

## Attachment 1 – 2023 Updated ICSP Goals and Actions Table

[Link to full 2019 Integrated Community Sustainability Plan report](#)

The table below is taken from the 2019 Integrated Community Sustainability Plan, with a column “Report notes” added to highlight and summarize progress. The ICSP is intended as a community plan, and the District’s role is to advocate, promote, facilitate, coordinate, regulate, plan, provide a service for, fund or make a decision on any of the ICSP goals.

### 1.0 Social Sustainability & Community Well-Being

SUB-GOAL 1: INCREASE AFFORDABLE HOUSING			
Actions	What does success look like?	Achieved? Yes/No/In progress	Report notes:
<p><b>Develop a Comprehensive Housing Strategy:</b></p> <ul style="list-style-type: none"> <li>A strategy is valuable for defining the range of community needs and obtaining senior government funding support for housing projects. The strategy can assist the District in developing targeted strategies for addressing needs and identifying gaps in supply.</li> </ul>	Housing strategy developed	Yes	<p>In follow up to the 2020 Sunshine Coast Housing Needs Report and Implementation Framework:</p> <p>In May 2022, the District and SCRD hired a Regional Housing Coordinator to support a regional housing action table. This table consists of housing providers, elected officials, health care providers, and social service providers. They developed and implemented a Housing Action Plan to provide appropriate, attainable, and safe housing options for individuals across the housing spectrum. The following are initiatives aimed at improving housing on the Sunshine Coast:</p> <ul style="list-style-type: none"> <li>Hosted an in-person Housing Info Fair to provide property owners with a one-stop opportunity to learn how to develop or rent out their secondary suites.</li> <li>Created a website and webinar on how to work with local government and building contractors to build a secondary dwelling.</li> <li>Established an Essential Worker's Housing registry that connects landlords to essential service workers looking for long-term rentals.</li> <li>Conducted a Social &amp; Housing Needs Assessment to get a clear understanding of the priorities for housing and support services.</li> <li>Developed an intergovernmental work plan that responds to the 2020 Sunshine Coast Housing Needs Implementation.</li> <li>Produced a Rental Market Report that includes rental stats, vacancy rates, and median incomes</li> <li>Facilitated three expert working groups dedicated to priority areas: workforce housing, seniors housing, and pathways out of homelessness</li> </ul>

			<ul style="list-style-type: none"> <li>• Provide ongoing support to non-profit and private sector developers and landowners in the predevelopment processes to develop market and below-market rental housing.</li> </ul> <p>As of November 2023, the Province now requires Sechelt and most other municipalities in BC to furnish an updated Housing Needs Report in 2024, and for that to be integrated with a new OCP and much more permissive zoning regulations for housing.</p> <p>Changes to the residential zones will need to be in place by June 2024 followed later by related amendment to the OCP.</p> <p>The Province has indicated financial assistance will be provided and applications to the Housing Accelerator Fund and Complete Communities Fund were submitted in Dec 2023 and Jan 2024.</p>
<p><b>Take Steps to Increase the Supply of Affordable Housing Options By:</b>  Creating a range of housing opportunities throughout the District that increase affordable, accessible, and adaptable housing choices, and:</p> <ul style="list-style-type: none"> <li>• Exploring options for rental-only housing zoning</li> <li>• Examining current land use restrictions and processes to remove unnecessary and unintended barriers to more affordable and innovative housing options</li> <li>• Undertaking Neighbourhood/Area planning to determine appropriate locations for new housing opportunities</li> <li>• Creating more compact development through innovative site planning</li> <li>• Advocating for senior government assistance in the development of new rental</li> </ul>	<p>Increase in number of new rental units and below market housing opportunities</p> <p>Increase in multi-unit and other alternatives to single-family detached home</p> <p>Increase in affordable rental units</p> <p>Increase in smart infill development</p>	<p>Yes, In progress</p>	<p>Affordable housing was a key focus of the Zoning Bylaw review and resulted in greater housing density opportunities for Sechelt.</p> <p>The District continues to prioritize affordable housing developments.</p> <ul style="list-style-type: none"> <li>• Greencourt – proposed 94 units of affordable seniors rental housing, of which 75 are below market</li> <li>• 5535 Shorncliffe Ave – 98 market rental units, 11 below market rental units</li> <li>• Community Services - 34 below market rental units</li> <li>• Ebbtide development - 28 market rental units</li> <li>• Telus Living - 59 market rental units</li> </ul> <p>Additional rental units for the downtown core are in early development review.</p> <p>Mills Road multi-unit development provides more housing diversity, with 34 attached housing units and 9 secondary suites.</p> <p>The sustainability checklist has been used predominantly for larger development proposals at the pre-application stage.</p> <p>Through rezoning, subdivision and development permit processes the District continues to encourage compact/ infill development and more innovative site development.</p> <p>In September 2023, planning staff initiated OCP amendments to increase floor area ratios, building heights to enable higher density and more affordable housing options. District Council also committed to doubling</p>

units, and below-market housing opportunities			the number of housing units to be constructed over the next four years subject to federal funding (Housing Accelerator Fund).
<p><b>Take Steps to Retain the Existing Stock of Affordable Housing By:</b> Enhancing affordability means more than building new homes. An important consideration is retaining existing housing and encouraging re-investment in existing housing stock, and:</p> <ul style="list-style-type: none"> <li>• Incorporating regulations that reduce the opportunity to transition secondary suites to Short Term Rental Accommodation</li> <li>• Encouraging the protection of manufactured home parks through zoning and encouraging reinvestment</li> <li>• Incorporating regulations that limit the conversion of affordable rental to market strata development</li> </ul>	Retention of affordable housing over the long term	Yes, In progress	<p>There is an opportunity to address additional/different regulations in new Zoning Bylaw No. 580 and/or with new development applications. Housing agreements and residential tenure zoning are tools that have been explored.</p> <p>More widespread use of the residential rental tenure zoning power could help offer better security and inventory as opposed to purchase and sale.</p> <p>In Oct 2022, the District’s new Zoning Bylaw retained zoning for manufactured homes, and as part of this, broadened the definition to include modular factory-built dwellings.</p> <p>In Jan 2023 the District rolled out a new regulatory framework for short term rentals, driven in part by concerns related to local housing availability and affordability. Preliminary results after the first year indicated positive impacts where some short term rental listings have converted to long term. (New provincial government STR regulations will come into effect in May 2024 and will further limit STR rentals to principal residences.)</p> <p>Changes to zoning to allow broad based accessory dwelling units were achieved with Bylaw No. 580, which are now reinforced and even superseded by the new provincial legislative requirements (Bill 44).</p>
<b>SUB-GOAL 2: BECOME AN INTERGENERATIONAL &amp; AGE-FRIENDLY COMMUNITY</b>			
<b>Actions</b>	<b>What does success look like?</b>	<b>Achieved? Yes/No/In progress</b>	<b>Report notes:</b>
<p><b>Enhance Accessibility for All Ages By:</b></p> <ul style="list-style-type: none"> <li>• Considering the needs of youth, parents, seniors, and those with mobility challenges in the design of infrastructure, particularly sidewalks, intersections, and crosswalks</li> </ul>	Improved walkability and access throughout the District	Yes, In progress	<p>The draft Transportation Master Plan considers ‘pedestrian first’ as well as ‘accessibility for all ages’ in the design of transportation infrastructure.</p> <p>A new subdivision and development control bylaw is being developed, and updated engineering standards will enhance accessibility and active transportation infrastructure as part of new street works.</p> <p>Street design, including for pedestrians, must meet the minimum standards of the “Transportation Association of Canada”. Trail Avenue upgrades are a recent example. Pavement markings and new pedestrian signals at the Cowrie and Dolphin Street intersections help all groups to navigate the intersections with greater ease and safety.</p>

			<p>Approximately 5.5 km of new ‘all ages and abilities’ pedestrian and bike paths along Mason Road, Reeves Road, Crowston trail, Ripple Way, Shoal Way and Reef Road are being completed in 2023 with provincial/federal grants.</p> <p>Participation in the regional Safe Travel for Kids working group. In 2023 collaborated with Kinnikinnick Elementary and SD46 to install a new pedestrian controlled light on Reef Road.</p> <p>The District supported local advocacy group, TraC to initiate the Connect the Coast project to encourage the creation of a "AAA" (all ages and abilities) multi-use cycling and pedestrian path along the Highway 101 corridor.</p> <p>The 2018 Parks and Open Spaces Master Plan provides design standards for accessible trails.</p> <p>The District continues to install dedication benches at key locations, which provide rest stops along walking paths.</p> <p>New accessible public washroom and pathway improvements were constructed at Snickett Park with funding assistance from the Tourism Dependent Communities grant.</p> <p>In 2022 the District constructed an accessible washroom for Rockwood Lodge community rental facility with funding from a Unique Heritage Infrastructure grant.</p> <p>Accessibility ramps and improvements made at Rockwood Lodge, Mission House, and Kirkland House, where Sunshine Coast Hospice Society leases office space. Continue to add ramps and accessible features to community facilities as opportunities identified:</p> <p>Participation in a new Regional Accessibility Advisory Committee.</p>
<p><b>Continue to Support and Implement the Age-Friendly Plan by:</b></p> <ul style="list-style-type: none"> <li>Supporting a continuum of care throughout the District to facilitate age-in-place opportunities</li> <li>Increasing the number of assisted and supportive care units in the community</li> </ul>	<p>Age friendly plan recommendations implemented</p> <p>Increase in assisted and supported housing units</p>	<p>In progress</p>	<p>Development approvals completed for Trellis long term care facility and the new facility is now constructed.</p> <p>Community Amenity and Affordable Housing Policy has been adopted. Cash contributions will be put into the statutory Affordable Housing Fund and Community Amenity Fund.</p> <p>Consider incorporating age-friendly plan/policies into OCP as part of OCP update project.</p>

<p><b>Improve Access to Child Care By:</b></p> <ul style="list-style-type: none"> <li>Working with community partners and funders to increase the number of childcare spaces in the community</li> </ul>	<p>Increased number of childcare spaces</p>	<p>Yes, In progress</p>	<p>In 2019-2020 the District lead a regional childcare action plan.</p> <p>The District applied for and received funding grants to build a new childcare facility (for 75 spaces), and is currently working with community and provincial partners to ensure the project will best meet the needs of the community to support recruitment of early childhood educators (ECEs).</p> <p>The District continues to coordinate with other key players to advance the goals of the childcare action plan. In 2023 the District initiated the first meeting of the Joint Child Care Committee with other local governments and organizations.</p> <p>Mayor and Council continue to advocate to senior levels of government, calling for improvements for students to access early childhood educator programs, increased pay minimums to a living wage, and subsidies for students to enroll in ECE programs.</p> <p>Community partners have indicated that one of the biggest challenges with creating new childcare spaces is affordable workforce housing. In 2022 the District began working with the Province to identify partnership opportunities to increase housing available for ECE staff.</p>
<p><b>Improve Accessibility and Independence for All Ages By:</b></p> <ul style="list-style-type: none"> <li>Promoting transportation &amp; development options which reduce reliance on automobiles</li> <li>Provide a cost-effective and efficient transportation system that offers a full range of safe and accessible transportation choices and meets the needs of residents, business, and industry</li> <li>Working toward a District-wide system of multi-use trails and corridors which increase mobility options for pedestrians and cyclists</li> </ul>	<p>Reduction in single-occupancy vehicle trips; and</p> <p>More choice in travel options</p>	<p>Yes, in progress</p>	<p>New Transportation Master Plan is being developed, and includes an Active Transportation component.</p> <p>Support for new downtown residential units with reduced parking requirements. A new category has been introduced in the zoning bylaw, offering site by site exemptions with development.</p> <p>Implementing the trails and connections outlined in the Parks and Open Space Master Plan as part of development approvals.</p> <p>The District has compiled and improved its GIS transportation layers, including a new layer for active transportation routes. The next step is to categorize, prioritize and present this mapping information for public use.</p> <p>Staff participated in the 2021 Transit Future Action Plan Project Working Group and will continue to work with BC Transit to expand routes and frequency in response to need.</p> <p>Continued participation in the Active Travel for Kids regional working group, collaborated with SD46 on safe/best routes to school.</p>

			Continued support and collaboration with Transportation Choices (TraC) on public events and infrastructure planning and design which promotes active transportation.  Construction of All Ages and Abilities active transportation infrastructure.
<b>Enhance independence and ability to age-in-place by:</b> <ul style="list-style-type: none"> <li>Incorporating accessibility and adaptability considerations in the design of dwelling units and civic facilities</li> </ul>	Increase in adaptable units	Yes, in progress	Accessibility and adaptability continues to be required through the use of Housing Agreements.

<b>SUB-GOAL 3: INCREASE ACCESS TO LOCAL FOOD PRODUCTION</b>			
<b>Actions</b>	<b>What does success look like?</b>	<b>Achieved? Yes/No/In progress</b>	<b>Report notes:</b>
<b>Support Agriculture By:</b> <ul style="list-style-type: none"> <li>Protecting the land base suitable for agricultural land and the Agricultural Land Reserve.</li> </ul>	Reduced development pressure on ALR and agricultural lands	Yes	Zoning Bylaw No. 580 established the Agriculture AG1 Zone to provide for agriculture uses and to protect the agricultural integrity of land within the Agricultural Land Reserve (ALR).  Other strategies to protect ALR land and reduce development pressures can be developed in a future OCP review and discussed with community partners such as One Straw Society and Southern Sunshine Coast Farmers Institute.
<b>Support Agricultural Production By:</b> <ul style="list-style-type: none"> <li>Updating plans, policies, and regulation to support local food production, community gardens and farmers markets</li> </ul>	Increase in local food production  Ongoing & expanded farmers' market  Increase opportunities and locations for community gardens	In progress	Community input was sought on this topic and Zoning Bylaw 580 provides more support for urban agriculture.  Council could adopt the SCRD Agricultural Area Plan as policy in conjunction with a future OCP policy review.  The District continues to support the farmers market.  Council's Strategic Plan 2023-2026 directs work with grassroots community partners to grow sustainable food security.  The District permits the One Straw Society to use public land on Ocean Ave for a community garden. More opportunities for community gardening could be investigated.

			Continue to make the Ebbtide non-potable well water source available during drought periods for irrigation as well as explore other alternative water sources for irrigation.
<b>Support Development of Local Wineries, Cideries And Distilleries</b> <b>By:</b> <ul style="list-style-type: none"> <li>• Developing supportive plans and regulations</li> <li>• Ensuring adequate servicing provision (water, sewer) to support production.</li> </ul>	Increase in the number and viability of facilities	No	<p>Provincial Agricultural Land Use regulations provide guidance for land use within the ALR with respect to wineries, cideries and distilleries. Similar policies can be emulated in rural residential or other appropriate areas as part of OCP update project.</p> <p>Facilitated the approval of business licensing for a local cidery and a new brewery in downtown Sechelt, including developing requirements for sustainable wastewater disposal.</p>

## 2.0 Economic Sustainability

SUB-GOAL 1: INCREASE ECONOMIC PROSPERITY AND JOB GROWTH			
Actions	What does success look like?	Achieved? Yes/No/In progress	Report notes:
<p><b>Increase the Proportion of Non-Residential Uses By:</b></p> <ul style="list-style-type: none"> <li>Reviewing the OCP and Zoning Bylaw to ensure there is an appropriate continuum of land use designations, locations, and regulations to accommodate a broad range of non-residential land uses</li> <li>Protecting the industrial and resource land base</li> <li>Investing in Sechelt's downtown</li> </ul>	<p>Increased proportion of non-residential uses</p>	<p>In progress</p>	<p>Zoning Bylaw 580 was adopted in 2022 to better align with the current OCP. A comprehensive OCP Review is scheduled to start in 2024, which will address commercial and industrial land use trends, designations and policies.</p> <p>The Airport Master Plan is expected to be completed in early 2024. The plan will provide direction and best practices in developing and promoting Airports of similar sizes in BC. Land Leasing, development and accommodating new users are some of the key objects of the plan.</p> <p>Downtown developments have been treated with priority. There are several rental developments in progress in the downtown core: Greenecourt, Telus Living, 5535 Shorncliffe, SCCSS Inlet Ave, Ebbtide.</p> <p>Street upgrade projects (Trail, Wharf, Inlet Ave projects) enhance the liveability of Sechelt in the downtown core in particular.</p> <p>Several of Sechelt's commercial accommodations were purchased and renovated since 2021.</p> <p>Sunshine Coast Regional Economic Development Organization (SCREDO) commissioned the Employment Lands White Paper in 2021 which included a regional inventory of commercial and industrial lands and first-phase recommendations for employment intensification.</p> <p>SCREDO initiated a study of mobile vending opportunities across the Sunshine Coast in 2023. Their findings, in addition to public engagement completed by District staff, will contribute to recommended amendments for bylaws related to mobile vending in 2024.</p> <p>Sunshine Coast Tourism, SCREDO, and Sechelt Downtown Business Association are collaborating on ways to attract commercial accommodation development (i.e. hotels).</p>
<p><b>Improve the Local Business Climate By:</b></p> <ul style="list-style-type: none"> <li>Working with business stakeholders to identify barriers to business activity and collaborate on solutions to</li> </ul>	<p>Increased number of local businesses</p> <p>Longer life span of local businesses</p>	<p>In progress</p>	<p>Ongoing support for Sechelt Downtown Business Association and Sunshine Coast Regional Economic Development Organization.</p> <p>Tenant improvement applications for commercial uses are treated as a priority. The District's Director of Planning and Development and the Chief</p>

<p>support local economic development</p> <ul style="list-style-type: none"> <li>Improving communication between the District and the business and development community to give them a clear picture of what will be required in terms of plans, permits, processes and costs for property improvement and development initiatives</li> </ul>	<p>Increased number of local jobs</p>		<p>Building Official will routinely meet with owners in advance of application to assist in the process and improve the business climate.</p> <p>Council adopted a new Downtown Business Improvement Area Bylaw in 2022.</p> <p>Business license revenue is ahead of budget projection, which implies strong business growth.</p> <p>Businesses may apply for a Street Patio licence to use public street space for dining or merchandise display.</p> <p>Mobile Vending is permitted in several designated public locations. A preliminary review was undertaken by staff and by SCREDO and mobile businesses stakeholders which could inform future bylaw development.</p>
<p><b>Developing a Strategic Infrastructure Servicing Strategy By:</b></p> <ul style="list-style-type: none"> <li>Enhancing the viability of designated industrial areas through strategic infrastructure expenditures and investments</li> <li>Supporting the viability of the Downtown through strategic investments in services, parks, and public realm</li> </ul>	<p>Improved servicing to industrial areas</p> <p>Revitalized downtown</p>	<p>In progress</p>	<p>The District is currently completing engineering master planning for sanitary, transportation and drainage to ensure infrastructure capacity is aligned with growth plans.</p> <p>Asset management program is under development for long term, strategic management</p> <p>Updates for the Development Cost Charges Bylaw are underway for 2024 and could incorporate sustainability considerations.</p> <p>Investments in the Downtown include:</p> <ul style="list-style-type: none"> <li>Street upgrades to Trail Avenue, Inlet Avenue, and Wharf Ave between Dolphin and Cowrie Streets</li> <li>New accessible washroom and pathway improvements were installed in Snickett Park</li> <li>Hackett Park playground, outdoor performance stage, artist murals</li> <li>Artist-designed crosswalks and wraps on utility boxes</li> </ul> <p>Sunshine Coast Tourism is working on a regional visitor wayfinding strategy to be completed in 2024.</p>

SUB-GOAL 2: DIVERSIFY THE LOCAL ECONOMY			
Actions	What does success look like?	Achieved? Yes/No/In progress	Report notes:
<p><b>Promote a Buy Local Campaign By:</b></p> <ul style="list-style-type: none"> <li>Supporting opportunities for local business, arts and culture,</li> </ul>	<p>Increase in local businesses</p>	<p>Yes</p>	<p>The District's 2020 Procurement Policy is guided by sustainable social procurement principles and the District is a member of the BC Social Procurement Initiative.</p>

<p>tourism, agriculture, and local foods</p>			<p>The District supports the Sechelt Downtown Business Association’s annual “Buy Local” campaign as well as SCREDO’s “Keep It Coastal” campaign.</p> <p>Sunshine Coast Tourism encourages tourism businesses to develop and adopt local procurement policies.</p> <p>The District of Sechelt supports local artists:</p> <ul style="list-style-type: none"> <li>• Calls for community art projects focus on artists residing on the Sunshine Coast.</li> <li>• All artworks commissioned or acquired for the municipal art collection are made by local artists.</li> <li>• The annual Sechelt Arts Festival and Summer Music Series feature predominately local artists, dancers, and musicians.</li> <li>• By supporting the Sechelt Farmers’ and Artisans’ Market to operate on Cowrie St, and beginning in 2019 the new Winter Market began operating at Seaside Centre.</li> </ul>
<p><b>Support Sustainable Tourism Opportunities By:</b></p> <ul style="list-style-type: none"> <li>• Encouraging the growth of sustainable tourism operations, attractions, and facilities</li> <li>• Working with accommodation providers and other service providers to develop incentives to attract visitors to Sechelt in the shoulder season</li> </ul>	<p>Increase in visitors in shoulder seasons</p> <p>Increase in attractions and facilities</p> <p>Increase in visitors using operations</p>	<p>In progress</p>	<p>The District continues to support Sunshine Coast Tourism (SCT) to increase Sechelt’s tourism revenue through:</p> <ul style="list-style-type: none"> <li>• SCT’s Mobile tourism program</li> <li>• Promoting walking and wayfinding in the downtown village</li> <li>• Updating the large outdoor map at the Sechelt Visitor Centre</li> <li>• Attracting shoulder-season visitors and passion-based tourism (e.g. BC Ale Trail, BC Farmer’s Market Trail, mountain biking, fishing, boating and paddlesports).</li> </ul> <p>The District continues to support the popular weekly winter market at Seaside Centre which promotes our local businesses throughout shoulder seasons.</p> <p>Sechelt Jazz Festival was launched in October 2023.</p> <p>Active marketing of District rental facilities on- and off-Coast has resulted in use levels that are more than double over 2018 levels.</p> <p>SCT (and SCREDO) have been working broadly - e.g. Sustainable Development Council - to move forward projects such as conserving water, reducing greenhouse gas emission, guardian programs, and indigenous-led tourism.</p> <p>A Film Production policy was adopted by Council in 2023. Promoting Sechelt as a film location may raise Sechelt’s profile as a tourism destination, and create local job opportunities.</p>

<p><b>Support Sustainable Resource Development By:</b></p> <ul style="list-style-type: none"> <li>Supporting the Community Forest in achieving sustainable forestry operations and support local employment</li> </ul>	<p>Number of jobs maintained or increased</p> <p>Operations profitable</p> <p>Number of trees replanted</p>	<p>Yes, In progress</p>	<p>From 2019-2023:</p> <ul style="list-style-type: none"> <li>Total area logged and replanted: 59.2 Hectares (equivalent to about 1/3 of the area of a local golf course per year).</li> <li>Number of trees replanted: 104,410</li> <li>Approximately 38,130 tonnes of carbon stored in wood sold into value-added manufacturing of long-lived wood products.</li> </ul> <p>District of Sechelt provides the following:</p> <ul style="list-style-type: none"> <li>Professional expertise from District staff upon request, including board governance, communications, information technology and finance.</li> <li>Insurance coverage.</li> <li>Free use of District of Sechelt facilities for meetings and public events such as Wood Expo (running 8 consecutive years) which promotes local expertise in value-added wood products.</li> <li>Temporary use of Lot L to start a community firewood program, which sells affordable, sustainably sourced wood locally and was nominated provincially as an inclusive employer for providing living wage employment to people with barriers to traditional employment.</li> <li>Assistance with live-streaming Annual General Meetings, making them more accessible and inclusive.</li> <li>Sechelt Fire Department staff expertise inform community forest investments in wildfire resilience and related emergency preparedness, including jointly serving on a regional committee.</li> </ul>
<p><b>Support Responsible Home-Based Opportunities By:</b></p> <p>Supporting a range of home-based business opportunities through appropriate policies and regulations</p>	<p>Number of home-based business applications</p>	<p>Yes</p>	<p>Home-based business regulations were reviewed and refined as part of the new zoning bylaw. Home-based business licencing remains quite permissive. The number* of licences continues to increase steadily as follows (includes new and renewals, does not include STRs):</p> <ul style="list-style-type: none"> <li>2018: 196</li> <li>2019: 211</li> <li>2020: 227</li> <li>2021: 266</li> <li>2022: 294</li> <li>2023: 343</li> </ul> <p>*Note: These numbers depend on how we categorize a business and our data output can have some discrepancies as a result.</p> <p>In 2022 SCREDO researched the changing composition (demographics, industries, revenue, etc.), assets and needs of the Coast's "Hidden</p>

			<p>Professionals", and identifies that more work needs to be done on this, as well as recruiting remote workers.</p> <p>Short term rental operators operating within provincial legislation and local bylaw requirements continue to be supported and licenced.</p>
<p><b>Recognize Arts &amp; Culture as an Economic Driver By:</b> Supporting locally based arts and cultural organizations that contribute to the vitality and economy of the community and the fulfillment of its residents</p>	<p>Number and size of festivals, event;  Ongoing viability of arts and cultural organizations</p>	<p>Yes</p>	<p>The District continues to support local arts and cultural organizations, through the Community Investment Program (CIP) grants, property tax-exemptions, below-market lease rates, non-profit rental rates, in-kind services, and staff support.</p> <p>The District of Sechelt partners with Hill Strategies and the Cultural Statistics Strategy to obtain annual research data specific to Sechelt. These reports provide census-based information on the contribution of Arts &amp; Culture to Sechelt’s economy. For example:</p> <ul style="list-style-type: none"> <li>• Sechelt’s 330 cultural workers represent 6.3% of our labour force, well above the national average (4.4%)</li> <li>• Sechelt’s 140 artists represent 2.7% of our labour force, which is almost triple the national average (1.0%)</li> </ul> <p>Sunshine Coast Tourism (SCT) invested in an “Economic Impact Calculator for Events”, allowing the District to better track size of festivals/events by requiring basic reporting for all events funded through the CIP.</p> <p>SCT includes events and festivals in its visitor attraction campaigns and at visitor information centres.</p> <p>SCREDO partners with Coast Cultural Alliance to promote economic capacity building in the arts and culture sector.</p> <p>Arts and culture organizations, businesses and entrepreneurs feature prominently in the Livelihood Entrepreneurs and Mobile Vending Sector Development Strategy that SCREDO is completing in 2024.</p> <p>SCREDO and SDBA with support from Creative BC (lower mainland) and inFilm (Vancouver Island) are exploring the development of a regional film commission/office to support industry expansion on the Coast.</p>

### 3.0 Environmental Sustainability

SUB-GOAL 1: DEVELOP IN HARMONY WITH SECHLT'S UNIQUE NATURAL ENVIRONMENT			
Actions	What does success look like?	Achieved? Yes/No/In progress	Report notes:
<p><b>Improve Local Environmental Protection Policies &amp; Regulations By:</b></p> <ul style="list-style-type: none"> <li>Continuing to protect the environment through policy, regulation, best practices</li> <li>Restoring natural areas and Environmentally Sensitive Areas (ESAs)</li> <li>Protecting shorelines and the coastal environment by adopting "Greenshores" planning approaches in policy and Development Permit requirements</li> <li>Refining environmental and hazard land Development Permit Area Guidelines to reflect best practices and new legislation (e.g. BC Flood Hazard Area Land Use Management Guidelines)</li> <li>Revising the Tree Protection Bylaw to strengthen tree cover protection</li> <li>Incorporating alternative standards and low impact development approaches in land use and subdivision servicing regulations</li> </ul>	<p>Decrease in habitat loss and fragmentation</p> <p>Increase in naturalized shore areas</p> <p>Effective Tree Protection Bylaw in place</p>	No	<p>Development Permit Areas (DPAs) continue to be the primary means for the District to assess and protect the environment, although limited to certain areas, and only when triggered by a development. Developing in accordance with "Greenshores" principles is a guideline in DPA3.</p> <p>Over the past two years staff has focused on more consistent processing of Development Permits, setting clear expectations at the outset and following up with inspections. An assessment of the effectiveness of DPAs has never been undertaken.</p> <p>Environmental/Hazard DPAs – staff will apply for a Provincial grant to improve the readability and practicality of the DPA process, and will continue to make improvements in-house as time allows.</p> <p>The OCP review could include existing environmental land use policies and DPA guidelines. Opportunities for establishing terrestrial DPAs to better protect land-based ecosystems and wildlife habitat can be explored. Wildfire interface DPA policies and guidelines can be considered.</p> <p>Current and appropriately detailed inventory and mapping of Environmentally Sensitive/Significant Areas is a best practice which would allow for better management of local natural areas. This is still lacking.</p> <p>A future workplan item could be an update to the Urban Forest Plan, per Council's Strategic Plan.</p> <p>Drafted new Subdivision and Development Control Bylaw with modernized alternative standards for low impact development. Bylaw is expected to be complete by 2025.</p> <p>Natural Asset Management as part of the overall asset management program is expected to be developed in the next two years.</p> <p>Regional coastal flood mapping will occur in 2024 and is expected to extend protection in flood zones.</p> <p>Environmental assessments are regularly required for development.</p>

**SUB-GOAL 2: PRESERVE ENVIRONMENTAL LANDS**

Actions	What does success look like?	Achieved? Yes/No/In progress	Report notes:
<p><b>Preserve Land &amp; Resource Areas By:</b></p> <ul style="list-style-type: none"> <li>Identifying significant habitat areas and corridors</li> <li>Working to contain growth to protect habitat and wildlife corridors</li> <li>Enhancing the Urban Forest through improved tree protection standards and updating the Urban Forest Plan</li> <li>Developing parks, natural areas &amp; open space land acquisition strategy and funding mechanism</li> </ul>	<p>Decrease in habitat loss and fragmentation</p> <p>Increase in tree canopy</p> <p>Increase in parks and open space lands</p>	No	<p>The OCP review will re-consider the urban containment boundary in the context of the need to protect habitat and resource lands.</p> <p>As identified in Council’s Strategic plan, work on the Urban Forest Plan is slated for 2023-2025.</p> <p>The 2018 Parks and Open Space Master Plan identified the need for strategic investments and laid out options for funding strategies. A strategy is needed.</p> <p>Parks continues to identify and control invasive plant species on District public lands.</p> <p>Parks has created an inventory of street trees which is an important component of our urban tree canopy.</p>
<p><b>Improve Environmental Mapping &amp; Inventories By:</b></p> <ul style="list-style-type: none"> <li>Developing and maintaining an inventory of environmentally sensitive areas to ensure these areas are recognized and protected from development impacts</li> <li>Completing an inventory of hazard lands and contaminated sites (location, previous use).</li> <li>Updating the 1993 Golder report, “Geotechnical and Environmental Reconnaissance Study”</li> </ul>	<p>Develop urban forest mapping</p> <p>ESA mapping</p> <p>Inventory developed</p>	No	<p>ESA mapping and inventory is lacking.</p> <p>Geotechnical data is outdated and lacking (apart from site specific assessment reports for development applications).</p> <p>Staff continue to build GIS maps as part of a natural asset inventory, but concerted funds/grants are needed to expedite this work.</p> <p>Sharing of environmental mapping through ongoing agreement with SCRD GIS (also outdated and lacking).</p> <p>A Sunshine Coast pilot project was initiated in 2022 with the Coastal Douglas-fir Conservation Partnership, including UBC and other researchers, to undertake biodiversity mapping using the most up-to-date satellite technology.</p>

SUB-GOAL 3: REDUCE RESOURCE USE & WASTE			
Actions	What does success look like?	Achieved? Yes/No/In progress	Report notes:
<p><b>Reduce Reliance on Fossil Fuels By:</b></p> <ul style="list-style-type: none"> <li>Promoting responsible growth management and compact</li> </ul>	<p>Reduced greenhouse gas emissions (GHGs)</p>	No, in progress	<p>Future OCP updates could incorporate new DPA objectives and guidelines for energy conservation and GHG reduction. An option is for Council to</p>

<p>development forms that support accessible, walkable communities</p> <ul style="list-style-type: none"> <li>• Develop and adopt policies and regulations to support sustainable, small scale energy systems</li> <li>• Identify opportunities for alternative energy sources</li> <li>• Identify opportunities for alternative transportation</li> </ul>	<p>More people walking, cycling, and taking transit</p>		<p>adopt the Zero Carbon Step Code into the Building Bylaw and look at zero carbon developments where possible.</p> <p>Council could direct staff to promote the use of ‘District Energy Systems’ which could potentially reduce GHG emissions in neighbourhood developments.</p> <p>In 2022 the District reconfigured the boiler systems at municipal hall and RCMP buildings to operate only when independent areas of the buildings are occupied. This has reduced boiler usage by an estimated 60-70%. A new weather station installed in 2023 will allow further optimizations by allowing the windows to circulate fresh air as originally designed.</p> <p>Parks Department is transitioning to battery operated small equipment as budget allows. Since 2022 half has been replaced with electric, and these are the tools used for the majority of the work. Going forward, the only gas-powered equipment purchases will be heavy-duty equipment and vehicles. This too may change as battery-powered technology improves.</p> <p>Heat by-product from the wastewater treatment process is captured and used to offset heating requirements for the Water Resource Centre.</p> <p>The new draft Transportation Master Plan identifies active transportation as a priority and key connections identified.</p> <p>The District continues to advocate for improvements to active transportation infrastructure on Hwy 101, for example by supporting Transportation Choices Sunshine Coast (TraC).</p> <p>Sunshine Coast Tourism and TraC partnered to commission preliminary design work for a multi-use, all ages and abilities active transportation path for the entire Sunshine Coast from Langdale to Lund.</p> <p>The District successfully obtained major funding grants and is currently upgrading and constructing new biking and walking infrastructure:</p> <ul style="list-style-type: none"> <li>• Mason Rd and up to Kinnikinnick Park</li> <li>• Reef Rd and Shoal Way</li> <li>• Wharf Ave sidewalk and upgrades</li> <li>• New sidewalks on Inlet Ave downtown</li> </ul>
<p><b>Reduce Water Consumption By:</b></p> <ul style="list-style-type: none"> <li>• Promoting the use of drought resistant landscaping, particularly in public parks and civic areas</li> </ul>	<p>Never experiencing stage 4 water restrictions</p>	<p>In progress</p>	<p>Participation in the regional Water Summits during 2023 resulted in a ‘Shared Water Vision’ and commitment to cooperatively manage water resources sustainably.</p>

<ul style="list-style-type: none"> <li>• Pursue opportunities to reuse water</li> <li>• Supporting the use of water meters throughout the District</li> </ul>	<p>Reduced per capita water consumption</p>		<p>Sechelt continues to support the SCRD on the installation of water meters and other water conservation initiatives.</p> <p>Continue to use non-potable water from Ebbitide for watering District flower displays and to supplement processes at the Water Resource Centre.</p> <p>Working on developing an alternate irrigation source from groundwater to irrigate Kinnikinnick playing field during drought, allowing for summer tournaments and sports events.</p> <p>Continue to use drought resistant species for landscaping, and water conservation practices like mulching with our own leaf compost. Parks staff continue to shift to species which are even more drought tolerant, as species from the previous planting list are not surviving droughts.</p> <p>In 2022 the District applied to the Province for a Local Authority Variance to the Building Code for mandatory grey water reuse in residential buildings. In 2023 it was denied by the Province, however staff continue to encourage developers to employ grey water reuse in their developments.</p> <p>The current form and character DPA guidelines ‘encourage’ water conservation, however future OCP updates could incorporate new DPA objectives and tighter guidelines for water conservation.</p> <p>Implementation of tree well structures for street trees to water with stormwater.</p> <p>Sunshine Coast Tourism launched “Sustainable Sunshine Coast” campaign to promote water conservation to visitors and local tourism businesses.</p>
<p><b>Reduce the Production of Waste By:</b></p> <ul style="list-style-type: none"> <li>• Promoting responsible waste management through public education and outreach activities</li> <li>• Reviewing the District’s purchasing practices to encourage reductions in packaging materials, and increase opportunities for reuse and recycling</li> <li>• Work toward a zero-waste future by developing strategies in collaboration with the SCRD</li> </ul>	<p>Reduction in waste going to landfill</p> <p>Improved waste diversion rates</p>	<p>In progress</p>	<p>The new garbage, recycling and organics collection program was rolled out in Dec 2021, and included outreach materials.</p> <p>A new Procurement Policy was adopted in Feb 2020, and requires that environmental impact, sustainability and social considerations be factored into the procuring of products and services.</p> <p>More efforts required to achieve zero waste and act as a model for our community.</p> <p>Staff are working to expand organics collection and waste stream separation for commercial and multifamily buildings.</p> <p>Municipal hall staff implemented an informal organics collection to reduce waste in the building.</p>

<p><b>Reduce Light Pollution By:</b></p> <ul style="list-style-type: none"> <li>• Adopting Dark Sky principles by incorporating energy-efficient lighting, downcast lighting and limiting residential street lighting to designated intersections and school areas</li> </ul>	<p>Reduced light pollution</p> <p>Increase in use of energy-efficient lighting</p>	<p>In progress</p>	<p>Draft Subdivision and Development Control Bylaw addresses dark sky lighting.</p> <p>Some of the District's form and character DPAs address dark sky lighting.</p>
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## 4.0 Arts and Culture

SUB-GOAL 1: CELEBRATE SECHELT'S ARTS SCENE AND PRESERVE ITS RICH CULTURAL HERITAGE			
Actions	What does success look like?	Achieved? Yes/No/In progress	Report notes:
<p><b>Promote Sechelt's Arts &amp; Culture Sector By:</b></p> <ul style="list-style-type: none"> <li>Encouraging Downtown festivals and events</li> <li>Budgeting and planning for a cultural complex to serve as a focal point for arts and cultural activities</li> <li>Maintaining the District's grants program</li> <li>Displaying local art in public places and facilities</li> </ul>	<p>Increase in community celebrations, events, and festivals</p> <p>Feasibility study and funding model completed for the cultural complex</p> <p>Increase in grant allocations</p>	In progress	<p>The District continues to provide in-kind and cash support to local festivals via the Community Investment Program grants.</p> <p>In 2021 and 2022 staff sought support for funding towards a needs assessment and feasibility study for new cultural facilities in Sechelt, however budget was not allocated.</p> <p>The District continues to display works of local art inside and outside of municipal hall.</p> <p>Local artists were selected to design and install a mural at Hackett Park washroom, a mural at the Hackett Park amphitheatre, and two artist-designed crosswalks on Trail Ave.</p> <p>Annual calls are open to local artists for projects such as street banners and decorative wraps for utility boxes.</p>
<p><b>Support Local Events By:</b></p> <ul style="list-style-type: none"> <li>Streamlining/clarifying the event planning and permitting process so non-profit organizations and agencies can produce successful events that balance participant needs with neighbourhood expectations</li> </ul>	<p>Increase in number and success of local events</p>	Yes	<p>The District encourages community-based festivals and events and hosts its own Sechelt Arts Festival and outdoor Summer Music Series. The District partners with the shísháhlh Nation to host a new annual event called syiyaya Days held between National Indigenous Peoples Day and Canada Day.</p> <p>A Festival and Event Strategy was adopted by Council in the fall of 2018.</p> <p>A draft Festival and Event Bylaw along with internal policies and procedures are yet to be implemented.</p> <p>Working on developing an alternate irrigation source from groundwater to irrigate Kinnikinnick playing field during drought, allowing for summer tournaments and sports events.</p>
<p><b>Enhance Sechelt's Cultural Identity By:</b></p> <ul style="list-style-type: none"> <li>Developing and maintaining a program to enhance the District's identity through distinctive</li> </ul>	<p>Improved signage, decorative landscaping</p> <p>Distinctive, recognizable brand</p>	Yes, in progress	<p>Parks continues to maintain Sechelt's public landscaping and flower displays.</p>

<p>gateway signage, decorative landscaping, wayfinding, and commemorative signage</p> <ul style="list-style-type: none"> <li>• Launching a branding exercise with the community</li> <li>• Considering the aesthetic aspects of infrastructure by incorporating art and branding into roadway designs, streetlights, bridges, boardwalks, and the like</li> </ul>			<p>New signage for Downtown is being implemented as opportunities arise, in partnership with the Sechelt Downtown Business Association, Sunshine Coast Tourism.</p> <p>Completed a branding exercise that reflects Sechelt’s identity.</p> <p>Local artists were selected to design and create murals at the Hackett Park bathroom building and Amphitheatre.</p> <p>Two artist-designed crosswalks were installed on Trail Ave in 2022.</p> <p>Public art will be incorporated into the works being done at Snickett Park (new public toilet and pathway improvements).</p> <p>SCT promotes Sechelt through the regional “Sunshine Coast, BC” brand with distinctive written and visual promotional materials to specifically highlight Sechelt’s unique attractions and offerings.</p>
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## 5.0 Planning for Climate Change

SUB-GOAL 1: ENSURE THAT COMMUNITIES ARE PLANNED TO BE RESILIENT TO CLIMATE CHANGE IMPACTS AND EXTREME WEATHER EVENTS			
Actions	What does success look like?	Achieved? Yes/No/In progress	Report notes:
<p><b>Plan for Climate Change By:</b></p> <ul style="list-style-type: none"> <li>• Creating a Climate Action Plan for the District which addresses mitigation and adaptation</li> <li>• Minimizing development in areas prone to flooding, erosion, and other hazards</li> <li>• Promoting and using best practices and innovative approaches to infrastructure development to achieve water and energy conservation</li> </ul>	<p>A community that can withstand changes in precipitation, temperature, and sea levels</p>	<p>In progress</p>	<p>In 2018 the District hosted a climate adaptation workshop for local governments on the Sunshine Coast. In 2021 the District hosted a community awareness event - a game about 'scenarios and risks' to do with sea level rise and flooding. Two sessions via Zoom, 42 community participants.</p> <p>Continued collaboration with SCRD towards region-wide climate adaptation planning.</p> <p>In 2023 the District, SCRD, Town of Gibsons and Islands Trust co-applied for and received a ~\$500,000 grant for undertaking a sea level rise and flood risk assessment.</p> <p>The District could join the growing number of communities in the world to declare a 'state of climate emergency'.</p> <p>Staff has commenced preliminary work on a climate action plan specifically for Sechelt.</p> <p>In summer 2023 the District obtained a grant and hired a Climate Intern to undertake a climate change policy review and produced a report.</p> <p>DPA's guide development in areas prone to flooding, erosion and other hazards. Ongoing improvements are being made to internal procedures and follow up inspections.</p> <p>In 2023 Sechelt supported the SCRD in their application for funding for emergency evacuation planning for areas of east Porpoise Bay.</p>
<p><b>Increase Renewable Energy Production Opportunities By:</b></p> <ul style="list-style-type: none"> <li>• Developing appropriate regulations through the zoning bylaw and servicing bylaw which support small-scale alternative energy systems</li> <li>• Incorporating renewables and alternative energy systems in new</li> </ul>	<p>Lowered GHG emissions</p>	<p>No</p>	<p>The new District operations building included electric vehicle charging stations, wiring for future solar energy options, and rainwater harvesting.</p> <p>The Water Resource Centre uses a sewage heat recovery system to heat the building.</p>

and existing District buildings and facilities			
<p><b>Provide Leadership in Climate Change Mitigation and Adaptation By:</b></p> <ul style="list-style-type: none"> <li>• Working toward carbon neutrality in all District operations.</li> <li>• Working collaboratively with the SCRD and other Sunshine Coast communities to develop regional strategies for reducing greenhouse gas emissions and other climate change mitigation and adaptation strategies</li> <li>• Identifying and pursuing opportunities to recover energy and other resources from water and treated effluent</li> </ul>	<p>Carbon neutrality achieved</p> <p>Lowered Green House Gas (GHG) emissions</p>	<p>No, in progress</p>	<p>The District prepared a Carbon Neutral Plan in 2011 and reported on it in 2017. Corporate GHG tracking is not happening right now due to lack of staff resources, however it will likely be required by the Province in the near future.</p> <p>Since 2021 the District has participated in a regional community climate change adaptation strategy led by SCRD.</p> <p>The District is moving towards a hybrid vehicle fleet and continues to investigate the feasibility of electric trucks. Staff will propose a budget once a cost benefit analysis has been completed.</p> <p>Automated collection of garbage bins, which reduces stopping time and idling of vehicles behind the waste collection trucks.</p> <p>Reclaimed water feasibility study is in progress to determine if there are any viable options to use reclaimed water as a resource.</p>

## 6.0 Sustainable Community Growth & Development

SUB-GOAL 1: ENSURE THAT GROWTH AND DEVELOPMENT, INCLUDING REDEVELOPMENT AND RENEWAL, ARE PLANNED, MANAGED AND SUSTAINABLE			
Actions	What does success look like?	Achieved? Yes/No/In progress	Report notes:
<p><b>Update the Official Community Plan (OCP) by:</b></p> <ul style="list-style-type: none"> <li>Ensuring a sustainable and logical strategy for growth, development, and servicing that facilitates compact form, livable communities, and respects capacity constraints</li> <li>Facilitating the development of compact, walkable neighbourhood centres within the priority growth areas</li> </ul>	<p>OCP to have clear and unambiguous guidelines for new development</p> <p>Growth directed to priority, serviced areas</p>	No	<p>As part of the upcoming OCP review, stronger distinctions, priorities, and clarification is needed to bolster the relevance of the ICSP.</p>
<p><b>Improve Growth Management Approaches By:</b></p> <ul style="list-style-type: none"> <li>Aligning the ICSP with the OCP, urban containment, infrastructure planning and sewer service areas to accommodate housing and business development</li> <li>Limiting sprawl, and focus development within serviced areas and the urban containment boundary</li> <li>Improving access to municipal sewer for lands which support the District's growth and urban containment policies</li> <li>Monitoring development activity, visitor levels and population growth to proactively identify the resources needed to service and support projected growth</li> </ul>	<p>More efficient growth patterns</p> <p>Less sprawl</p> <p>Resource land protection</p>	In progress	<p>Urban containment boundary is too broad and not in alignment with urban areas and protecting rural, agricultural and natural areas. To be updated with new OCP.</p> <p>Consideration of sustainable growth and development requires input from all departments at an early stage – during pre-application meetings and development reviews, and followed through to later stages of development. The Subdivision Approval Checklist can be formalized.</p> <p>The bulk of new development applications have been in the Downtown core.</p>

- Work collaboratively with all levels of government to secure required services and infrastructure for the future

## 7.0 Leadership in Sustainability

SUB-GOAL 1: ESTABLISH SUSTAINABILITY AS A CORE VALUE			
Actions	What does success look like?	Achieved? Yes/No/In progress	Report notes:
<p><b>Be a leader in energy efficiency by:</b></p> <ul style="list-style-type: none"> <li>Adopting the Energy Step Code</li> <li>Incorporating green building technology in civic facilities</li> <li>Incorporating sustainability-related best practices in civic building, facilities, and operations</li> </ul>	<p>Energy Step Code adopted and implemented</p> <p>Continuous staff learning on best practices</p>	No	<p>BC Building Code has effectively made Step 3 of the Energy Step Code mandatory throughout BC, and this includes the District of Sechelt. Future Building Codes will require 'Net Zero Ready' residential buildings by 2030. Municipalities that are leaders in climate action have adopted Step 4 and Step 5 of the Energy Step code for Buildings already. Council can choose to adopt this now.</p> <p>Public works building on Dusty Road was wired for future solar power.</p>
<p><b>Enhance awareness of sustainable development by:</b></p> <ul style="list-style-type: none"> <li>Supporting employee professional development to increase awareness and implementation of sustainable practices in the community</li> </ul>	<p>Increase in training events and attendance</p>	In progress	<p>Staff take training in social procurement and sustainable technology as opportunities arise.</p> <p>All-staff meeting incorporated sustainability awareness and opportunities for staff feedback. Divisional staff meetings provide an annual check-in on sustainable goals and achievements.</p> <p>All new employees are made aware of ICSP and all staff reports include reference to the ICSP where possible.</p>
<p><b>Incorporate sustainability principles in new development by:</b></p> <ul style="list-style-type: none"> <li>Developing and implementing a Sustainability Checklist for all developments</li> </ul>	<p>Sustainability Checklist updated and implemented</p>	In progress	<p>The checklist from the 2019 ICSP report has primarily been used for large-scale development proposals, but it could be refined for use with District projects. Sustainability considerations could be integrated into improved development approvals checklists.</p> <p>The District is working on developing guides for development design.</p>
<p><b>Update Council report templates pertaining to planning, capital projects and land acquisition/disposition to consider Sustainability Implications, such as:</b></p> <ul style="list-style-type: none"> <li>Does the proposal or application address the sustainability principles &amp; goals?</li> </ul>	<p>Report templates changed</p>	Yes	<p>A section for 'sustainability' was added to the staff report template in 2021.</p>

<ul style="list-style-type: none"> <li>• What are the implications for financial sustainability?</li> <li>• What are the anticipated social impacts of the proposal?</li> <li>• What are the anticipated environmental impacts of the proposal?</li> <li>• What mitigation steps are required to address any potential negative impacts?</li> </ul>			
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<b>SUB-GOAL 2: PURSUE EFFECTIVE GOVERNANCE AND COMMUNITY TRUST</b>			
<b>Actions</b>	<b>What does success look like?</b>	<b>Achieved? Yes/No/In progress</b>	<b>Report notes:</b>
<p><b>Work Collaboratively to Implement the ICSP by:</b></p> <ul style="list-style-type: none"> <li>• Working with the community to improve sustainability-related policies and initiatives</li> <li>• Working collaboratively with the shíshálh Nation</li> <li>• Engaging the community in decision-making and ensure the community is consulted in land use planning decisions</li> </ul>	Improved decision making on sustainability	In progress	<p>The District has a public participation policy and strategy.</p> <p>Realizing polices and regulations can only achieve a limited outcome. The District could target funding for educational and information campaigns to promote sustainable living and development practices.</p> <p>The District engages with the shíshálh Nation when opportunities arise, such as through the siyaya Reconciliation Movement and coordinated grant applications.</p> <p>The 2023 ‘Shared Water Vision’ is a commitment to cooperatively manage water resources sustainably whilst upholding UNDRIP and recognizing shíshálh Title and Rights.</p>

<b>SUB-GOAL 3: MONITOR PROGRESS</b>			
<b>Actions</b>	<b>What does success look like?</b>	<b>Achieved? Yes/No/In progress</b>	<b>Report notes:</b>
<p><b>Monitor ICSP Implementation by:</b></p> <ul style="list-style-type: none"> <li>• Developing sustainability indicators to measure progress on goals, objectives, and targets</li> </ul>	Indicators & monitoring program developed	In Progress	Every 2 years staff reports on progress and posts to the District website.

<ul style="list-style-type: none"> <li>Developing a State of the District Report which tracks the community's progress towards its stated goals and targets, and report back to the community on a regular basis</li> </ul>			
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<b>SUB-GOAL 4: ENSURE FINANCIAL SUSTAINABILITY (OF THE MUNICIPALITY)</b>			
<b>Actions</b>	<b>What does success look like?</b>	<b>Achieved? Yes/No/In progress</b>	<b>Report notes:</b>
Ensure ongoing fiscal stewardship through long-range financial planning, responsible asset management and budgeting processes	Long Range Yearly Financial Planning and Asset Management	Yes, In Progress	<p>The District budgets operations and capital for five years.</p> <p>With enhanced asset management, our financial stewardship will be stronger.</p> <p>The District is making efforts to aggregate our asset data to make more informed decisions. Currently 90% of assets are categorized and inventoried. The goal is to have a more streamlined approach where we can look at the lifecycle of our assets to determine how we can best plan for asset acquisition and renewal in the future.</p>
Incorporate sustainability considerations into capital budgets, business cases and associated staff reports to consider the economic, social, and environmental aspects of decisions and expenditures	Consideration of economic, social, and environmental implications in budgets and staff reports	In progress	<p>The District factors in economic, social, and environmental implications as part of the annual budget process. With changing climate and more extreme events, budgets may need to be revisited more often.</p> <p>The District is working towards integrating its sustainability-related studies and plans across all departments.</p>
Continue to support the Integrated Asset Management Plan	Plan implemented	Yes, In progress	<p>The Asset Manager/Geographic Information Systems specialist implements a sustainable asset management plan and support the integration of asset management.</p> <p>Completed initial mapping and inventory of District sidewalks, parks and street trees using Global Positioning Systems and digital data collection. Maintained by Parks department.</p> <p>Completed the Federation of Canadian Municipalities (FCM) Asset Management Readiness Tool.</p>

			<p>In January 2022 an asset management steering committee was formed consisting of various District managers and technical experts all sharing the vision of furthering asset management and integration within the organization.</p> <p>In April 2022 the District adopted an asset management policy.</p> <p>In November 2023 asset report cards were released as part of the provisional budget book. The report cards outlined the condition of many of the District's assets.</p> <p>Yet to be completed: an asset management strategy, updated terms of reference for the asset management steering committee, creation of a full asset inventory, and further refinement of the asset report cards to include financial and service level information.</p>
Implement "lifecycle cost analysis" for all infrastructure decisions and projects	Lifecycle costs calculated and reported	Yes	<p>The District considers lifecycle costs in its budget planning process by annual review of asset inventories, remaining useful life and budgeting costs of replacement.</p> <p>The District is continually reviewing its procedures and is determining if a dollar amount needs to be established on a project to trigger a full lifecycle cost analysis.</p>