and urban form policies are intended to:

- a. Protect environmentally sensitive areas, natural amenities, and areas of carbon sequestration from development.
- b. Support Stz'uminus First Nations' development interests.
- c. Create 10-minute neighbourhoods.
- d. Make active transportation the easiest and most enjoyable way to get around, with transit being a close second.
- e. Strengthen street life and other bustling public places.
- f. Increase housing diversity and affordability.
- g. Protect and strengthen employment lands.
- h. Protect historic character in balance with other objectives.
- i. Prioritize multi-family buildings over single-family houses, for purposes of energy conservation, provision of housing choices and affordability, and enabling more compact development. This also recognizes that Ladysmith already has an abundant supply of single-family homes.

"10-Minute neighbourhoods" provide easy access to shops, services, schools, nature, and community within a 10-minute walking radius. Ten minutes of walking generally translates into approximately 800 meters of pedestrian infrastructure, while recognizing that this number would decrease in areas of steep terrain, such as in Old Town.

2.2 OVERARCHING DIRECTIONS

The three overarching directions related to land use and urban form are:

INCREASE LAND USE MIX: CREATE MORE DESTINATIONS CLOSE TO HOME.

Land use mix refers to the diversity of land uses within a given area. Higher degrees of land use mixes give residents easy access to a variety of services and amenities within their neighbourhood.

Land use mix is important for creating neighbourhoods that support local businesses, offer housing choices including more affordable homes, and increase transportation choices by enabling residents to live, work, shop, play, and learn within walking or cycling distance from home. Increasing land use mix across Ladysmith also serves to improve equitable access, regardless of the neighbourhood in which people live.

This OCP's land use plan works to increase the housing mix and land use mix in all neighbourhoods.

DENSIFY:
BUILD UP AND IN, NOT OUT.

Density refers to the number of people, homes, or jobs within a certain area. Higher residential density, often in the form of multi-family housing, is associated with: energy savings; lower per capita municipal infrastructure and service costs; greater housing choice and affordability; more vibrant outdoor public life; a larger proportion of trips taken by foot, bike, and transit; and reduced pressure for expansion into greenfield, natural, and other non-urban areas surrounding existing neighbourhoods. It also provides better protection for natural and agricultural areas.

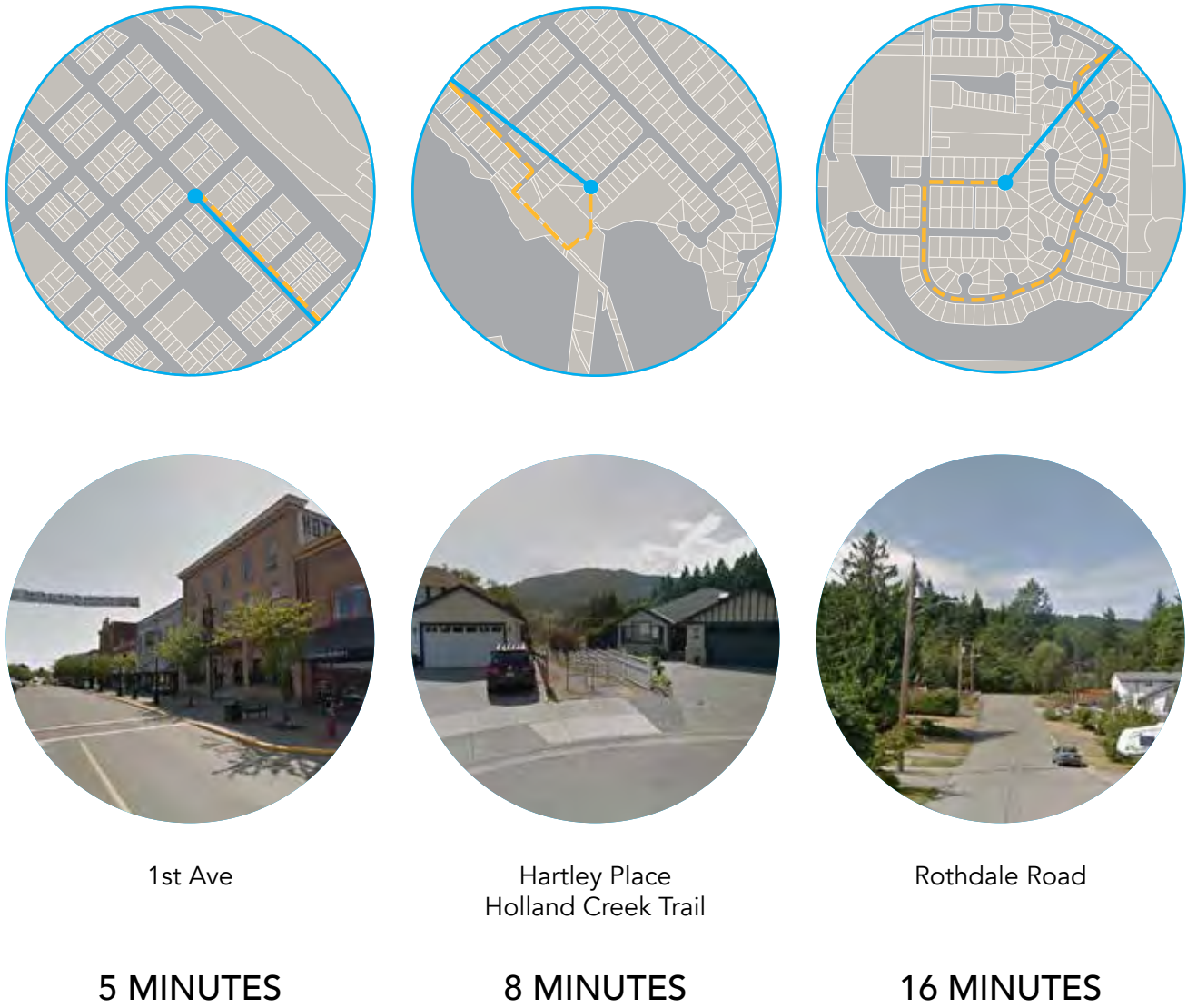
This OCP’s land use plan allows for increases in residential densities in all existing neighbourhoods.

INCREASE CONNECTIVITY:
CONNECT DESTINATIONS
DIRECTLY.

Street connectivity influences the travel distance between a point of origin (e.g. home) and a destination (e.g. transit stop, retailer, school, place of employment). Connected streets provide multiple route options through a community, while cul-de-sac and dead-end streets serve adjacent properties only. Connectivity is one of the most significant determinants in a community’s active mode share.

This OCP’s land use plan and urban form policies prioritize increased network connectivity in existing areas, and establish it in new areas.

Time it Takes to Travel 400 metres



These are examples of street patterns with varying levels of connectivity. Each circle’s radius (in blue) represents a five minute (400 metre) walk between two locations “as the crow flies”, while the yellow dashed line shows the actual distance required to travel by foot, based on the street network.

Future growth in Ladysmith should protect traditional small block grid patterns, create new connections in existing low-connectivity areas, and require high connectivity in new areas.

2.3 LAND USE DESIGNATION POLICIES

The following section provides general descriptions, supported land uses, and built form policies for each designation shown on Map 1: Future Land Use. Map 1 and descriptions of each designation should be read together to identify the location of supported land uses and built forms.

Map 1 does not show the location of sand and gravel deposits that are suitable for extraction – which is a requirement of the Local Government Act – because there are no known such deposits within the Town of Ladysmith.

Figure 6 presents existing land use, based on existing building type. It reveals how some areas are significantly more mixed use than other areas. It also shows how most of Ladysmith is comprised of low density residential uses.

Future land use seeks to increase land use mix, densify, and increase connectivity across neighbourhoods and Ladysmith as a whole. The future permitted uses in each designation are not a comprehensive list, but rather paint a picture of how a neighbourhood should look, feel, and function. The Ladysmith Zoning Bylaw determines what specific uses are permitted. Likewise, the Ladysmith Development Permit Area Guidelines provide direction on urban design and other development attributes.

Land use policies protect some cherished elements of the community - such as the historic streetscape on 1st Avenue, shown at right – while addressing challenges such as housing affordability and the climate emergency.



ILLUSTRATIONS

The illustrations in this OCP are intended to convey the general look, feel, and function of Ladysmith in the future, based on land use and other policies in this OCP. The illustrations are not intended to prescribe the specific design of future areas and developments.

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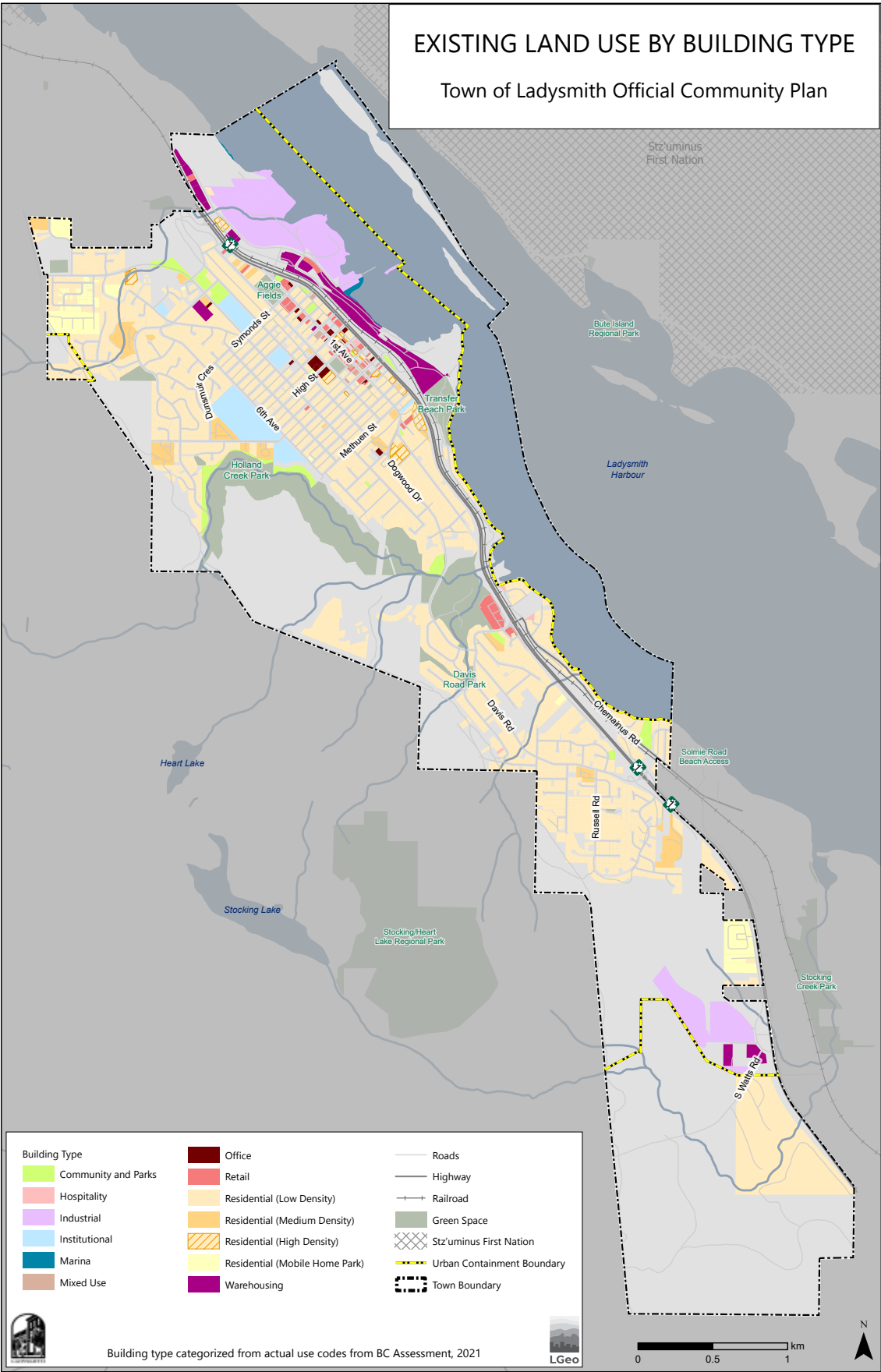


Figure 6: Existing Land Use by Building Type

DOWNTOWN HEART

The Downtown Heart is the heart of cultural, civic, culinary, economic, and public life in Ladysmith. It is both a local and regional destination, providing for a range of commercial uses including retail, office, and services, as well as civic and cultural services. The Downtown Heart is also part of a neighbourhood in which people increasingly live in homes above commercial uses in multi-family buildings, as well as in residential multi-family buildings.

The Downtown Heart and surrounding area is also important to the Waterfront Area, and development in both areas should be mutually reinforcing.

The Downtown Heart is a **Priority Growth Area**.

1st Avenue

- a. Active, non-residential uses should be required at the ground floor.
- b. The built form of this designation should be low-rise buildings up to five storeys.
- c. Buildings should respect the existing streetwall with variation in heights from one to three storeys and upper storeys stepped back.
- d. Minimum FSR should be 1.0. Maximum FSR should be 3.0.
- e. Careful consideration should be given to compatibility of development with adjacent neighbourhood buildings, providing transitional form and character between different designations and elevations due to significant topographical changes.
- f. View protection from public open spaces such as sidewalks should be considered.



Outside of 1st Avenue

- g. Buildings are permitted to have a non-residential use at the ground floor, however it is not required.
- h. The built form of this designation should be low-rise buildings up to six storeys, with the upper storeys stepped back.
- i. Minimum FSR should be 1.5. Maximum FSR should be 3.3.
- j. Careful consideration should be given to compatibility of development with adjacent neighbourhood buildings, providing transitional form and character between different designations and elevations due to significant topographical changes.



- k. The orientation, height, and massing of buildings east of 1st Avenue should be carefully considered to protect views of the waterfront.

MIDTOWN

The Midtown area is the primary mixed-use hub south of the Downtown and Waterfront, serving south Ladysmith and beyond. Midtown is also a neighbourhood unto itself, with residents living in homes above commercial uses in multi-family buildings.

The Midtown area is a **Priority Growth Area**.

- l. A range of commercial uses including retail, office, and services, as well as civic and cultural services are supported.
- m. The built form of this designation should be low to mid-rise buildings up to six to eight storeys, with the greatest heights permitted only for exceptional developments providing extraordinary benefit as outlined under “Priorities and Trade-Offs” in Part D, Section 1 of this OCP.



- n. Buildings that are adjacent to neighbouring residential buildings of lower heights should be lower or be stepped-back in the upper storeys.
- o. Minimum FSR should be 2.3. Maximum FSR should be 4.5.
- p. Significant redevelopment of the Coronation Mall area is supported.

NEIGHBOURHOOD RESIDENTIAL

The Neighbourhood Residential designation applies to large, predominantly residential areas situated outside of Priority Growth Areas. These areas provide many housing choices, with diverse residential types, tenures, and densities.

Within the **Strategic Infill Area** (refer to Figure 5: Growth Concept), intensification is enabled and incentivized. Outside of this area, Neighbourhood Residential areas are **General Infill Areas**, where intensification is enabled and encouraged.



- p. Small-scale, neighbourhood-serving commercial uses such as cafes, corner stores, and restaurants are supported on Collector Streets, corner lots, and adjacent to parks and institutional uses, which are also supported.
- q. The built form of this designation should be single-detached dwellings, duplexes, triplexes, fourplexes, townhouses, limited multi-family housing up to three storeys, and limited mixed use buildings of up to four storeys with upper storeys stepped back.
- r. Coach houses and secondary suites are supported.
- s. Multi-family housing is supported on lots that are within a ten minute walk of all of the following: a park, a transit stop, and either a school or commercial area.
- t. Maximum FSR should be 1.3 for residential uses excluding single-detached dwellings. Maximum FSR should be 1.7 for commercial and mixed uses.



MULTI-FAMILY RESIDENTIAL

The multi-family designation provides for areas within Ladysmith that further increase the diversity and density of multi-family residential types and tenures.

- t. Small-scale, neighbourhood-serving commercial uses such as cafes, corner stores, and restaurants are supported on Collector Streets, corner lots, and adjacent to parks. Institutional uses are supported.
- u. The built form of this designation should be buildings up to six storeys, with upper storeys stepped back.
- v. Minimum FSR should be 1.0. Maximum FSR should be 2.2.

MANUFACTURED HOME PARK RESIDENTIAL

The Manufactured Home Park Residential designation applies to existing mobile home parks in the community.

- w. Manufactured home park uses are supported, which includes mobile and manufactured dwellings, as well as single-detached dwelling forms of housing and BC Building Code compliant “tiny homes”, and complementary recreation and open space uses serving the needs of the park residents.



LOCAL COMMERCIAL

The Local Commercial designation provides for small-scale, neighbourhood-serving commercial uses such as cafes, corner stores, and restaurants.

- x. Parcels designated for Local Commercial should be used for commercial use.
- y. This designation is supported on Collector Streets, corner lots, and adjacent to parks.
- z. Residential uses are supported as accessory uses and in mixed use buildings in which commercial uses are at-grade.
- aa. Maximum FSR should be 1.7.

INDUSTRIAL

The Industrial designation applies to industrial park areas and the industrial waterfront area, and is intended to accommodate industrial development and employment centres. It provides for a range of industrial and light industrial uses, and limited commercial uses to support industrial parks.

- ab. Live- work and/or live-learn opportunities with residential uses above light industrial and other uses are supported where appropriate.

INSTITUTIONAL

The Institutional designation applies to locations across the community to serve the residents’ needs for facilities offering civic, recreation, cultural, education, health, social and protective services. It provides for the range of institutional uses to include civic government facilities, community centres and halls, post office, recreation facilities, branch library, museums, galleries, places of worship, health and social service centres, fire halls, and police stations.

AGRICULTURE

The agriculture designation provides for agriculture as the principal use.

- ac. Uses considered farm use by the Agricultural Land Commission are supported. Non-farm uses and removal of land from the Agricultural Land Reserve may be supported where there is an extraordinary benefit to the community and no net loss of farmland.

URBAN RESERVE

The Urban Reserve designation is intended as a reserve for long-term future urban development. These areas should be suitable for development once the growth projections in this OCP have been surpassed or to support the economic interests of the Stz’uminus First Nation in the spirit of reconciliation.

When considering allowing development in the Urban Reserve, the impact on existing and future agricultural and forestry uses (both inside and outside of the Town boundary) should be considered.

MARINE

The Marine designation applies to the ocean and foreshore areas of the Ladysmith harbour, and is intended to provide for a range of marine oriented uses. It provides for marine industrial, recreation including foreshore public trails/walkways and water recreation uses, foreshore and estuary conservation uses, and pre-existing marinas.

MARINA AND MOORAGE

This designation provides for marina development, a limited number of float homes, small-scale retail, commercial fishing wharf and related services, and boat launching facilities for all types of boats.

PARKS AND OPEN SPACE

The Parks and Open Spaces designation applies to areas across the community and is intended to serve residents' needs for parks, open spaces, and recreation uses. It provides for parks uses that include the range of community feature parks, community active parks, neighbourhood parks, special areas, and linear parks, open space uses that include public access and recreation uses (such as trails/walkways), steep slope and environmentally sensitive areas. Parks and Open Space uses are also supported in all other land use designations.



2.4 GENERAL LAND USE POLICIES

The following policies supplement the land use designation policies and are intended to provide additional guidance for decision-making by the Town of Ladysmith.

Compact and Mixed-Use Development

- a. Avoid urban sprawl, which is the low-density, predominantly single-use expansion of urban areas that are disconnected from core growth areas and are typically on greenfield sites.
- b. Concentrate new residential development in existing developed areas, with priority given to Priority Growth Areas and Strategic Infill Areas.
- c. Support mixed-use development in areas that are served well by transit, good pedestrian infrastructure, and trails. Prioritize this development type in the Priority Growth Areas.
- d. Strongly encourage all commercial uses to have residential uses above the ground floor. Encourage the densification of existing areas with this development form, along with provision of amenities and infrastructure.
- e. Support small-scale neighbourhood-serving commercial uses such as cafes, corner stores, and restaurants on Collector Streets and the Short Term Cycling Network in predominantly residential areas.
- f. Support home-based businesses to operate from residential homes.
- g. Support institutional and community service facilities including childcare facilities in all land use designations except for Urban Reserve. In the Industrial land use designation, facilities should be appropriate to the context with consideration given to safety.
- h. Encourage Urban Reserve lands to return to forestry, agriculture, or similar zoning, and to avoid upzoning and development in accordance with the Urban Reserve designation in this OCP.
- i. Support uses and activities that encourage both daytime and nighttime activation in the Downtown Heart, Mid-Town, and Waterfront Areas. Support these uses and activities to a lesser extent along Collector Streets and Short Term Cycling Network in Neighbourhood Residential and Local Commercial designations.

Housing Affordability and Diverse Residential Choices

- j. Support the provision of a range of housing types, tenures, densities – as well as affordable and attainable housing opportunities – to meet the diverse needs of individuals and families of varying needs and levels of incomes, in all neighbourhoods.
- k. Encourage secondary suites in new and existing single-detached dwellings, duplexes, and townhouses in accordance with the BC Building Code.
- l. Encourage coach houses on existing single-detached lots.
- m. Give priority to multi-family housing near parks, schools and other public facilities, shops and services, and transit.
- n. Support new manufactured home parks as an affordable housing option, in appropriate locations and where there is a demonstrated need.
- o. Substandard housing, which is housing that is unsafe and/or undignified, will not be permitted.
- p. Encourage the development of live-work units.

Integrated Land Use and Transportation Planning

- q. Apply an integrated approach to all land use and transportation planning. Require that higher intensity development be adequately serviced by active transportation infrastructure. Require that higher intensity development also be situated within 800 metres – which translates roughly into an average 10 minute walk along a pedestrian connection – of transit.
- r. All development should contribute to a public realm that is safe and enjoyable for pedestrians, cyclists, and others traveling at their own power.
- s. Encourage developers to minimize investment that contributes to excessive automobile use, such as oversized parking facilities.
- t. All at-grade uses in commercial and mixed-use areas should have a pedestrian-scaled urban form, including frequent entrances, transparent glazing, minimal setbacks, and the absence of surface parking between the building and the street.
- u. Encourage underground parking for major developments.
- v. Use redevelopment opportunities to transform vehicle-centric development into pedestrian-priority development.
- w. All new development areas should be highly connected, minimizing the difference between the crow-fly distance and street network distance. (Refer to “Overarching Directions” in Part B).

Ecological and Resource Protection

- x. Prioritize infill and avoid greenfield development to reduce pressures on natural areas.
- y. New development should protect and enhance natural assets including tree stands, natural features, habitat areas, the Salish Sea and shoreline, streams, and wetlands.
- z. Generally prohibit development in hazardous land and environmentally sensitive areas.
- aa. New development should incorporate the use of green infrastructure for rainwater management – including groundwater infiltration, rainwater detention, and rain gardens – in all land uses.
- ab. Encourage food production in public and private lands and buildings. Examples include community gardens, Indigenous harvesting spaces, edible landscaping, permaculture, and small urban farms including those with urban farm animals such as chickens. Consider the introduction of a “salad walk”, in which edible landscaping is strategically located on public lands throughout Ladysmith, and residents can travel between these locations to compile the components of a fresh salad.
- ac. Support the protection of Agricultural Land Reserve for purposes of food security and agricultural resource protection. Exclusions should only be supported in extenuating circumstances, and should result in no net loss in the quantity and quality of agricultural lands.
- ad. Development occurring on lands adjacent to the Agricultural Land Reserve should incorporate

urban-side setbacks and buffering as described in Part 3 of the Ministry of Agriculture and Food Guide to Edge Planning.

Heritage and Archaeological Protection*

- ac. Recognize the importance of archaeological sites.
- ad. Require archaeological impact assessments, and referral to Stz’uminus First Nation, prior to considering major development approvals for sites identified as having archaeological potential by the Province of BC.
- ae. The historic, small-scale retail character of 1st Avenue and in other locations in the Downtown Heart should be protected.
- af. Consider establishing heritage protection tools to protect heritage buildings in Ladysmith. Support incentives for the restoration of heritage buildings.
- ag. Incorporate heritage considerations in any design guidelines that are developed for the Downtown Heart and surrounding (i.e. Old Town) areas. Require new development to respect the form and character of nearby heritage buildings.
- ah. Provide transitional form, character, and densities between different designations and areas of different elevation.
- ai. Views from public open spaces, including streets and sidewalks, should be protected.

*Further heritage policies are contained in Part C, Section 9: Arts, Culture, and Heritage

Employment Lands

- aj. Prioritize the Downtown Heart for new government facilities and office uses.
- ak. Existing industrial lands, including marine industrial areas, should be protected for employment uses.
- al. Compatibility between industrial and residential uses that are adjacent to one another should be required.
- am. Participate in regional monitoring of readily serviceable industrial land with the objective of maintaining sufficient capacity to meet the needs of the regional economy.



POLICIES

In addition to diverse land uses, a community is made up of a complex system of physical, ecological, and socio-economic infrastructure.

Part C is comprised of policies and actions to help bring this OCP's vision to life. Each of these topics is laid out in individual chapters, with policies and actions organized around objectives (in green bold text) that relate directly back to the OCP goals that emerged through community input on aspirations for Ladysmith's future.



1. RECONCILIATION

As noted in Part A, Ladysmith is on unceded lands, and colonization is an ongoing process that continues to cause harm across Turtle Island.

At the same time, the Town of Ladysmith and Stz'uminus First Nation have been building a strong relationship, exemplified by the Naut'Sa Mawt Accord, which means “working together as one” in the local Hul'qumi'num language. It provides a framework for: implementing joint initiatives; undertaking joint education and communications; developing further agreements together; and using language that better reflects the respect and ever-growing relationship between the Nation and the Town. An example of this strong relationship and collaboration is the Waterfront Area Plan process, which brought the Nation and Town together to co-create a vision for the waterfront to their mutual benefit and in the spirit of reconciliation.

There is much opportunity to build on these successes to advance reconciliation and Indigenization work in Ladysmith.



“WE HAVE DESCRIBED FOR YOU A MOUNTAIN. WE HAVE SHOWN YOU THE PATH TO THE TOP. WE CALL UPON YOU TO DO THE CLIMBING.”

Truth and Reconciliation Commission Chair
Justice Murray Sinclair

The Town of Ladysmith upholds the rights of Indigenous peoples.

- 1.1. Recognize the rights of Indigenous peoples as declared by UNDRIP in matters over which the Town has jurisdiction and influence, including but not limited to:
 - 1.1.1. Recognizing the urgent need to respect and promote the inherent rights of Indigenous peoples which derive from their political, economic, and social structures and from their cultures, spiritual traditions, histories and philosophies, especially their rights to their lands, territories, and resources.
 - 1.1.2. Recognizing that control by Indigenous peoples over developments affecting them and their lands, territories, and resources will enable them to maintain and strengthen their institutions, cultures and traditions, and to promote their development in accordance with their aspirations and needs.



Reconciliation work continues to focus on action, as well as intent.

- 1.2. 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.
- 1.3. Make reconciliation a strategic priority within municipal processes by providing the necessary resources.
- 1.4. Continue working with Stz'uminus First Nation to understand and support their land interests within and adjacent to the Town boundaries. Place significant weight on input received by Stz'uminus First Nation regarding development proposals.
- 1.5. Where feasible, pursue opportunities where unceded Town-owned land can be repatriated to Stz'uminus First Nation and other First Nations whose traditional territories encompass Ladysmith. Encourage other non-Indigenous public and private land owners to contribute to the reclamation of Indigenous jurisdiction over their unceded lands.
- 1.6. Support First Nations' ability to organize and protect their rights.

Capacity is built within City Hall as well as the Ladysmith community around reconciliation and Indigenization.

- 1.7. Provide learning and capacity building opportunities for Administration and Council to build awareness, understanding, and accountability for decolonization within Town policies, practices, projects, programs, and services.
- 1.8. Work with School District 68 and Stz'uminus First Nation to host community dialogues and workshops to build awareness and understanding about the truth of our colonial history and the ongoing impacts on Indigenous people.
- 1.9. Work with Stz'uminus First Nation and School District 68 to build and strengthen relationships between Indigenous and non-Indigenous community members through coordinated activities, gatherings and events.
- 1.10. Create learning opportunities in which Indigenous knowledge helps inform planning decisions in Ladysmith. For example, traditional knowledge about the land may inform habitat protection measures.

2. TRANSPORTATION

Transportation is so much more than getting around. The travel choices available within Town impact individual health and safety, accessibility and equity, greenhouse gas emissions, affordability, and more. Likewise, streets are so much more than corridors for movement. They can be destinations unto themselves – places for socializing, shopping, playing, lingering, and more. They have the power of making walking and cycling delightful, or downright unpleasant. In this way, they also can define the look and feel of our community.

Ladysmith's transportation network, much like other communities in the Cowichan Valley, is primarily oriented toward private vehicles. That said, the Town benefits from high walkability in its downtown and other older areas, as well as access to an extensive trail network. However limited regional transit, an underdeveloped cycling network, and a shortage of crossings of Highway #1 are a few of the challenges in Ladysmith's transportation system.

Moving Ladysmith from a car-oriented community toward low-carbon transportation options will require sustained commitments and investments. Reducing greenhouse gas (GHG) emissions by 75% by 2040 and achieving net zero emissions by 2049 is not possible without a major shift in transportation modes. Prioritizing green, safe, and convenient choices for getting around must be reflected in greater transportation investments toward low-carbon options and in land use and urban form decisions (refer to Part B). Realizing the co-benefits of green transportation – such as health and safety – involves embracing active modes and transit, and not just focusing on electric vehicles.



Transportation policy and budget prioritizes investments in walking, cycling, and transit.

Street space is re-purposed to better accommodate people walking, rolling, and cycling.

- 2.1. Endeavour to follow a ‘complete streets’ approach for all future road upgrades and projects to increase safety for all modes.
- 2.2. Update the street network classifications and definitions to be more inclusive of all travel modes (see Map 2 for Street Classifications).
 - **Arterial** | Arterial streets carry the highest volumes of traffic moving vehicles and people between areas with the highest traffic generation and across town. These streets typically have higher speed limits, which warrant separated infrastructure for people walking and biking on at least one side of the street but preferably both sides. On-street parking is typically not provided.
 - **Collector** | Collector streets carry a moderate volume of vehicles and people between higher order streets and Local Streets in residential areas. These streets typically have posted speed limits not greater than 40km/hr, have sidewalks on at least one side, on-street parking, and dedicated or shared cycling facilities.
 - **Activity Street** | Activity streets carry low to moderate volumes of traffic. They are destination streets for vehicles and people and connect higher and lower order streets. Activity streets accommodate vehicle traffic but have a greater emphasis on moving people who are walking, cycling, rolling while accommodating vehicles and goods movements, and parking / loading. Wider sidewalks are provided along with a furnishing zone that provides space for street trees, landscaping, furniture, and other pedestrian amenities. Parklets and other amenities are also provided if room allows after addressing mobility needs. Cycling facilities are typically separated from vehicles and foot traffic. These streets should have posted speed limits not greater than 30km/hr as they tend to have many destinations.
 - **Local** | Local streets carry the lowest volume of vehicles and people between residential areas and higher order roads that connect to most destinations. These streets typically have posted speed limits not greater than 30km/hr, have sidewalks on at least one side, and on-street parking. People cycling are expected to share a lane with traffic unless a dedicated cycling facility or wide shoulder is provided.

“A Complete Street is designed for all ages, abilities and modes of travel, where safe and comfortable access for pedestrians, cyclists, transit users and people with disabilities is integrated into transportation planning.”

- Complete Streets of Canada



- 2.3. Dedicate funding to develop Ladysmith's first Mobility Plan to provide design guidance on the new street network classifications and intersections, identify intersection and corridor improvements, prioritize the pedestrian and cycling infrastructure improvements, and provide a capital and operational budget for short-term and long-term mobility improvements.
- 2.4. Amend the Subdivision and Development Servicing Bylaw to update road standards to include direction on pedestrian and cycling infrastructure, as well as direction on any other recommendations in the Mobility Plan.
- 2.5. Undertake intersection and complete street improvements that address operational or safety concerns to facilitate active transportation.
- 2.6. Explore incentive and rebate programs that lower the cost of—and promote—active transportation including electric bikes and electric scooters, particularly for low-income populations.
- 2.7. Ensure that all municipal buildings, parks, surface parking lots, and community centres provide short-term bicycle parking in the form of racks, bicycle corrals, or covered / sheltered parking, and long-term bicycle parking in the form of bicycle lockers, cages, and bike boxes. All spaces should have access to electric outlets to facilitate charging for e-mobility users .
- 2.8. Work with the Ladysmith Downtown Business Association, Chamber of Commerce, and local businesses to provide regularly spaced and sheltered on-street bicycle parking in the public right-of-way on all commercial streets and other commercial areas including bicycle corrals and covered parking.

- 2.9. Design and implement pedestrian facilities that are consistent with the standards and terminology in the BC Active Transportation Design Guide.
- 2.10. Support the use of boulevards between sidewalks and streets – on both sides of the street for snow storage so that sidewalks and parking spaces remain open during snow conditions.



Streets and intersections are redesigned to improve safety, connectivity, and accessibility to meet the needs of all ages and abilities, including those of seniors who will make up a growing proportion of the population.

2.11. Enhance the accessibility of streets with grades more than 8.3% to mitigate the effect of steep topography including by prioritizing the provision of:

- **Rest areas** spaced every block that have benches or other seating
- **Railings** to provide extra support when navigating steep slopes
- **Accessible ramps** including the provision of level landing spots, railing, and tactile attention indicators to alert people of an impending change in elevation, conflicts with other transportation modes, and/or personal hazards.

2.12. Retrofit intersections on Downtown roads by:

- Providing double curb ramps that meet the standards identified in the BC Active Transportation Guide;
- Providing curb extensions or bulb-outs to reduce pedestrians crossing distances; and
- Limiting on-street parking near the crossings and intersections to improve sightlines and minimize conflicts between vehicles and vulnerable road users.

2.13. Work with the Ministry of Transportation and Infrastructure to enhance the accessibility of highway intersections to meet the needs of all ages and abilities including through: marked crossings at all four legs of the intersection; audible pedestrian signals; and lengthening of pedestrian crossing time and clearance intervals to allow people more time to safely cross the highway.

2.14. Work with the Ministry of Transportation and Infrastructure to ensure there are safe and accessible highway intersection crossings every 500 metres along the highway corridor.



2.15. In alignment with the Waterfront Area Plan, work towards developing and implementing an expressive pedestrian / cyclist overpass extending from Gatacre Street in the downtown to pedestrian spaces east of the Machine Shop within the Arts and Heritage Hub, that includes an elevator and other accessibility features to connect to the waterfront.

2.16. Prioritize improvements to pedestrian infrastructure and the public realm in the following order:

- School areas
- Locations connecting with transit stops
- Downtown
- Other Priority Growth Areas

2.17. Incorporate recommendations from the Town of Ladysmith Age-Friendly Walkability/Accessibility Project (2018) into infrastructure upgrades and development of new infrastructure and services.

A network of quick-build cycling facilities are installed to separate people travelling on wheels (e.g. cycling and rolling) from motor vehicles and pedestrians on collector streets.

Quick-build cycling facilities transition to permanent facilities over time and with development.

E-bikes are an attractive travel option for people of all ages and abilities, including for diverse weather conditions and traversing Ladysmith’s steep terrain.

The trail network surrounding the Town is integrated into the larger active transportation network and supports recreation and economic development.

2.18. Design and implement a continuous, safe, and convenient cycling network throughout Ladysmith that appeals to a range of people cycling of all ages and abilities that meets or exceeds the BC Active Transportation Design Guide. People cycling generally prefer to be separated from faster moving traffic and high volumes of traffic. The following cycling facilities will be considered for the network (see Map 3 for the phasing of the Cycling Network priorities).

- **Multi-use pathway**
- **Protected bike lanes**
- **Bicycle lane**
- **Bicycle boulevard**

2.19. As part of the Town’s Mobility Strategy, undertake a cycling network plan to develop the short-term cycling network. The short-term cycling network will be piloted using quick-build cycling facilities, which would involve the reallocation of road space to accommodate the cycling facility.

WHAT IS A QUICK-BUILD CYCLING FACILITY?

These facilities are temporary in nature and can be treated as a pilot. Quick-build materials are flexible and inexpensive, which allow adjustments to be made after implementation if the need arises. This could make it easier for the community to test the infrastructure before it becomes more permanent.



Bicycle lane

A bicycle lane can either be buffered or unbuffered. An unbuffered bike lane only includes a white longitudinal line running parallel to the alignment of the road to visually separate the bicycle lane from the motor vehicle and/or parking lanes. A buffered bike lane is demarcated with a pavement marking such as a hatched striping providing more separation from motor vehicles. These facilities should be considered on arterial and/or collector roads where the posted speed limited is less than 50 km/h and where motor vehicle volumes are lower than 4,000 vehicles per day.

Protected bike lanes

Separate travel lanes designated exclusively for bicycle use and other forms of active transportation that are physically separated from motor vehicles and pedestrians by vertical and/or horizontal elements. They offer users greater comfort, route directness, and easier access to destinations. They should be considered on arterial and/or collector roads where the posted speed limit is above 50 km/h and/or where motor vehicle volumes exceed 4,000 vehicles per day.



Multi-use pathway

An off-street pathway that is physically separated from motor vehicle traffic and can be used by any non-motorized user. This includes people walking, cycling, and using other forms of active transportation such as skateboarding, kick scootering, and in-line skating.

Bicycle boulevard

Also referred to as neighbourhood bikeways, this facility is a shared roadway that provides a continuous corridor of suitable operating conditions for people cycling, including limiting exposure to motor vehicle traffic and designing for low motor vehicle speeds. Bike boulevards typically include signage and pavement markings and are suitable on local roads with a maximum of 1,000 vehicles per day and posted speed limits and operating motor vehicle speeds of 30 km/h or less. Roads with more than 1,000 vehicles per day could also include a bike boulevard but traffic calming and traffic diversion measures would be required to make the road suitable for all ages and abilities.

- 2.20. Following the implementation of the short-term cycling network, continue to develop and implement cycling facilities in the larger cycling network (as shown in Map 3 – Cycling Network).
- 2.21. Improve connectivity between North and South Ladysmith.
- 2.22. Improve connectivity to the regional trail network in the Cowichan Valley including more direct access to the Cowichan Valley Trail.
- 2.23. Prioritize safety upgrades of intersections identified in the Short-Term Cycling Network. Provide intersection treatments and improvements that are consistent with the BC Active Transportation Design Guide, which could include signage (e.g. “Turning Vehicles Yield to Bicycles”), cross-ride markings, and conflict zone markers.
- 2.24. Improve connectivity to recreational trails in the cycling network and through new development by including wayfinding and signage.
- 2.25. Work with CVRD and the Stz’uminus First Nation to undertake an assessment of all regional and municipal trails to better understand existing conditions and to establish consistent trail evaluation standards. This could include:
 - Grade
 - Cross slope
 - Width
 - Surface
 - Trail length
- 2.26. Develop a trails signage manual to ensure simple and effective communication of trails information to residents and visitors and to build on the Town’s identity and brand.



Off-street parking requirements are updated to reflect best practices and current trends.

- 2.27. Amend the Zoning Bylaw to modernize the parking pay-in-lieu regulation by:
- Applying the regulation Town-wide and not limiting it to the Downtown.
 - Allocating 100% of the payment in-lieu funds toward an Alternative Transportation Fund, as required under Section 525(7)(a)(ii) of the Local Government Act.
 - Reviewing the in-lieu amount per parking space to ensure the dollar amount reflects market rates for parking and constructions costs for new developments.
 - Allowing cash in lieu for a portion of required residential parking spaces in the Downtown.
- 2.28. Amend the Zoning Bylaw to eliminate the off-street parking requirement for all commercial uses in the Downtown Heart.
- 2.29. Support parking variances including when the following conditions are met:
- Housing tenures that have a lower need or demand for vehicle parking such as seniors, people with special needs, people with disabilities, market rental, and/or affordable housing developments.
 - Commercial, institutional, and industrial uses that have lower parking demand based on location, staffing, or other factors.
 - Shared parking between uses that have complementary parking demand patterns and where the parking will be unassigned.
 - Transportation demand management measures provided in perpetuity that will reduce the amount of off-street vehicle parking required including car-share programs, transit passes, bicycle parking facilities, shuttle services, or similar measures.

- 2.30. Amend the Zoning Bylaw to align the bicycle parking requirements with current trends and best practices.
- Change Class A parking to “long-term” bicycle parking, defined as a secure weather protected bicycle parking facility used to accommodate long-term parking, such as for residents or employees, usually within a room or covered, fenced area.
 - Change Class B parking to “short-term” bicycle parking, defined as a short-term visitor bicycle parking facility, which may offer some security and be partially protected from the weather.
 - At least 20% of all short-term bicycle parking spaces and 50% of all long-term bicycle parking spaces should have access to a 110V electric outlet for charging e-bikes.
 - Provide parking requirements for non-standard bicycles, such as bikes with trailers, tricycles, and cargo bikes. Non-standard bicycle parking spaces should have minimum dimensions of 3.0 m long and 0.9 wide and be provided as ground anchored racks.
 - At least 10% of all long-term bicycle parking spaces should be provided for non-standard bicycles.
 - At least 50% of the required non-standard bicycle parking spaces should have access to a 110V electric outlet for charging.
- 2.31. Amend the Zoning Bylaw to include requirements for bicycle end-of-trip facilities including lockers and showers, for commercial, office, and institutional uses at a ratio of:
- 0.5 lockers/required bicycle parking space
 - 1 showers/15 bicycle parking spaces where more than 15 bicycle parking spaces are required
- 2.32. To accommodate persons with disabilities, amend the Zoning Bylaw to include parking supply ratios and dimensions for van-accessible parking spaces. Van-accessible spaces will have

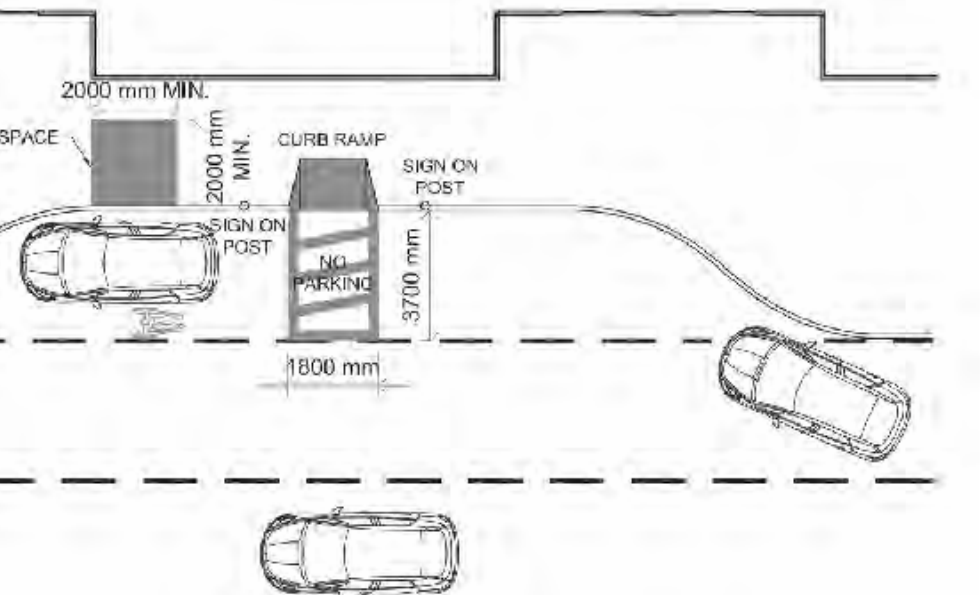
Public parking is more efficiently managed and prioritizes those who need it most.

- 2.33. Every two years, evaluate parking conditions in the Downtown to determine if parking occupancy for on-street spaces and off-street lots is meeting or exceeding the threshold of 85%.
- 2.34. If and when parking occupancy is consistently meeting or exceeding the 85% threshold, then include other indicators in data collection such as parking duration and turnover to understand how long vehicles are parking for and the overall productivity of the parking spaces.
- 2.35. Adopt a parking optimization policy for the Downtown that provides direction on how to manage parking if and when the 85% occupancy threshold is consistently exceeded. This includes, in the following order of priority:
 - Investment in active transportation and transit.
 - Establishing time limited parking with shorter term time restrictions (e.g., 15-minutes, 30-minutes) to increase parking turnover.
 - Utilizing real-time parking information displays for off-street lots to indicate overall parking availability.
 - Implementing paid parking on-street and/or in off-street lots to balance demand.
 - If occupancy remains above the 85% target, then invest in new parking facilities.

WHAT IS THE 85% PARKING THRESHOLD?

This is the commonly used industry number that represents an optimal balance between parking supply and demand.

- 2.36. To support persons with disabilities, convert all existing accessibility parking spaces on 1st Avenue to van-accessible parking spaces. The design and layout would include:
 - A curb ramp that aligns with the access aisle to ensure there is an accessible path of travel from the road to the sidewalk.
 - A clear space adjacent to the van-accessible parking space with a minimum of 2 metres in width to make it easier for wheelchair users to enter/exit their vehicle using a side lift ramp.



Van-Accessible Parking Space (Credit: City of Edmonton)

Transit service is more convenient for local and inter-regional travel

- 2.37. Continue to work with BC Transit, the Regional District of Nanaimo, and CVRD to improve the quality of transit services, frequency, operating hours, local and regional connections, and alignment with school, post-secondary, and work commuter schedules.
- 2.38. Establish a focus group with representatives from Stz’uminus First Nation, CVRD, BC Transit, and residents who frequently use transit—including youth and low income residents—to explore solutions to create connectivity between communities.
- 2.39. In lower density areas such as South and North Ladysmith, support other transit service delivery models such as Digital On-Demand Transit, as well as continued coverage and service capacity for people with a disability through handyDART.
- 2.40. Identify strategic investments in bus stops to improve accessibility, amenity provision and overall user experience. This included maintaining a priority list of desired transit shelter / stop upgrades that can be used to inform participation in BC Transit’s cost-shared stop improvement program as well as to leverage any available transit infrastructure funding from other levels of government.

WHAT IS DIGITAL-ON DEMAND TRANSIT?

Digital On-Demand Transit (DODT) has gained popularity in the past few years, across the world. Agencies are using this technology in combination with existing fixed route to expand their network and improve customer experience. On-Demand is an IT-enabled private multi-passenger transportation services that serve passengers using dynamically generated routes and may expect passengers to make their way to and from common pick-up or drop-off points.

DID YOU KNOW?

Town of Ladysmith Development Services does not have a car, but rather two e-bikes that are used for nearly all site visits and in-town trips. The Town will continue supporting the use of e-bikes by staff for such trips.

Electric transportation becomes the norm and aligns with province’s CleanBC plan.

- 2.41. To support the increase in new multi-family residential development envisioned by 2049 (refer to Part B), amend the Zoning Bylaw to require that all residential parking in new developments be electric vehicle (EV) ready. This will require each parking stall to have access to an energized electrical outlet capable of providing Level 2 (220-240V) EV charging.
- 2.42. Work with utilities, EV charger suppliers, contractors, and building owners and operators to update existing homes and buildings with EV chargers.
- 2.43. Work with the CVRD to expand the public charging network to accelerate EV adoption and make it easier for those who do not have access to charging at home. The Town will add Level 2 and Level 3 (DCFC) charging stations to municipally owned buildings, off-street public parking lots, in on-street locations in the downtown, and in other strategic locations such as the waterfront
- 2.44. Electrify the Town’s fleet by:
 - Adopting a green procurement policy that considers the full lifecycles costs of an electric vehicle compared to a gas-powered vehicle.
 - Replacing all gas-powered vehicles with electric vehicles by 2049.
 - Incorporating e-bikes into the fleet, where feasible, as a way of optimizing fleet size and reducing costs.
- 2.45. Work with the BC government to remove barriers to using micromobility vehicles such as electric kick scooters, which are not currently permitted to operate on streets and sidewalks.

Transportation investment decisions are based on the best available data.

The culture around transportation gradually moves away from single-occupancy vehicles to low-carbon transportation options.

- 2.46. Undertake a household travel survey every 5 years to understand how travel trends and mode share are changing in the community. This includes vehicle and bicycle ownership, the types of trips, trip purpose, and trip length, and where people are starting and ending their trips. The modelling of GHG reduction targets for this OCP includes the assumption that 100% of light/medium duty vehicles will be transitioned to electric by 2035, and 100% of heavy duty vehicles will be transitioned to electric by 2045.
- 2.47. Monitor and evaluate all new cycling facilities by collecting data on utilization and user experience.
- 2.48. Explore the feasibility of a municipal bike share or e-scooter share program that could be operated by a third-party organization.
- 2.49. Participate in the Nanaimo Ladysmith Public Schools (School District 68) Active & Safe Routes to School program to encourage and support students and families to use active transportation to and from school.
- 2.50. Support programs that educate residents and visitors on mobility options and safety.
- 2.51. Support local advocacy organizations to encourage the use of sustainable and active transportation.



3. DIVERSE AND AFFORDABLE HOUSING

Policies related to the density and location of housing are included in Part B, and have significant influence on the diversity and affordability of housing in Ladysmith.

WHAT IS HOUSING AFFORDABILITY?

One definition of housing affordability is: housing expenses that are equal to or less than 30% of household income.

WHAT IS CORE HOUSING NEED?

Core housing need refers to housing that is inadequate, unaffordable, and/or unsuitable, in which a household spends 30% or more of its total before-tax income to pay rent.

Affordable and appropriate housing is a cornerstone of an equitable community, and remains a growing challenge across British Columbia. Indeed, housing affordability was one of the concerns most often raised by residents during this OCP engagement process.

The 2021 CVRD Regional Housing Assessments noted several housing needs, including: an aging population means that proportionally more people will be living on income assistance and will therefore be vulnerable to unstable housing conditions; the share of households falling below the affordability standard in Ladysmith is 18%; there is an acute shortage of rental housing, with 35% of Ladysmith's renters in core housing need; there is a need for more non-marketing housing, including supportive (e.g. assisted living) and emergency housing options; homelessness is a critical issues in the region; and affordable housing for families for rent or purchase is hard to find, with young families, low-income families, and lone-parent families in particular being at risk of housing instability. While the greatest overall demand is for one-bedroom homes, current housing options are not adequately sized or culturally appropriate for many First Nations, with a greater need for homes that can house large multi-generational families.

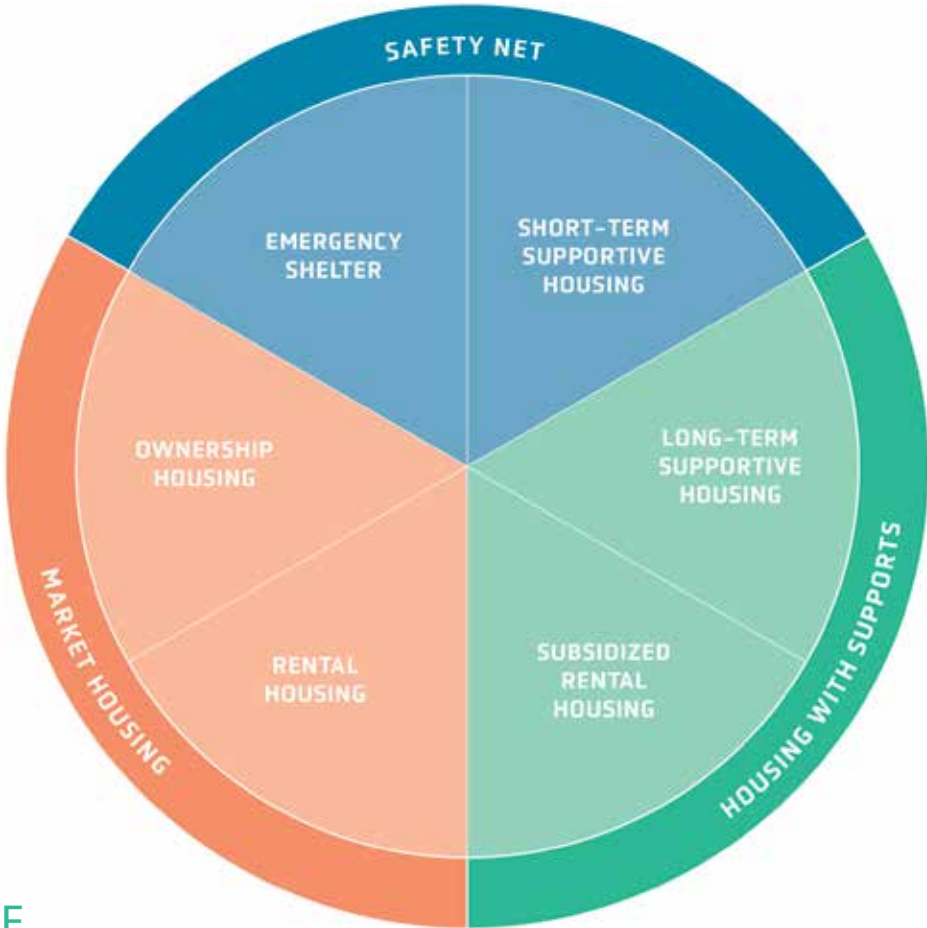
Green buildings are also an important part of affordable housing. The cost premiums to construct highly energy efficient homes in the mid-island region is typically less than +5% for a medium-sized single detached home and less than +4% for low- and high-rise mixed-use residential buildings. Incremental home construction capital costs are easily offset by the energy cost savings realized over the first several years of operating a home. With rising energy costs, green buildings can also protect homeowners from energy price shocks.



Local governments like Ladysmith can play important roles in increasing the diversity and affordability of housing. The Town can: incentivize private and non-profit sectors; regulate the provision of affordable housing as part of market developments; partner and provide land; and educate. Local success stories include: the regional collaboration on the 2021 CVRD Regional Housing Needs Assessment; LCRA's affordable housing project at 314 Buller Street; and the Town's renovation and affordable housing reserve bylaws.

Every major development and neighbourhood contains a variety of housing types, tenures, and sizes – and accommodates diverse ages, incomes, and abilities.

- 3.1. Use the Wheelhouse Model to guide decision-making related to housing.
- 3.2. A diversity of housing types and unit sizes should be provided in new residential subdivisions and rezoning applications.
- 3.3. Support inclusionary zoning in all neighbourhoods that includes housing that is attainable by residents with low incomes and/or special needs not typically met with market housing.
- 3.4. Amend the Zoning Bylaw to reduce minimum lot size requirements to support densification of existing and future neighbourhoods.
- 3.5. Consider maximum lot sizes to promote intensification of uses and to prevent consolidation of large single-detached residential lots.
- 3.6. Encourage micro-units and tiny homes where servicing allows. Consider pilot projects to test unit design and livability.
- 3.7. Amend the Zoning Bylaw to allow secondary suites in duplexes and townhouses.
- 3.8. For any new design guidelines, incorporate guidelines for Universal Design in all major developments.
- 3.9. A minimum of 10% of new residential units in rezoning applications with 10 units or greater should be visitable by those with mobility challenges or visual impairments (e.g. access to front door with no steep grades/changes, wide accessible front door, and accessible washroom).
- 3.10. Continue working regionally to assess regional and local housing needs, in order to update OCP policies and other Town plans as needed.



WHEELHOUSE
MODEL

Conventional approaches to understanding housing needs focus on a housing continuum, which follows a single, linear transition from homelessness to homeownership. However some peoples’ housing needs can occur in different directions along the continuum. Further, many people do not choose homeownership as their ultimate goal.

The Wheelhouse Model was developed by the City of Kelowna to help local governments understand and address the needs of residents who are housing-vulnerable as they move around or cross the circle between all different types of housing. It reflects the fact that homeownership is not the only end goal, and that a healthy housing stock needs to include a variety of housing forms and tenures in order to meet the diverse needs of residents from different socio-economic backgrounds and at every stage of their lives. (Credit: Canadian Mortgage Housing Corporation and City of Kelowna).

Rental opportunities are available across neighbourhoods and meet the needs of Ladysmith's residents, with vacancy rates that are 3.0% or higher.

- 3.11. Implement Residential Rental Tenure Zoning to protect existing and proposed rental housing stock.
- 3.12. When properties with existing purpose-built rental and mobile home units are redeveloped or renovated, development applicants should have to propose a strategy that accommodates displaced tenants. This includes notification and opportunity for input, as well as other measures such as consideration of right to purchase new units, as well as relocation assistance.
- 3.13. Consistent with the Town's Strata Conversion Policy, strata conversion of a previously occupied residential rental building of three or more residential units should not be granted when the relevant rental vacancy rate (townhouse or apartment) for the Duncan-North Cowichan CA has been at or below three percent as reported in the CMHC Rental Market Report – BC Highlights (Fall edition) for the two most recent reporting periods.
- 3.14. Monitor the impact of short-term rental accommodation on long-term rental housing supply. Consider the short-term rental recommendations of CVRD's Workforce Housing Strategy (2022) once complete.
- 3.15. Monitor construction of purpose-built rental housing to help maintain overall market supply, and encourage rental projects in areas close to transit, employment, parks, shops, and services.
- 3.16. Encourage and incentivize "suite ready" construction.

WHAT IS SUITE READY CONSTRUCTION?

Home builders who do not want a suite at the point of construction can still make a home "suite ready" by providing appropriate fire separation, roughing in wiring and plumbing, and taking other measures to prepare for the future addition of a suite.

Increase the availability of affordable, non-market, below-market, and supportive housing.

- 3.17. Building on the successful initiation of the Buller Street affordable housing project, advocate for senior government funding for affordable housing projects and initiatives, including through strategic partnerships.
- 3.18. Strengthen local partnerships to deliver more affordable housing, including but not limited to neighbouring jurisdictions, Stz'uminus First Nation, Cowichan Valley Regional District / Cowichan Housing Association, and LCRA.
- 3.19. Identify undeveloped and underdeveloped municipal sites for future affordable housing projects with emphasis on providing a mix of tenures including supportive housing.
- 3.20. Density bonusing should be provided to further incentivize the creation of affordable housing. Bonuses are tiered below-market, in which more incentives are offered to those projects that provide more units at deeper levels of below-market affordability. Refer to Part C: Implementation.
- 3.21. Below-market rental units should be sought as priority amenities when negotiating Community Contributions for affordable housing in rezoning applications for multi-family residential projects.
- 3.22. Fee and charge reductions and waivers for affordable housing project should be employed where permitted by law.
- 3.23. Support and work with local agencies in providing housing and wrap-around services to meet local needs for transitional housing for homeless adults, families and youth, supportive housing those with mental health and/or addictions issues, as well as independent or assisted living facilities for people with physical, cognitive and/or developmental disabilities.
- 3.24. Transitional and supportive housing should be permitted in all residential and mixed use areas.

4. PARKS AND OPEN SPACE

Having access to green space is vital to health and well-being. Parks and natural areas are cherished by local residents who – during the OCP engagement process – shared that they value these spaces for recreation and active living, socialization, community wellbeing, ecological function, and habitat for wildlife.

Ladysmith is home to over 110 hectares of parks and open spaces with diverse offerings, ranging from waterfront recreation and play fields, to passive parks and playgrounds. The Town of Ladysmith's Parks, Recreation and Culture Master Plan (2016) identifies the following “highlights” of the Town's park inventory: Transfer Beach Park; Holland Creek Park; Spirit Square; High Street Ball Field and Community Garden; Forest Field Athletic Park; Gourlay Janes Park; Ladysmith Golf Course and Holland Creek Ball Fields; and Brown Drive / Kinsmen Park and Playground / Aggie Sports Fields. In addition, natural habitat areas – including regional parks situated outside municipal boundaries – provides an abundance of trails and access to nature.

In Ladysmith, 86% of residents live within a 10 minute walk of a park or green space, and 96% live within a 15 minute walk. Overall, North Ladysmith residents have better access to parks than South Ladysmith residents.



According to the Parks, Recreation, and Culture Master Plan, there is growing need for or trend toward: parks programming; ancillary park facilities (e.g. washrooms); sports like skateboarding and rollerblading; nature-based sports tourism; passive park space and naturalized open spaces; multi-use approaches to sport fields; smaller social spaces like village squares or parkettes; and parks that promote walkability.

Parkland acquisitions, additions, and improvements meet the evolving needs of the community.

- 4.1. In general prioritize the following areas for parkland acquisition: waterfront areas; ecologically sensitive areas; areas where parkland is lacking for nearby residents; areas of historical or cultural significance; and areas suitable for carbon sequestration.
- 4.2. Where possible, acquire and develop additional parkland in the Holland Creek area for active/outdoor recreation and ecological protection.
- 4.3. Consider parkland acquisition that complements compatible existing and proposed public uses such as schools, daycares, healthcare and community centres and places of worship.
- 4.4. Undevelopable areas (e.g. Streamside Protection and Enhancement Areas, hazard lands) will not be accepted as statutory parkland dedication (e.g. subdivision park dedication requirements). Undevelopable areas should be “returned to Crown”, in addition to statutory park dedication area and/or protected by other means (e.g. covenants).
- 4.5. Target the enhancement and enlargement of waterfront parkland, specifically areas identified as future parkland within the Waterfront Area Plan.
- 4.6. Explore the feasibility of creating an off-road TransCanada Trail alignment within the Town boundaries, and improve connections to the trail.
- 4.7. Explore the diversification of the Ladysmith Golf Course lands through multi-use programming and develop a long term plan for the future of the Holland Creek Ball fields.
- 4.8. Expand the existing skate park and add new amenities such as lighting and bike skills infrastructure.
- 4.9. Develop an outdoor fitness park.
- 4.10. Review priorities for additional sports field, bike skills park, and amenities for Lot 108, and develop once funding is available.
- 4.11. Support the use of park space for pop-up or temporary community economic or cultural uses, such as film production and farmers markets.
- 4.12. Provide strategic incentives for owners of underutilized private land in under-served areas to provide temporary park space for public amenities such as community gardens.

All residents have equitable access to parks, and park design – including their programming, geometries, and functions – that are inclusive of diverse cultures.

- 4.13. Take steps to include diverse residents – including youth, seniors, people with disabilities, Indigenous and racialized peoples, low income residents, those without homes, single parent households, LGBTQ2S+ residents, and women and girls – in park visioning, planning, and construction stages.
- 4.14. Provide a diversity of park types and amenities to respond to the place-making and place-keeping needs of diverse residents, ranging from plazas and pedestrian streets, to community gardens, dog parks, sports fields, waterfront spaces, and natural spaces.
- 4.15. Apply universal design principles to allow all ages and abilities to access and enjoy parks, and to use their amenities.
- 4.16. Expand the traditional notion of what a park is and can accommodate, allowing for flexible use including support services for marginalized populations. Maximize utilization of park space by accommodating different uses and users throughout the day.
- 4.17. Apply an evidence-based approach for designing for equity-seeking groups and others who are traditionally overlooked in park planning and design.
- 4.18. In partnership with Stz’uminus First Nation, incorporate Indigenous perspectives and worldviews into park design and programming, including by:
 - featuring First Nation teachings and cultural landscapes;
 - protecting spaces for traditional hunting, fishing, gathering, and cultural practices;
 - supporting the removal of oppressive symbols; and
 - increasing the presence of Indigenous history.

Parks and open spaces demonstrate leadership in climate action and environmental stewardship.

4.19. Consider the following opportunities for use in parks:

- Test locations for emerging green infrastructure approaches;
- Water conservation and zero waste management technology and practices;
- New models for promoting and sustaining biodiversity;
- Planting of local and climate-adapted species, and the restoration of habitats;
- Urban forest management and good arboricultural practices;
- Carbon sequestration;
- Education about local ecosystems, and our relationships and responsibilities in the natural world;
- Renewable energy;
- Indigenous food and medicine harvesting; and
- Urban agriculture.

4.20. Protect sensitive ecosystems and ecological functions by developing guidelines to determine compatible and incompatible recreational uses in Environmentally Sensitive Areas.

4.21. Encourage programming in parks that enhance ecosystems, such as environmental restoration activities.

4.22. Strive to eradicate invasive plants from Town parkland.

4.23. Limit non-native plantings in Town parkland to edible plants that support food security.

4.24. Prioritize the acquisition of critical habitat and ecosystems for parks and conservation.

4.25. Establish a tree protection bylaw.



5. MUNICIPAL INFRASTRUCTURE

While some of Ladysmith's physical infrastructure – such as underground pipes and treatment facilities – is often hidden from public view, it forms an important part of the Town's urban system. It plays an essential role in the health, sustainability, resilience, and fiscal success of the community. For example, the water system gives access to clean and safe drinking water in homes, and the storm water system protects the community from flooding in intense rain events.

Infrastructure also impacts the Town's ability to ensure that future growth is financially sustainable, since higher density, better-connected neighbourhoods are less costly to service.

Ladysmith's physical infrastructure includes municipal services related to water, wastewater, and rainwater drainage. Primary and secondary sources of water include Holland Creek and Stocking Lake, with the network of water mains shown on Map 5 – Water System and Transmission Line Infrastructure. A new water treatment plant was commissioned in 2020. Existing transmission lines are also presented on Map 5.

Ladysmith's wastewater treatment plant and network of sanitary mains are shown on Map 6 – Sanitary System Infrastructure, along with a proposed lift station for the Waterfront Area. A biosolids compost facility is also situated in South Ladysmith.



The network of storm mains are shown on Map 7 – Storm System Infrastructure, and creation of a new stormwater master plan is planned for 2022.

In order to address imperatives related to climate action and habitat protection, municipalities are adopting different ways of managing infrastructure. These shifts range from increased adoption of renewable energy systems and waste diversion measures, to the growing use of green and integrated infrastructure to manage rainwater. They provide an opportunity to take a more holistic, full-cost accounting approach with developing and managing important community assets.

Infrastructure planning and investments align with the OCP’s growth concept.

- 5.1. Align investment decisions about future streets, public realm infrastructure, and infrastructure for water, rainwater, and sanitary sewer with growth management policies contained in Part B, recognizing that one of the most effective tools in minimizing infrastructure costs is through compact urban form.
- 5.2. Phase and develop municipal water and sanitary sewer trunk lines and infrastructure as shown in Maps 5 and 6, and in accordance with the latest servicing master plan.
- 5.3. Where, technically and operationally feasible, and aligned with the vision and goals of this OCP, support variances to development and servicing specifications to permit green infrastructure, public amenities, and/or active transportation infrastructure.
- 5.4. Advocate for situating utilities in locations that are compatible with adjacent land uses.
- 5.5. Encourage senior governments to utilize facilities such as hydro corridors for locating utilities.
- 5.6. Enable any new roads needed for undeveloped areas to be driven by development, whereby development proponents will be responsible for building them. As such, phasing is dependent upon the timing of development. There are no major road systems planned during the lifetime of this OCP.



Infrastructure decisions are based on a holistic approach to planning and asset management.

- 5.7. Take an asset management approach that accounts for the relationship between traditional “hard” assets (e.g. road and pipes) and “soft” assets (e.g. human well-being and ecological health).
- 5.8. Consider the full costs associated with development in decision making. Use tools such as the Province of British Columbia’s Lifecycle Infrastructure Costing Tool (CLIC) which accounts for: local and regional capital costs for roads, water and sanitary infrastructure, waste management, transit, and other community services such as schools and emergency services; and external costs associated with climate change, air pollution, and motor vehicle collisions.
- 5.9. Establish a target ratio for road length per resident of 6-7 meters or less, which is the threshold shown to support higher active transportation modes and reduces municipal infrastructure costs.

Natural assets are protected and form an important part of the Town’s infrastructure systems

- 5.10. Based on the New National Standard of Canada, create an inventory of existing natural assets and infrastructure that provides services like rainwater management.
- 5.11. Protect the functioning of natural assets during the development of new assets and infrastructure, and designed in conjunction with existing conventional infrastructure systems.

WHAT IS A NATURAL ASSET INVENTORY?

According to the developers of the [New National Standard of Canada](#), a natural asset inventory “contains information about what natural assets exist, the condition they are in, and what risks they face; it is the first step that local governments take in the natural asset management process”.

Rain and stormwater management planning and infrastructure support both watershed health and public safety.

- 5.12. New development and rainwater infrastructure should be designed to manage flows to pre-development rates and factoring in future climate change projections. This includes preventing frequently occurring small rainfall events from becoming surface run-off and ensuring the maintenance of minimum base flows, and in some instances augmented base flows, in water bodies.
- 5.13. Protect the quality, quantity, and temperature of water in natural waterbodies by returning water collected in drainage networks to the natural waterbody it belongs in as close as possible to the source. This may include multiple small outfalls throughout the watershed to maintain adequate stream flow.
- 5.14. Support the integration of rainwater detention, infiltration, and conveyance systems with community or natural amenity space where possible. Promote park and streetscape designs that serve as temporary rainwater detention, while recognizing that new development must implement their own sustainable rainwater management infrastructure.
- 5.15. Mimic natural ecosystem processes in rainwater system design and construction as much as possible. This includes minimizing runoff, maximizing infiltration, preserving and protecting the water absorbing capabilities of soil, vegetation and trees particularly along riparian corridors, and minimizing impervious surfaces on both private and public lands.
- 5.16. Encourage rainwater capture and discharge to ground where appropriate on public and private properties, while reducing impact to downslope properties.
- 5.17. Stormwater quality should meet applicable standards from the BC Stormwater Planning Guidebook at the time it is discharged into receiving waterbodies.
- 5.18. Require best management practices during construction to prevent erosion and sedimentation.

Waste diversion is optimized.

- 5.19. Work with CVRD to significantly decrease the amount of waste being generated, and increase waste diversion and recycling. This includes, but is not limited to, demand-side management measures.
- 5.20. Enhance collection programs to divert 95% of organic waste by 2030.
- 5.21. Increase diversion of construction and demolition waste to at least 50% by 2025.

Resource conservation is optimized.

- 5.22. Water and wastewater pumps should be replaced at their end of life, with new pumps being at least 50% more energy efficient than existing pumps. High-efficiency improvements should be applied to: streetlights and other public realm lighting; potable water and sewage treatment and conveyance; and solid waste transportation and treatment.
- 5.23. Investigate infrastructure systems and technologies to improve energy efficiency and resource reuse. Look for opportunities for capturing waste heat, heat exchange, energy generation, and rainwater reuse.
- 5.24. Conduct a study to explore the implementation of a range of demand-side management measures to reduce community water consumption including outdoor water use restrictions, new standards in the subdivision and development servicing and building bylaws, universal water metering, rainwater harvesting and conservation-oriented water rates.

Energy procurement supports GHG emissions reductions targets.

- 5.25. Work with CVRD to install a regional anaerobic digester to treat organic materials and wastewater. Sell the facility's renewable natural gas.
- 5.26. Monitor the implementation of the provincial hydrogen strategy and be prepared to adopt and support the necessary local infrastructure to supply and store hydrogen.

Infrastructure and services prepare for the impacts of climate change.

- 5.27. Conduct a high-level risk assessment (HLRA) with key stakeholders including neighbouring municipalities, the CVRD, and service providers and private infrastructure providers to determine critical risks to Ladysmith's infrastructure and identify priority areas to improve the resilience to climate change.
- 5.28. Conduct a detailed, spatially-based risk and vulnerability analysis of municipally-owned and operated critical infrastructure at the asset class and system level to determine the vulnerability of municipal infrastructure to climate change, and identify priority assets for adaptation interventions.
- 5.29. Establish a time-bound program of climate change adaptation measures to implement on local and regional infrastructure, according to the prioritized assessments. Ensure that the program has a full suite of "green infrastructure" interventions.
- 5.30. Install zero-emissions back-up power for critical infrastructure (e.g. battery electric storage, hydrogen, RNG).
- 5.31. Develop or update codes and design standards for new municipal and private infrastructure that reflect anticipated climate impacts.

6. SOCIAL INFRASTRUCTURE

Equity is woven throughout this OCP as it affects everything from transportation to public spaces. This policy chapter focuses on Ladysmith's social infrastructure, which are those facets of the town that are often intangible but greatly influence equity as well as the resilience and well-being of its communities. It includes the services as well as the conditions that provide supports to people.

Social infrastructure also addresses structural inequities that can be addressed through affordable housing, safe and accessible public spaces and services for all, social supports, poverty reduction measures, representation in civic decision-making, and more. For people who identify with equity-seeking groups (such as women, seniors, youth, Black, First Nations, Inuit, Metis, people of colour, LGBTQ2S+ and people with disabilities), barriers to social and economic participation are often higher due to systemic practices and processes that have not historically considered or provided for the needs and experiences of all people.

The most important actions identified in the Ladysmith/Stz'uminus Poverty Reduction Strategy (2022) fall under the following themes:

- affordable housing and adequate living conditions;
- public transportation; addressing stigma, racism, and discrimination;
- food security;
- access to education and employment options;
- access to mental health services, including for addictions;



- access to health care services;
- physical health and wellness;
- adequate income supports and the means to make ends meet; and
- support for mental discomfort and stress.

The vision for the Ladysmith/Stz'uminus Poverty Reduction Strategy is that all decisions acknowledge that everyone, has equal value, has something to contribute, and deserves a happy and healthy life.

POVERTY
REDUCTION IS
MULTI-FACETED

Many of the themes in the Ladysmith/Stz’uminus Poverty Reduction Strategy (2022) are addressed comprehensively in different policy chapters., as some of the strongest tools readily available to municipalities for poverty reduction, such as affordable housing, transportation, food security, support services, and more.

Poverty is reduced.

- 6.1. Work regionally to reduce poverty in the Cowichan Valley and address the poverty themes identified in the Ladysmith/Stz’uminus Poverty Reduction Strategy (2022).
- 6.2. Through the Federation of Canadian Municipalities (FCM) and the Union of BC Municipalities (UBCM), advocate to senior governments for action, funding, support, and coordination in addressing social infrastructure needs to reduce poverty.

Public facilities, programs, and spaces are safe and inclusive of all people.

- 6.3. Undertake a Town-wide equity analysis to identify social inequities and barriers to accessing municipal services, and develop a strategy to ensure equitable access.
- 6.4. Anti-discrimination, diversity, and inclusion should form part of any new policies, programs, and services.
- 6.5. Anti-discrimination, diversity, and inclusion should be included in the creation, delivery, and evaluation of services.
- 6.6. Universal design principles should be applied in the review of development applications and in the design of new or retrofitted public facilities and infrastructure early in design and evaluation.
- 6.7. Both first- and second-generation Crime Prevention Through Environmental Design (CPTED) principles should be applied in supporting community safety. This focus includes physical aspects such as street lighting and building orientation (first generation) and social aspects such as community connections and behaviour (second generation). Mitigate the impacts of CPTED measures that may directly or indirectly impact the safety and dignity of equity-seeking groups.
- 6.8. Build on the success of the public washroom on 1st Avenue by striving for public washrooms in all community parks, and include access to secure potable water.

- 6.9. The needs of parents and children should be considered in public spaces by providing amenities like change tables, seats and amenities suitable for breast/chestfeeding, and washrooms.
- 6.10. Regularly evaluate the Town’s Leisure Access Program to identify and implement opportunities to make it more accessible for low income community members.
- 6.11. Develop new programs for people of all ages, consistent with the Ladysmith Parks, Recreation, and Culture Master Plan (2016).
- 6.12. Work with Stz’uminus First Nation and School District 68 to coordinate a collaborative communications network for sharing community news, events, resources, and services that are available in print and online. Organize free, regularly scheduled community social gatherings for a range of ages.
- 6.13. Build on the Town of Ladysmith Age-Friendly Walkability/ Accessibility Project (2018) – and supplement age-friendly housing and other policies in this OCP – to create an Age-Friendly Plan for Ladysmith.
- 6.14. Make Town facilities available as emergency shelters during emergencies, and consider this potential need in the design of new facilities where practical.

High quality, affordable, and accessible child care

- 6.15. Monitor the availability of childcare spaces in Ladysmith.
- 6.16. Child care facilities should be permitted in all land use designations. Ideal locations are near parks, schools, employment areas, and in neighbourhoods with a higher proportion of lower income residents, including in the Downtown and surrounding Old Town areas.
- 6.17. Encourage new child care facilities through community contributions and incentives like revitalization and permissive tax exemptions.

- 6.18. Streamline business licensing and application processes for new child care facilities as permitted by law.

Harm reduction measures are in place to protect people with addictions.

- 6.19. Support partners and regional initiatives in the provision of addiction recovery centres, including those that provide on-site residential facilities. Permit these centres in residential and mixed use land designations that are adequately serviced by “wrap around” support services.
- 6.20. Encourage the establishment of an overdose prevention site and harm reduction drop in spaces.

The community’s capacity in addressing social needs is strengthened.

- 6.21. Support volunteers and local organizations to continue undertaking their work in the community, strengthening Ladysmith’s strong base of volunteers and community organizations that range from local service clubs to Ladysmith Resources Centre Association and Ladysmith Family and Friends.
- 6.22. Support neighbourhood capacity in strengthening social connections, climate action, and community resilience through neighbourhood-driven initiatives.
- 6.23. Support provincial and federal initiatives to improve access to health services in Ladysmith, and to attract health care professionals to Ladysmith.

All residents have equitable access to and can meaningfully participate in civic decision making processes.

- 6.24. Provide engagement opportunities for all major projects unless public input cannot influence outcomes.
- 6.25. Engagement practices should be aligned with the International Association of Public Participation (IAP2)’s values for public participation.
- 6.26. Prioritize equity and inclusiveness within community participation processes by:
- Building awareness of systems of oppression to avoid doing further harm;
 - Prioritizing the representation of the community, including youth and elders, as well as equity seeking groups, on advisory committees;
 - Exploring the option of establishing a compensated “Lived Experience Committee” that includes members from equity-seeking groups who can be called upon as needed to offer insight on major projects and decisions;
 - Asking people from equity seeking groups how they would like to be safely and comfortably engaged; and
 - Supporting reciprocity in engagement processes, whereby participants – as well as the Town – benefit from participation. This may include compensation and special accommodations (e.g. childcare) for equity-seeking groups, recognizing that they often face additional barriers to participation.
- 6.27. Except where legal requirements require confidence, ensure decisions of Council are made – and are perceived to be made – in open meetings and with full transparency.

IAP2 VALUES FOR PUBLIC PARTICIPATION ARE:

- That those affected by a decision have a right to be involved in the decision making process.
- That the public’s input will influence the decision.
- That the needs and interests of all participants are recognized and communicated.
- That those potentially affected by or interested in the decision are sought out and invited for involvement.
- That input be sought by participants on how they participate.
- That participants be provided with the information necessary to participate in a meaningful way.
- That communication will be offered to participants about how their input affected the decision.

7. LOCAL ECONOMY

Economies help meet communities' social and ecological goals. They are a means to these ends, and are thus best viewed as successful when they help advance community goals for all.

Ladysmith is expected to continue being a tertiary employment market, primarily consisting of locally serving industries. Between now and 2050, 58 new jobs per year are projected, in line with the growing total working age population.

The Ladysmith Economic Development Strategy (2018) – developed in collaboration with Stz'uminus First Nation and local and regional agencies – notes that the Ladysmith area has many advantages for building and sustaining economic activity. While new industries are emerging, traditional industries like forestry and manufacturing continue to be important to the local economy. Ladysmith contains 6% of the region's total supply of industrial lands, while regional trends include the need for more zoned and serviced industrial land in desirable locations.



Natural assets include the waterfront, natural harbour with marine resources, extensive recreation options ranging from mountain biking to kayaking, and a central location on Vancouver Island. Along with built assets like the historic downtown, these characteristics contribute to local tourism, and also create a draw for future residents, businesses, and industries.

At the same time, challenges exist. Regionally, business leaders have identified shortages in both skills and labour, in part due to lack of affordable housing and public transit. Inequitable employment trends also exist, with unemployment rates amongst First Nations peoples' being double the regional average, and with median earning gaps between women and men being one of the largest in BC. Women earn only 66% of what men earn.

The initiatives of Ladysmith’s Economic Development Strategy (2018) are further advanced, while adapting to economic issues that have emerged since its development.

- 7.1. Implement projects identified in the Ladysmith Economic Development Strategy, listed below in order of priority:
- Arts and Heritage Hub development;
 - Marina expansion and fuel dock development;
 - Mountain bike trail development;
 - Residential attraction;
 - Festival expansion and promotion;
 - General tourism marketing;
 - Walking tour app development;
 - Downtown shopping promotion; and
 - New visitor centre.

Employment opportunities and work places are accessible and equitable to all people.

- 7.2. Conduct a job market analysis for Ladysmith and Stz’uminus employment outlooks. Work with partners to reduce barriers in recruiting and hiring, and to retain jobs in Ladysmith.
- 7.3. Support development of cultural safety training and protocols for employers to create a work culture that supports First Nations employees to thrive. This training could be undertaken by the Stz’uminus First Nation or others.
- 7.4. Support the provision of employer training, education, and support to reduce barriers to recruit, hire, and retain equity-seeking people seeking employment, including but not limited to women, people with disabilities, racialized people, and low income people.
- 7.5. While recognizing the importance of the Downtown as being the largest employment hub, support the retention of – and multi-modal access to – employment lands in other commercial and industrial areas including in the Waterfront Area, Midtown, and South Ladysmith.

Stz’uminus First Nation’s economic development interests are recognized and supported.

- 7.6. Support Stz’uminus First Nation in their economic development endeavors, including plans for aquaculture production and the establishment of a seafood processing facility.
- 7.7. Support Stz’uminus First Nation’s development interests through supportive land use decisions, such as providing flexibility in the Urban Reserve land use designations, and by encouraging creative solutions that enable the Nation to undertake development within Priority Growth Areas (refer to Part B, Land Use), such as land swaps.

Economic development contributes to Ladysmith’s greenhouse gas emissions reduction targets, and the green economy overall.

- 7.8. Prioritize economic development activities that move Ladysmith toward its net zero emissions targets through investments, partnerships, incentives, and other initiatives and decision-making.
- 7.9. Support green economic development activities, which range from local agriculture and food processing, to green businesses and green jobs supporting building retrofits, heat pump installations, and other means to move Ladysmith’s buildings and infrastructure to net zero emissions.
- 7.10. Work with the CVRD to support the island-wide pilot project that supports local businesses to include circular economy concepts in their operations, products, and services. The pilot project targets existing construction, tourism, agriculture, manufacturing, and forestry companies with 25 to 200 employees.

Local business sectors are better prepared for the impacts of climate change.

- 7.11. As part of a comprehensive climate change adaptation plan, undertake research to explore how the impacts of climate change will affect business in Ladysmith, including changes in recreation and tourism activities that rely heavily on specific weather conditions.
- 7.12. Consider development proposals' impacts on and resilience to climate change during the approvals process.

Industrial land supply is protected and expanded.

- 7.13. Existing industrial lands – both in terms of lands that are designated for industrial uses and lands that are currently being used for industrial uses – should be protected.
- 7.14. Partner with Stz'uminus First Nation in bringing new industrial land to market, including zoned and serviced lands in the half acre to 5-acre range that can support smaller to mid-sized business types that are vital to providing employment.

The tourism sector continues to expand.

- 7.15. Support the tourism sector by building on the unique draws on Ladysmith, such as its Indigenous and non-Indigenous heritage, waterfront and marina, and arts and cultural facilities, businesses, programs, and events.. Support the work of local organizations and partners who contribute to the tourism sector.



8. GREEN BUILDINGS

Buildings are spaces for public life, private life, and everything in between. They tell a story about a community's values as well as its sustainability and resilience. For example, buildings comprise a major part of Ladysmith's greenhouse gas emissions picture. The energy used to power buildings is currently responsible for 24% of Ladysmith's total annual emissions. Most of the energy is used for space and water heating – usually the biggest items contributing to energy bills. Reducing building emissions is a critically important part of meeting Ladysmith's GHG emissions reduction targets.

The OCP can reduce building emissions and energy bills by encouraging well-considered development, better energy efficiency standards for new buildings, and energy efficiency retrofits for existing buildings, including their heating systems. These efforts will reduce buildings' greenhouse gas emissions to net zero emissions by 2050, while making buildings more comfortable, providing better air quality, and lowering energy costs. In this way, greener buildings can influence human health and long term affordability, as outlined in the introduction to Section 3: Diverse and Affordable Housing.

Likewise, retrofitting buildings for improved energy efficiency and updated energy systems provides economic opportunities including new green jobs and businesses.

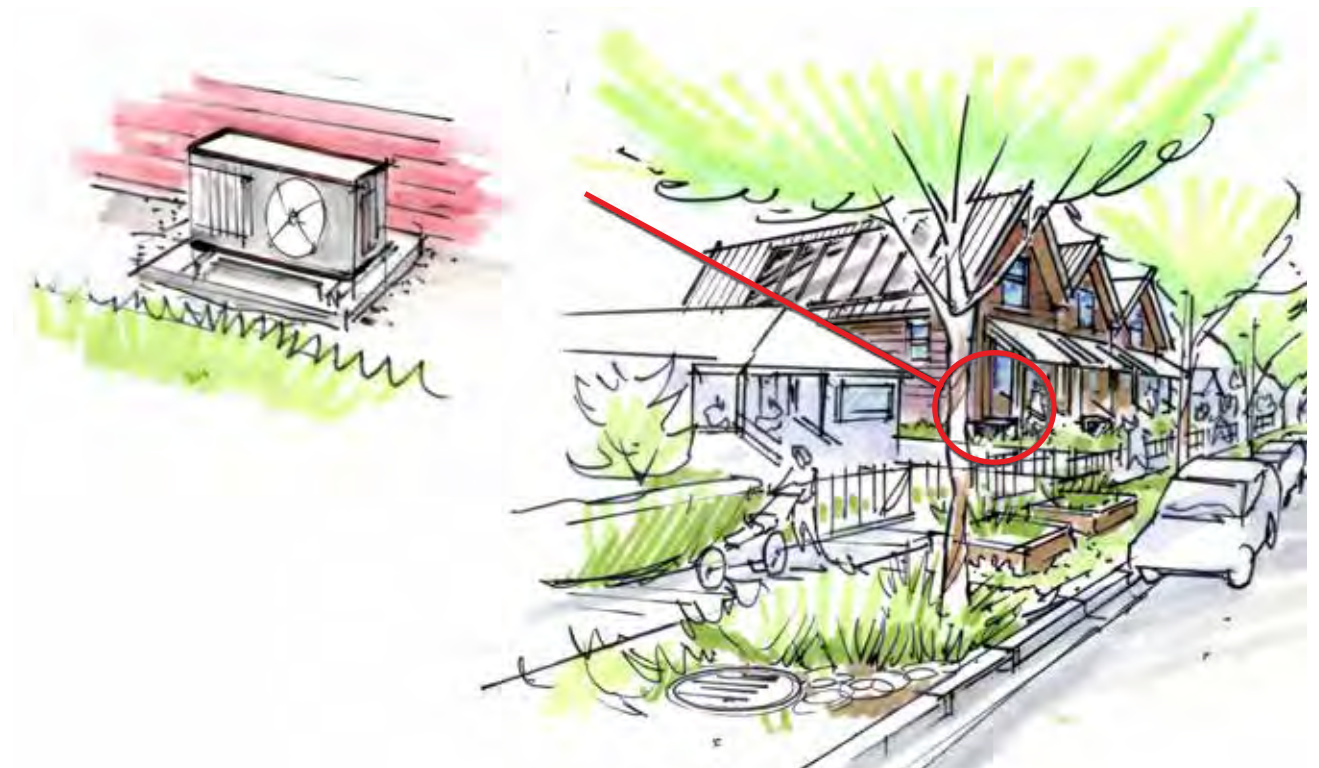


Municipal buildings demonstrate high energy efficiency, net-zero emissions, and renewable energy production.

- 8.1. By 2028, all new municipal buildings should be built to BC Energy Step Code Level 4. This means that they will be built for high energy and water efficiency and to net-zero emissions standards, and 100% of energy demand will be met by using clean electricity.
- 8.2. By 2035, all non-heritage Town-owned buildings should be retrofitted to net zero emissions standards. By 2040, all Town-owned heritage buildings should be retrofitted to the best possible emission standards by 2040.
- 8.3. All energy use in Town-owned buildings should be non-emitting by 2030.
- 8.4. Prioritize opportunities to include green roofs, renewable energy generation, low-impact rainwater management and biodiverse landscaping in designs for Town facilities.
- 8.5. Undertake a lifecycle cost analysis during capital planning for new buildings.

New private buildings are highly energy and water efficient, and perform at a net-zero emissions standard.

- 8.6. All new buildings subject to rezoning should achieve net zero emissions as a condition of rezoning. This means that 100% of new buildings' space and water heating and cooling needs are met by zero emissions systems starting immediately.
- 8.7. Amend the Building Bylaw to accelerate adoption of the BC Energy Step Code for all new buildings, requiring the following standards. Undertake this in tandem with CVRD and member municipalities to achieve consistency across the region.
 - 8.7.1. New single-detached houses are built to Step Code 5 by 2026 (i.e. net zero);
 - 8.7.2. All other new residential buildings are built to Step Code Level 5 by 2028 (i.e. net zero); and
 - 8.7.3. New non-residential buildings are built to Step Code Level 4 by 2028 (i.e. net zero).
- 8.8. Support the Province in regulating carbon pollution for new buildings as soon as possible and no later than 2030 in relation to decarbonizing heat and energy sources.



Existing buildings are upgraded for high energy and water efficiency, net-zero emissions, and renewable energy production.

- 8.9. Work toward achieving 100% of existing buildings' space and water heating and cooling needs being met by zero emissions systems by 2050:
 - 8.9.1. Through building envelope upgrades and energy system switching (e.g. natural gas heating to electrical heat pump heating), achieve 30% thermal savings and 12% electrical savings in 95% of existing residential dwellings by 2050. Prioritize buildings constructed before 1980, then from 1980-2000, and then post-2000.
 - 8.9.2. Through building envelope upgrades and energy system switching, achieve 30% thermal savings and 12% electrical savings in 95% of all existing institutional, commercial, and industrial buildings by 2040.
- 8.10. Establish and promote incentive programs such as rebates or financing mechanisms (e.g. PACE – property-assessed clean energy) to support decarbonization and energy and water efficiency in existing buildings.
- 8.11. Building permits for renovations that result in higher energy and emissions performance compared to minimum standards should be given priority.



9. ARTS, CULTURE, AND HERITAGE

Ladysmith has a rich history that begins with the Hul'qumi'num-speaking people who have lived and stewarded the lands and waters since Time Immemorial.

The continued presence and living culture of the Stz'uminus First Nation is visually evident within the town in public art such as street banners, Coast Salish carving at Ladysmith Secondary School, the carving studio in the Machine Shop, community events that celebrate Hul'qumi'num culture, and more. At the same time, there has been an expressed desire for better representation and inclusion.

The more recent settler history is reflected in Ladysmith's built environment, particularly in historic downtown and surrounding area, and at the waterfront, and plays an important and valued role in the distinct character of the town.

Ladysmith is also rich with arts and culture, including venues for art and artists (e.g. Ladysmith Art Gallery), dynamic and well-loved annual events (e.g. Festival of Lights), and organizations who provide programming (e.g. Ladysmith Arts Council).



Ladysmith's thriving cultural climate is a sign of its community vitality. It builds identity and pride, contributes to place-making, and contributes to economic success. It helps Ladysmith embrace diversity, demonstrating how different identities can be expressed and celebrated, and building understanding and respect among different peoples.

Public art is strengthened and expanded.

- 9.1. Support the growth of both formal and informal public art and artistic expression in buildings, streets, parks and other areas of the public realm, giving preference to local and diverse artists.
- 9.2. Support implementation of the Ladysmith Public Art Strategy (2019) including through:
 - Creation of a Public Art Fund;
 - Creation of a walking/rolling/cycling tour and brochure of public art Icons in Ladysmith and area;
 - Selection of members to a Public Art Task Force;
 - Creation of a Public Art FAQ sheet and toolkit tailored to key stakeholder groups, to be available on the Town's website;
 - Review of funding options to hire an arts and culture coordinator;
 - Creation of a Community Public Art Policy based on character areas and local area plans to direct and guide implementation;
 - Maintenance and strengthening of partnerships to build on existing community events such as Light Up, Arts on the Avenue, Student Art Show, Spring Art Tour, and Little Theatre events;
 - Showcasing of existing community projects in the public realm, such as the Hul'qumi'num Signage Project, and youth and community projects;
 - Development of a maintenance plan for community art projects in the public realm (e.g. street banners rotated seasonally, murals changed annually); and
 - Monitoring the ongoing achievements of the program.

Indigenous history, culture, and ways of knowing are honoured and celebrated in Ladysmith.

- 9.3. In collaboration with Stz'uminus First Nation, protect, conserve, honour, and build appreciation for local Indigenous archaeological sites, heritage, and culture. Non-Indigenous partners and other stakeholders will be encouraged and supported in doing the same.
- 9.4. In collaboration with Stz'uminus First Nation and Indigenous knowledge keepers, integrate local Indigenous culture – including traditional knowledge and ways of knowing – into municipal planning, urban design, ecological protection and management, communications, signage, and mapping.



Art and culture reflect and serve the diversity of residents who live in Ladysmith and area.

- 9.5. In investments and in the expression of arts and culture in the public realm, reflect diverse identities and contributions, including those from equity-seeking groups. Historically, these groups have been under-represented in public art, monuments, and place names.
- 9.6. Continue to support a diversity of arts and culture programming for youth, adults, and seniors in the Frank Jameson Community Centre, Aggie Hall, and other community facilities. Cultural resources and activities will be made to be inclusive of diverse cultural needs and expressions through culturally relevant programs, services, and facilities.
- 9.7. Support local arts and culture organizations in their programming, events, and venues.
- 9.8. Complete the Arts and Heritage Hub and facilitate inclusion of organizations such as the Ladysmith Waterfront Gallery and introduction of new arts and culture tenants.

Protect and celebrate heritage and historic assets.

- 9.9. Update Ladysmith's Heritage Strategic Plan (2008) in order to identify, maintain, and protect community heritage resources.
- 9.10. As part of the update of Ladysmith's Heritage Strategic Plan, identify effective incentives for the protection and restoration of heritage resources.
- 9.11. Require new development to be compatible with the historic streetscapes on 1st Avenue and elsewhere in the Downtown Heart land use designation (refer to Part C, Land Use).

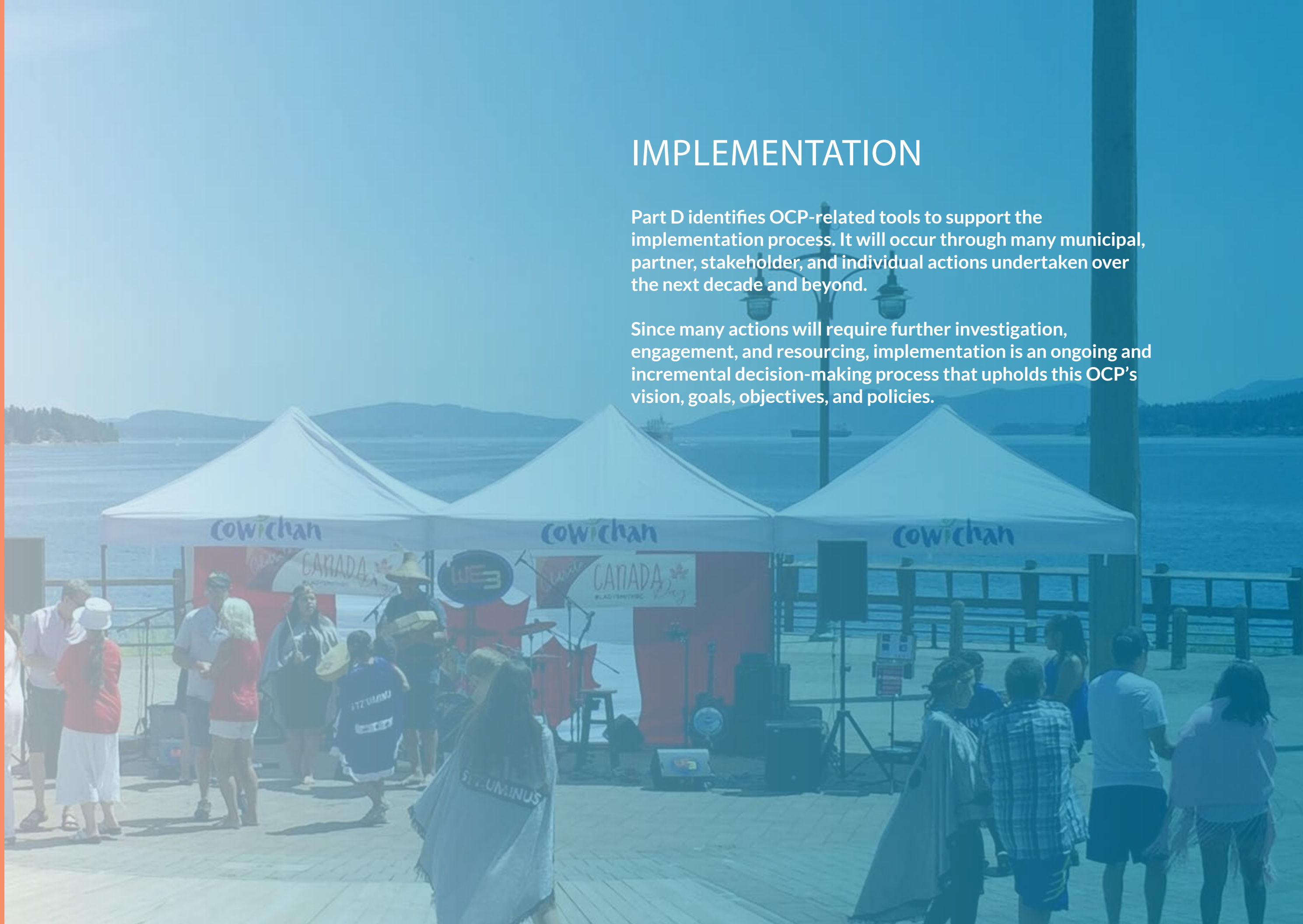
- 9.12. Maintain the Ladysmith Community Heritage Register of historic buildings and places to identify the significance of historic places, monitor heritage properties for proposed changes, and integrate heritage conservation activities into land use planning processes.
- 9.13. Support local organizations and facilities that promote awareness and preserve Ladysmith's heritage, such as the Ladysmith and District Historical Society, Ladysmith Maritime Society, and Tourism Ladysmith.



IMPLEMENTATION

Part D identifies OCP-related tools to support the implementation process. It will occur through many municipal, partner, stakeholder, and individual actions undertaken over the next decade and beyond.

Since many actions will require further investigation, engagement, and resourcing, implementation is an ongoing and incremental decision-making process that upholds this OCP's vision, goals, objectives, and policies.



1. PRIMACY OF THIS PLAN

This OCP represents the principal policy direction for the Town regarding how Ladysmith will change and evolve over time to a population of 12,700 people and beyond. It provides the overarching strategic direction for the Town, from which all decision-making should align.

Throughout this OCP, the imperative term “should” is used in policy statements in order to maintain flexibility while ensuring the integrity of policies remain intact.

ALIGNING DECISION-MAKING

Budget Alignment

One of the most important elements of OCP implementation is the municipal budget. Moving forward, the Town will create budgets that directly align with this OCP, establishing and documenting how proposed spending will help achieve the goals of this OCP including meeting the 5-Year greenhouse gas emissions (GHG) reduction targets and the net zero emissions target by 2050.

Development Alignment

All development proposals submitted to the Town will be required to comprehensively and credibly identify where the proposal does, and does not, align with this OCP. Such analysis cannot be selective in the referencing of elements of the OCP, but must be comprehensive and consider the complete plan including all of its goals, including GHG reduction targets.

Similarly, staff will provide their independent, objective, and evidence-based review of proposal alignment with the OCP. Specifically, reports to Council will evaluate a proposal against all relevant goals, policy objectives, and GHG reduction targets. This may involve making hard decisions and tough choices in the face of significant pressure.

Broader Corporate Alignment

The Town of Ladysmith wears many hats: regulator, asset manager, steward, service provider, partner, incentive provider, employer, and corporate leader. The ways in which the Town will change the way it does business are outlined in this OCP’s policies,, as well as the implementation measures and actions identified in this Part D.

Plan Alignment

Where the policies of this OCP provide clearly different direction from more detailed existing plans and regulations, such as the Zoning Bylaw, those plans/regulations should be reviewed in a timely manner to bring them into alignment and in support of this OCP. Where existing plans and regulations, as well as other standards, policies, and practices allow for interpretation, discretion or prioritization, such flexibility should be used in ways that support the objectives and implementation of this Plan. New plans and regulations will be developed in alignment with this OCP’s goals, policy objectives, and GHG reduction targets.

PRIORITIES AND TRADE-OFFS

From time to time, the Town may be faced with competing priorities, whether it be the result of a capital project, development application, or other opportunity. In these circumstances – and unless there is a clear imperative suggesting otherwise – the following OCP goals should take priority over others (in no particular order):

- 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
- Walk the path of **reconciliation**
- Be a place where people from all walks of life can call home, with access to **affordable and appropriate housing**
- **Concentrate growth** in Priority Growth Areas in support of the three priorities noted above as well as the broader OCP goals

These priorities are based on strong community input for urgent action.

2. OCP AMENDMENTS

Through extensive public engagement, the community has expressed great passion and commitment to the direction established by this OCP. Subsequently, this OCP is not intended to be revised frequently, arbitrarily or to advance individual interests at the expense of the community. However, while implementing the vision of this OCP requires commitment, it also requires flexibility, meaning changes to this OCP will be necessary.

The Town will need to initiate amendments to this OCP to implement it, for example by refining policies to make them clearer, or by adding new policies that result from studies or plans called for in this OCP. Under the Local Government Act, Council must also consider applications to amend the OCP. However Council has no obligation to approve these applications. Proposals to amend an OCP are often significant and the subject of much community scrutiny. To maintain faith in the planning process that created this OCP, each decision to amend it must be informed by an objective, holistic, and consistent analysis.

The seven evaluation criteria below should form a baseline analysis for all proposals to amend the OCP. It is not meant to be the sole analysis of an amendment proposal nor binding on Council but rather to provide a clear, factual, consistent and concise summary of each proposal's alignment with this OCP.

1. Will the proposal help or hinder the Town in adapting to or mitigating the effects of climate change? What is the proposal's estimated net reduction in GHGs compared to the status quo and the GHG reduction goals in this OCP? Does the proposal help the Town prepare for the impacts of climate change (e.g. adapt to sea level rise)?

2. Will the proposal increase or decrease:
 - a. the number of homes in Ladysmith?
 - b. the number of homes in Ladysmith that are rented or sold below market rates?
 - c. the diversity of housing stock?
 - d. access to housing for equity seeking groups?
3. Will the proposal directly support the economic, social, cultural or environmental interests of First Nations? Are there aspects of the proposal that could harm these interests?
4. Does the OCP allow for, contemplate, or encourage the proposal in a different location (e.g. a Priority Growth Area)? If yes, would the different location be a better or worse location for the proposed development?
5. Does the proposal offer an extraordinary economic, social or environmental benefit when compared to a proposal that would be consistent with this OCP? Are the community benefits of the proposal proportional to:
 - a. the economic benefits to the proponent; and
 - a. the economic, social and environmental impacts of the proposal?
6. Does the proposal impact (positively or negatively) important or scarce resources such as mature forests, agricultural or forestry lands, lands reserved for important land uses, sensitive ecosystems, cultural or heritage sites or water sources?
7. Are the mitigation measures and community benefits of the proposal secured through legally binding and/or irreversible offerings such as covenants, phased development agreements, park dedication and community contributions?

3. ACTIONS

Most of the policies in this OCP guide change incrementally over time, through regulation of development, management of municipal assets, and other means.

On the other hand, there are many policies in this OCP that require the Town to initiate an action. The tables in this section sort action-oriented policies into their corresponding policy areas and include a timeframe, in order to assist with municipal budgeting and work planning:

- **Ongoing:** Actions that require ongoing advocacy, collaboration, partnership, monitoring, and/or budget allocation.
- **Short Term:** Actions that ought to be undertaken within the first three years of adoption of the OCP. These actions generally include initiatives that are high priority and/or urgent. Some are low cost and relatively easy to implement, while others will take a sustained commitment over time.
- **Medium Term:** Actions intended for the four-to-six year timeframe, which generally include significant projects that may not reasonably be achieved within the first three years. In some instances they may be of lower priority or urgency.
- **Long Term:** Actions intended to be initiated and completed beyond a six-year timeframe. While they are unlikely to be implemented immediately, it is anticipated that they will be pursued and proactively budgeted for.

In some instances, opportunities (e.g. new funding or partnerships) and challenges (e.g. unforeseen issues) will arise, resulting in actions being undertaken sooner than expected (and others being delayed). As such, the timing within these tables should be intended as a guide that offers some flexibility, created with the best available knowledge at the time of this OCP’s adoption. This section should be reviewed and reprioritized as needed at least every five years.

Growth Management and Land Use

Policy #	Action	Timing
N/A (Part B)	Incorporate heritage considerations in any design guidelines that are developed for the Downtown Heart and surrounding (i.e. Old Town) areas. Require new development to respect the form and character of nearby heritage buildings.	Ongoing
N/A (Part B)	Participate in regional monitoring of readily serviceable industrial land with the objective of maintaining sufficient capacity to meet the needs of the regional economy.	Ongoing
N/A	Amend the DCC Bylaw and Revitalization Tax Exemption to incentivize growth in Priority Growth Areas. This would provide complementary benefits in other policy areas such as infrastructure, transportation, and housing.	Short term

Reconciliation

Policy #	Action	Timing
1.2	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.	Short term (+ongoing)

Transportation

Policy #	Action	Timing
2.3	Dedicate funding to develop Ladysmith’s first Mobility Plan to provide design guidance on the new street network classifications and intersections, to identify intersection and corridor improvements, prioritize the pedestrian and cycling infrastructure improvements, and provide a capital and operational budget for short-term and long-term mobility improvements.	Short term
2.4	Amend the Subdivision and Development Servicing Bylaw to reflect the recommendations in the Mobility Plan.	Short term
2.5	Undertake intersection and complete street improvements that address operational or safety concerns to facilitate active transportation.	Short term (+ongoing)

Transportation (continued)

Policy #	Action	Timing
2.6	Explore incentive and rebate programs that lower the cost of— and promote— active transportation including electric bikes and electric scooters, particularly for low-income populations.	Medium term
2.11	Enhance the accessibility of streets with grades more than 8.5% to mitigate the effect of steep topography.	Medium term
2.12	Retrofit existing intersections on Downtown roads.	Medium term
2.13	Work with the Ministry of Transportation and Infrastructure to enhance the accessibility of highway intersections to meet the needs of all ages and abilities.	Long term
2.14	Work with the Ministry of Transportation and Infrastructure to ensure there are safe and accessible highway intersection crossings every 500 metres along the highway corridor.	Medium term
2.15	In alignment with the Waterfront Area Plan, work towards developing and implementing an expressive pedestrian/cyclist overpass from Gatacre Street in the downtown to pedestrian spaces east of the Machine Shop within the Arts and Heritage Hub.	Long term
2.18	Design and implement a continuous, safe, and convenient cycling network throughout Ladysmith that appeals to a range of people cycling of all ages and abilities that meets or exceeds the BC Active Transportation Design Guide.	Long term
2.19	As part the Town's Mobility Strategy, undertake a cycling network plan to develop the short-term cycling network.	Short term
2.20	Following implementation of the short-term cycling network, continue to develop and implement cycling facilities in the larger cycling network.	Medium term
2.21	Work with CVRD and Stz'uminus First Nation to undertake an assessment of all regional and municipal trails to better understand existing conditions and to establish consistent trail evaluation standards.	Medium term
2.26	Adopt trails signage standards to ensure simple and effective communications of trails information to residents and visitors and to build on the Town's identity and brand.	Medium term
2.27	Amend the Zoning Bylaw to modernize the parking pay-in-lieu regulation.	Short term
2.28	Amend the Zoning Bylaw to eliminate the off-street parking requirement for all commercial uses in the Downtown Heart.	Short term
2.30	Amend the Zoning Bylaw to align the bicycle parking requirements with current trends and best practices.	Short term

Transportation (continued)

Policy #	Action	Timing
2.31	Amend the Zoning Bylaw to include requirements for bicycle and end-of-trip facilities including lockers and showers, and change rooms for commercial, office, and institutional uses.	Short term
2.32	To accommodate persons with disabilities, amend the Zoning Bylaw to include parking supply ratios and dimensions for van-accessible parking spaces.	Short term
2.33	Every two years, evaluate parking conditions in the Downtown to determine if parking occupancy for on-street spaces and off-street lots is meeting or exceeding the threshold of 85%.	Ongoing
2.34/5	If and when parking occupancy is consistently meeting or exceeding the 85% threshold, then include other indicators in data collection such as parking duration and turnover to understand how long vehicles are parking for and the overall productivity of the parking spaces. Adopt a parking optimization policy for the Downtown that provides direction on how to manage parking if and when the 85% occupancy threshold is consistently exceeded.	As and when required
2.36	To support persons with disabilities, convert all existing accessibility parking spaces on 1st Avenue to van-accessible parking spaces.	Long term
2.38	Establish a focus group with representatives from Stz'uminus First Nation, CVRD, BC Transit, and residents who frequently use transit – including youth and low income residents – to explore solutions to create connectivity between communities.	Ongoing
2.41	To support an increase in new multi-family residential development envisioned by 2049, amend the Zoning Bylaw to require that all residential parking in new developments be electric vehicle (EV) ready.	Medium term
2.44	Electrify the Town's fleet by: 1) adopting a green procurement policy that considers the full lifecycle costs of an electric vehicle compared to a gas-powered vehicle; 2) replacing all gas-powered vehicles with electric vehicles by 2049; and 3) incorporating e-bikes into the fleet, where feasible, as a way of optimizing fleet size and reducing costs.	Medium term (1) and Long term (2 and 3)
2.46	Undertake a household travel survey every 5 years to understand how travel trends and mode share are changing in the community.	Ongoing

Diverse and Affordable Housing

Policy #	Action	Timing
3.4	Amend the Zoning Bylaw to reduce minimum lot size requirements to support densification of existing and future neighbourhoods.	Short term
3.7	Amend the Zoning Bylaw to allow secondary suites in duplexes and townhouses.	Short term
3.12	Implement Residential Rental Tenure Zoning to protect existing and proposed rental housing stock.	Short term
3.15	Monitor the impact of short-term rental accommodation on long-term rental housing supply.	Short term (+ongoing)
3.16	Monitor construction of purpose-built rental housing to help maintain overall market supply, and encourage rental projects in areas close to transit, employment, parks, shops, and services.	Short term (+ongoing)
3.20	Identify undeveloped and underdeveloped municipal sites for future affordable housing projects with emphasis on providing a mix of tenures including supportive housing.	Medium term

Parks and Open Space

Policy #	Action	Timing
4.6	Explore the feasibility of creating and off-road TransCanada Trail alignment within Town boundaries, and improve connections to the trail.	Medium term
4.8	Expand the existing skate park and add new amenities such as lighting and bike skills infrastructure.	Medium term
4.9	Develop an outdoor fitness park.	Medium term
4.10	Review priorities for additional sports field, bike skills park, and amenities for Lot 108, and develop once funding is available.	Medium term
4.25	Establish a tree protection bylaw.	Short term

Municipal Infrastructure

Policy #	Action	Timing
5.10	Based on the New National Standard of Canada, create an inventory of existing natural assets and infrastructure that provide services like rainwater management.	Medium term
5.19	Work with CVRD to significantly decrease the amount of waste being generated, and increase waste diversion and recycling.	Long term
5.20	Enhance collection programs to divert 95% of organic waste by 2030.	Long term
5.21	Increase diversion of construction and demolition waste to at least 50% by 2025.	Medium term
5.24	Conduct a study to explore the implementation of a range of demand-side management measures to reduce community water consumption.	Medium term
5.25	Work with CVRD to install a regional anaerobic digester to treat organic materials and wastewater.	Long term
5.27-5.31	Conduct a study to help prepare infrastructure and services for the impacts of climate change,	Short term

Social Infrastructure

Policy #	Action	Timing
6.3	Undertake a Town-wide equity analysis to identify social inequities and barriers to accessing municipal services, and develop a strategy to ensure equitable access.	Short term
6.11	Develop new programs for families and people of all ages, consistent with the Ladysmith Parks, Recreation, and Culture Master Plan.	Medium term
6.12	Work with Stz'uminus First Nation and School District 68 to coordinate a collaborative communications network.	Medium term
6.13	Build on the Town of Ladysmith Age-Friendly Walkability/Accessibility Project (2018) – and supplement age-friendly housing and other policies in this OCP – to create an Age-Friendly Plan for Ladysmith.	Medium term
6.14	Monitor the availability of child care spaces in Ladysmith.	Ongoing

Local Economy

Policy #	Action	Timing
7.1	Implement projects identified in the Ladysmith Economic Development Strategy. (Refer to Policy 7.1 in OCP for project priority).	Medium term
7.2	Conduct a job market analysis for Ladysmith and Stz'uminus First Nation.	Short term
7.3	Develop cultural safety training and protocols for employers to create a work culture that supports First Nations employees to thrive.	Short term
7.4	Support the provision of employer training, education, and support to reduce barriers to recruit, hire, and retain equity-seeking people seeking employment.	Short term
7.11	As part of a comprehensive climate change adaptation plan, undertake research to explore how the impacts of climate change will affect businesses in Ladysmith.	Short term

Green Buildings

Policy #	Action	Timing
8.2	By 2035, 100% of non-heritage Town-owned buildings should be retrofitted to net zero emissions standards. By 2040, 100% of Town-owned heritage buildings should be retrofitted to the best possible emission standards by 2040.	Long term
8.7	Amend the Building Bylaw to accelerate adoption of the BC Energy Step Code for all new buildings, requiring the standards set forth in this Policy 8.7. (Refer to Part C, Chapter 8).	Short term
8.9	Work toward achieving 100% of existing buildings' space and water heating and cooling needs being met by zero emissions systems by 2050 through the measures set forth in this Policy 8.9. (Refer to Part C, Chapter 8).	Long term
8.10	Establish and promote incentive programs to support decarbonization and energy and water efficiency in existing buildings.	Short term

Arts, Culture, and Heritage

Policy #	Action	Timing
9,8	Complete the Arts and Heritage Hub and facilitate inclusion of organizations such as the Ladysmith Waterfront Gallery and introduction of new arts and culture tenants.	Long term
9.9	Update Ladysmith's Heritage Strategic Plan (2008) in order to identify, maintain, and protect community heritage resources.	Short term

4. COMMUNITY CONTRIBUTIONS

As a way of maximizing community benefit, amenities, infrastructure, and similar contributions are often negotiated as part of discretionary approvals (these include rezoning and OCP amendment applications and to a lesser extent development variance permits). For the purpose of this OCP, these are referred to as “Community Contributions”. Community Contributions typically serve one of two purposes: 1) they ensure a proposed development will not have an undue economic, social, environmental or infrastructural burden on the community; and 2) they ensure the benefits of the project outweigh the impacts on the community. The objective of this section of the OCP is to offer guidance to Council on how to make Community Contributions fair, consistent and in the best interest of the community.

Interpretation

“**Community Contribution**” means a public benefit, improvement, or contribution that can enhance the quality of life for a community, and includes public art, provision of parkland, trails, pedestrian and cycling infrastructure affordable and special needs housing and sports and recreational facilities.

Policy

1. New development will not constitute an undue burden on taxpayers, but instead should offer a net economic benefit to the community.
2. Proponents are encouraged to anticipate the impacts of their projects on the community and propose Community Contributions that address these impacts.
3. Community Contributions shall be secured through legally binding, irrevocable means such as parkland dedication, transfer of

assets, cash contributions, phased development agreements, and covenants.

4. Although this OCP provides the primary guidance respecting Community Contributions, other secondary sources of information are: 2021 CVRD Regional Housing Needs Assessment; Waterfront Area Plan; Ladysmith Age-Friendly Walkability/Accessibility Project; A Community Vision for a Sustainable West Coast Town; Community Energy Plan; Parks, Recreation, and Culture Master Plan; Ladysmith Heritage Strategic Plan; and Sustainability Action Plan, the Town's capital works plan and future plans called for in this OCP.
5. The following contributions are examples of community contributions that may be appropriate, depending on the circumstances and in no particular order:
 - a. Infrastructure improvements in excess of what is needed to support the development (e.g. extended sidewalk connection).
 - b. Contribution of land for a civic or institutional use (e.g. school or recreation facility).
 - c. Provision of special needs housing or affordable housing.
 - d. Improvements to public facilities or public buildings.
 - e. Heritage conservation.
 - f. Provision of parkland or park improvements (e.g. bike skills park).
 - g. Provision of or improvements to a trail or active transportation corridor.
 - h. Protection of environmentally significant areas.
 - i. Public realm improvements (i.e. public plaza, pedestrian and cycling linkages).
 - j. Contribution of land for the purpose of watershed protection.
 - k. Provision of cash for the above or similar examples.
6. Contributions or features of a development that:

- a. are required under existing bylaws or legislation (e.g. 5% parkland dedication at time of subdivision, Streamside Protection and Enhancement Areas or frontage improvements);
- b. provide on-site or off-site infrastructure that is essential to the proposed development; or
- c. are not available to, or do not have, a direct benefit to the public,

will not be considered Community Contributions for the purposes of this policy.

7. Community Contributions will be negotiated on a case-by-case basis, utilizing the principles of:
 - a. Nexus – there is a direct, demonstrable link between the Community Contribution and the impact of the new development;
 - b. Proportionality – the Community Contribution is proportional to the impact that the new development generates and the economic benefits the proponent will receive; and
 - c. Resilience – the Community Contribution will not result in undue lifecycle costs and will provide a lasting – ideally permanent – benefit to the community.
8. Community Contributions may be provided as cash or in-

kind contributions. In either case, the minimum value of the contribution should be based on the table below and applied only to the additional units that can be developed as a result of the proposed zoning/OCP changes. Suites should not be included in the calculations provided covenants or similar instruments are in place to require suite construction.

9. The Town will deposit cash Community Contributions in a reserve

Type of Development	Community Contribution Rate	
	Inside of Priority Growth Area	Outside of Priority Growth Area
Single Unit Dwelling without suite	\$3,000/Unit	\$4,000/Unit
Single Unit Dwelling with suite	\$2,000/Unit	\$3,000/Unit
Townhouse or duplex with suite	\$1,500/Unit	\$2,000/Unit
Townhouse or duplex without suite	\$2,000/Unit	\$3,500/Unit
Multifamily Dwelling	\$2,000/Unit	\$3,500/Unit

pursuant to section 188 of the Community Charter.

10. When evaluating the value of a proposed Community Contribution, hard costs, soft costs, land costs and lifecycle costs may be considered, such as:

- a. Hard costs – all material and labour costs for the construction of the Community Amenity.
- b. Soft costs – all fees and costs for the design of the Community Amenity.
- c. Land costs – eligible only where land or an interest in land comprising the Community Amenity is transferred to the Town.
- d. Lifecycle costs – all recurring costs over the lifespan of the Community Amenity.

11. Not-for-profit and governmental organizations proposing community-serving developments will not normally be expected to make Community Contributions.

5. INCENTIVES

In addition to its roles as regulator and asset manager, the Town of Ladysmith makes use of various incentives to encourage forms of development that align with its goals for housing affordability, downtown revitalization, heritage protection and restoration, intensification, green buildings and other climate actions that support greenhouse gas emissions reduction targets, and more.

Any incentives provided by the Town should clearly and substantially support the goals of this OCP, prioritizing those areas identified in Section 1 of this Part D (i.e. greenhouse gas emissions reduction targets, affordable and appropriate housing, reconciliation, and focusing growth in Priority Growth Areas). Several specific applications of these incentives are referenced throughout the policy chapters in Parts B and C of this OCP.

The incentives that may be used by the Town, but are not necessarily limited to, include:

- Waived or reduced fees (e.g. Development Cost Charges);
- Limit tax exemptions (e.g. Revitalization Tax Exemption);
- Rebates and financing mechanisms (e.g. PACE / property-assessed clean energy program); and
- Density bonuses.

Density Bonuses

A Density Bonus refers to an increase in the allowable number of dwelling units or floor area on a parcel of land in exchange for an amenity provided by the developer for the community.

Density bonusing will help ensure that new development contributes to the four priority areas noted in Part D, Section 1:

- greenhouse gas emissions reduction targets;
- affordable housing;
- reconciliation; and
- concentrating growth in Priority Growth Areas.

Density bonusing provisions will be developed for the Zoning Bylaw.

6. DEVELOPMENT PERMIT AREAS

Development Permits may be required as authorized by the Local Government Act and designated by this Plan. Development Permit Areas are designated on OCP Map 8 – Development Permit Areas.

The development permit process addresses OCP implementation issues involving:

- the form and character of new commercial and mixed development, multi-family residential development, intensive residential development, and industrial development;
- the revitalization of an area in which commercial uses are permitted;
- protection of the natural environment, its ecosystems and biological diversity;
- protection of development from hazardous conditions;
- promotion of energy and water conservation; and
- promotion of the reduction of greenhouse gas emissions.

7. TEMPORARY USE PERMITS

Temporary Use Permits are included in the OCP as an interim (short term) alternative for proposed new land uses that may not warrant a change to the land use designation or zoning of land. Temporary uses are typically of a trial/interim nature, or are a seasonal/occasional use.

Temporary Use Permits may be issued for new land uses on specific properties which are not otherwise allowed by a land use designation in this Plan or in a land use zone in the Zoning Bylaw. Conditions may be specified by Council respecting any required changes to the property to allow the temporary use, and any restoration to the property following expiration of the permit.

In consideration of the issuance of a Temporary Use Permit, Council shall be satisfied that the temporary use does not harm the environment and does not adversely affect adjacent or surrounding properties in terms of pollution, odour, noise, light, traffic, views, parking, or loading.

A temporary use permit can be issued for a maximum of three years, with one renewal of the permit for up to an additional three years.

A temporary use permit may be issued in any area encompassed by this OCP.

8. DEVELOPMENT APPROVAL INFORMATION

For the purpose of Section 485 of the Local Government Act, development approval information may be required by an applicant as part of a development permit application, subdivision, rezoning, OCP amendment, development variance permit, and temporary use permit.

The Town's Development Approval Information Bylaw specifies the procedures and policies for requiring such studies and information. The purpose of requiring development approval information is to ensure that applicable studies and relevant information are provided to evaluate the impact of a development proposal.

The objectives that justify the specification are based on the goals in this OCP, including: greenhouse gas emissions reductions; climate change adaptation; reconciliation with First Nations; equity and inclusion, including through affordable and appropriate housing; increased mode share for active transportation and transit; environmental protection; and intensification and revitalization.

GLOSSARY

10-minute Neighbourhood

This is a neighbourhood that provides safe, easy pedestrian and cycling access to shops, services, schools, nature, and community amenities within a 10-minute walking radius. Ten minutes of walking generally translates into an 800-meter travel distance. However, this number decreases in areas with steep terrain, such as in Old Town.

Active Transportation

This refers to the use of one's own power to get from one place to another. It includes but is not necessarily limited to walking, cycling (including E-Biking), skateboarding, in-line skating/rollerblading, jogging and running, non-mechanized wheel chairing, snowshoeing, and cross-country skiing.

Source: Government of Canada.

Affordable Housing

Many organizations, programs, and mortgage lenders consider housing affordable if it costs no more than 30% of household income before taxes. Other considerations that determine whether housing is affordable include: the type, age, and condition of a home that influence costs associated with heating, electrical, water, sewage, insurance, maintenance and property taxes; strata fees; location and availability of diverse and affordable modes of transportation; and a household's stage of life, financial status, needs, and priorities.

Source: Province of British Columbia.

Agricultural Land Reserve

The Agricultural Land Reserve (ALR) is a provincial land use zone that preserves the Province's agricultural land for the future. Land within the ALR is subject to the Agricultural Land Commission Act and its regulations, in addition to local bylaws. Agriculture is encouraged and recognized as the priority land use within the ALR, while most non-agricultural development is restricted unless approved by the Provincial Agricultural Land Commission and the local government.

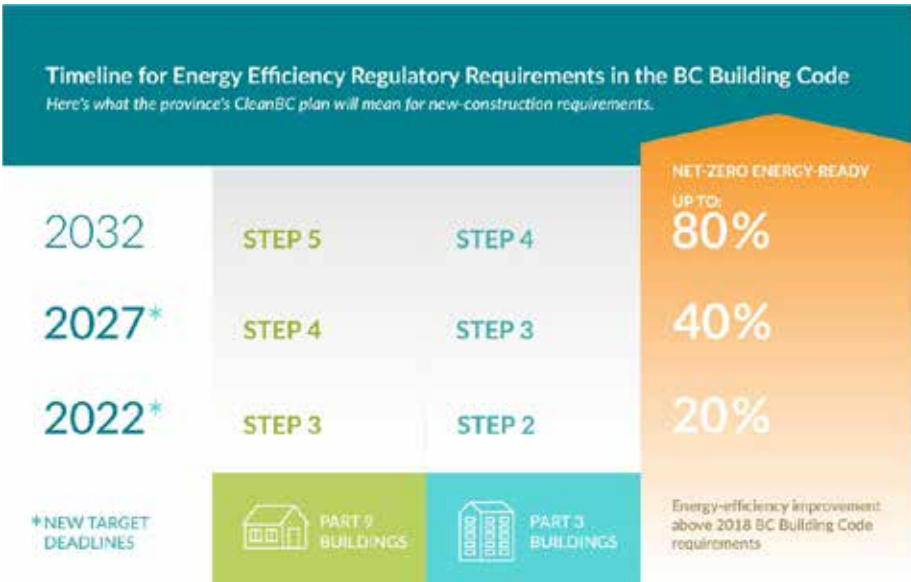
Source: Agricultural Land Commission

BC Building Energy Step Code

The new BC Building Code is a performance-based regulation that requires that enhanced energy efficiency standards, or “steps”, be met over time. By 2032, all new construction in BC will be required to be net zero ready. Net zero buildings produce as much clean energy as they consume, and are highly efficient.

Step 1 is classified as “enhanced compliance” as it simply requires builders to confirm that their new building meets the existing energy-efficiency requirements of the existing BC Building Code. At the opposite end of the scale, Step 5 represents buildings that is net-zero ready – the most energy efficient building that can be built today.

Below outlines the Province of BC’s Roadmap to Net-zero Energy-ready Buildings:



Source: BC Energy Step Code.

Climate Change Adaptation

Within the context of climate change, adaptation refers to actions that reduce the negative impact of climate change.

Source: Natural Resources Canada.

Crime Prevention Through Environmental Design (CPTED)

CPTED is a multi-disciplinary approach for reducing crime and fear of crime. CPTED strategies include architecture and urban planning design approaches that aim to reduce victimization, deter offender decisions that precede criminal acts, and build a sense of community among inhabitants.

First Generation CPTED focused on the four principles of: sense of informal ownership over public spaces by residents; natural surveillance or “eyes on the street”; physical condition and maintenance of properties; and control of access into properties.

Second Generation CPTED focuses on social concepts and small-scale environments, and also includes principles of: social cohesion; community culture; physical connectivity; and threshold capacity, which is the idea of creating rich and genuine diversity within the build environment where residents can socialize, shop, and recreate together.

Source: International Crime Prevention Through Environmental Design Association

Demand Side Management

Demand side management – or demand management – refers to the active promotion of behaviour designed to harmonize community demands for resources and infrastructure services with the municipality’s capacity to delivery those services sustainably.

Source: NRC National Guide to Sustainable Municipal Infrastructure

Density Bonus

This refers to an increase in the allowable density of development in exchange for community benefits, including amenities, affordable housing or development with a low environmental impact, provided by the developer.

Ecological Services

Lakes, rivers, wetlands, aquifers, forests, riparian areas, and other natural areas have considerable economic value and provide goods and services such as water purification, soil stabilization and fertility, food production, and recreation. They are also critically important to responding to mitigating and adapting to the impacts of climate change.

Source: Alberta Wetland Policy.

Environmentally Sensitive Area (ESA)

These are areas that have special environmental attributes worthy of retention or special care. They are critical to the maintenance of productive and diverse plant and wildlife population, some of which may be nationally or provincially significant, while others more important in a local context.

Source: Province of British Columbia Environmental Best Management Practices for Urban and Rural Land Development (2004).

Equity-seeking Group(s)

These are people who often face discrimination or other forms of systemic disadvantage. They include but are not necessarily limited to people of colour, persons with disabilities, Indigenous peoples, 2SLGBTQIAP individuals, people with low income and women.

Food Security

Food security refers to the ready availability of nutritionally adequate and safe foods, an assured ability to acquire acceptable foods in socially acceptable ways, and the ability to withstand stresses such as supply chain disruptions.

Full Cost Accounting

This is a tool to identify, quantify, and allocate the direct and indirect environmental costs of a project, process, or product. Full cost accounting helps identify and qualify the direct costs, hidden costs, and less tangible costs.

Source: European Environment Agency.

Greenfield

Greenfield land has remained untouched by previous urban development. This includes undisturbed natural areas agricultural and forestry lands.

Source: Planetizen.

Green Infrastructure

This refers to the natural vegetation, soils, and bioengineered solutions that collectively provide a broad array of products and services for healthy living. Natural areas such as forests, wetlands and floodplains, and engineered systems like green roofs and rain gardens conserve natural resources and mitigate negative environmental effects, benefiting both people and wildlife.

Source: Metro Vancouver.

Indigenization

Indigenization recognizes the validity of Indigenous worldviews, knowledge and perspectives and their being equal to others. It identifies opportunities for indigeneity to be expressed, and the incorporation of Indigenous ways of knowing and doing.

Source: Indigenous Corporate Training Inc.

Infill

This refers to adding new development within existing neighbourhoods on undeveloped or underdeveloped sites. Since infill occurs within existing built-up areas, it makes more efficient use of land than developing greenfield areas.

Level 3 / Direct Current Fast Charging (DCFC)

These are ports for electric vehicle charging. Level 3 Charging or Direct Current Fast Charging enable most electric vehicles to charge to 80% in under an hour, making road trips easier and quicker.

Source: Plug In BC.

Non-market Housing

This type of housing is geared toward low and moderate income singles and families, often subsidized through a variety of ways including senior government support. This housing can be managed through diverse operators including public, non-profit, and co-operative sectors, as well as by Indigenous governments and organizations. It includes social, supportive, and co-op housing.

Source: City of Vancouver Open Data Portal.

Market Housing

This type of housing is privately owned by an individual or a company who/that generally does not receive direct subsidies to purchase or maintain it. Prices are set by the private market, and can include either rental market housing or home ownership. Approximately 95% of households in British Columbia reside in market housing.

Source: Province of British Columbia.

Massing

Architectural massing is the three dimensional form of a building, and refers specifically to its volumetric design. Design measures such as articulation of buildings can make otherwise large massing appear less bulky and in greater harmony with the scale of a person traveling on foot.

Source: Regional District of Nanaimo.

Microunits

These are small residential units that vary by definition depending on the community in which they are located, due in part to building code variations and the affordability of real estate in that community. Typically a microunit consists of a one-room living space designed to include seating, a bed, a bathroom, storage, and a kitchenette, with possible access to communal amenities.

Source: KTGy.

Multi-modal / Multi-use Transportation Planning

This refers to planning that considers various modes – such as walking, cycling, transit, driving, wheelchair and scooter use – and the connections between those modes.

Source: Victoria Transport Policy Institute.

Nature-based Solutions

These are actions to protect, sustainably manage, and restore nature or modified ecosystems that address societal challenges effectively and adaptively, simultaneously providing human well-being and biodiversity benefits.

Net Zero Emissions

This is the target of completely negating the amount of greenhouse gas emissions (GHGs) produced by activity through the reduction of GHGs and absorbing carbon dioxide from the atmosphere. There is international consensus that GHGs must be reduced to zero by 2050 at the latest, in order to stabilize global temperatures and avoid catastrophic climate change impacts. Canada committed to this target in the 2015 Paris Agreement, which is a legally binding international treaty on GHG reductions.

PACE Program

PACE refers to Property Assessed Clean Energy. A PACE program is a tool that provides access to long term financing for energy efficiency, water conservation, renewable energy, and resiliency measures for owners and developers of residential, commercial, industrial, institutional, and multi-unit properties. PACE loans are repaid through an addition to property tax bills that are transferred from one owner to the next when properties are sold.

Source: Pembina Institute.

Parklet

Parklets are public seating platforms that convert curbside parking spaces into vibrant community spaces. They are typically the product of partnerships between the City and local businesses, residents, or neighbourhood associations.

Source: National Association of City Transportation Officials.

Professional Engineer

Means a Professional Engineer in licensed to practice in British Columbia under the Engineers and Geoscientists Act.

Residential Rental Tenure Zoning

This is BC legislation that provides local governments with the authority to zone for residential rental tenure (i.e. rental housing) and enact zoning bylaws that: require new housing in residential areas be developed as rental units; and ensure that existing areas of rental housing are preserved as such. This authority can only be used where multi-unit/multi-family residential use is a permitted use.

Source: BC Ministry of Municipal Affairs and Housing.

Resilience

This is a measure of a sustained ability of a community to utilize available resources to respond to, withstand, and recover from adverse situations. It includes but is not limited to public health and emergency preparedness, climate adaptation, infrastructure protection, and economic recovery.

Source: RAND Corporation.

Risk Assessment

A risk assessment assesses the vulnerabilities, exposure, and climate change hazards and their likelihoods and consequences. They are a key part of risk management.

Source: Canadian Council of Ministers of the Environment.

Secondary Suite

This is a self-contained dwelling unit located within townhouse, duplex or single-family dwelling that meets the requirement for secondary suites under the BC Building Code.

Source: BC Ministry of Municipal Affairs and Housing.

Spatially-Based Risk and Vulnerability Analysis

This is a Risk Assessment that also includes analysis of vulnerability, which is the degree to which a system is likely to experience harm due to exposure or stress. A spatially-based analysis assesses those places that are most likely to experience the most exposure, are most sensitive to stresses, and have the weakest capacity to respond and recover.

Source: U.S. Agency for International Development (USAID)

Urban Sprawl

Urban sprawl refers to a particular form of urban growth that is characterized primarily of low densities, segregated land uses, and automobile-oriented design that typically results in car dependency. It typically includes discontinuous greenfield development at the urban periphery.

Source: Institute for Research on Public Policy.

The Truth and Reconciliation Commission of Canada (TRC)'s Calls to Action

The TRC was created through a legal settlement between Residential School Survivors, the Assembly of First Nations, Inuit representatives, and the parties responsible for creation and operation of the schools, which were the federal government and church bodies. The TRC's mandate was to inform all Canadians about what happened in residential schools.

The TRC made 94 calls to action to redress the legacy of residential schools and advance the process of Canadian reconciliation. The calls to action can be found [here](#).

Source: Truth and Reconciliation Commission of Canada.

Tiny Home/House

This is a ground-oriented permanent dwelling that is detached, movable and non-motorized, small in size (less than 500 square feet) and uses a compact design.

Sources: BC Housing, Light House, and BC Tiny House Collective.

Universal Design

Accessible design is a design process in which the needs of people with disabilities are specifically considered. Universal design broadens this concept and refers to the design of products and environments that are usable by all people, to the greatest extent possible.

Sidewalks with curb cuts and doors that automatically open when a person moves near them are examples, as they benefit people with disabilities, parents with baby strollers, delivery workers, and others. Human characteristics considered in universal design may include age, gender, stature, race/ethnicity, culture, native language, physical and cognitive abilities and learning preference.

Source: University of Washington DO-IT (Disabilities, Opportunities, Internetworking, and Technology) Center.



LADYSMITH UNPARALLELED

2049

OUR VISION. OUR PLAN.