



ELECTORAL AREA SERVICES COMMITTEE

Thursday, May 18, 2023

TO BE HELD

IN THE BOARDROOM OF THE SUNSHINE COAST
REGIONAL DISTRICT OFFICES AT 1975 FIELD ROAD, SECHELT, B.C.

AGENDA

CALL TO ORDER 9:30 a.m.

AGENDA

1. Adoption of Agenda Pages 1 - 2

PRESENTATIONS AND DELEGATIONS

2. Annie Wise, Executive Director, Sunshine Coast Tourism *INVITED*
Regarding Sunshine Coast Tourism 2023 MRDT One-Year *GUEST*
Tactical Plan
(i) [Sunshine Coast Tourism 5-Year Strategic Plan \(2021-2026\)](#) Annex A
(ii) [10-Year Sunshine Coast Destination Development Strategy](#) 3 - 25

REPORTS

3. Development Approvals Process Review (DAPR) Project Update Annex B
Manager, Planning & Development and Planner II 26 - 29
Rural Planning (Voting – A, B, D, E, F)
4. Project Overview: Planning Enhancement Project 2 (PEP2) - Annex C
Official Community Plan Renewal 30 - 33
Senior Planner
Rural Planning (Voting – A, B, D, E, F)
5. Development Permit Application DP000280 (818 Geddes Road, Annex D
Roberts Creek) 34 - 38
Planner II
Electoral Area D - Rural Planning (Voting – A, B, D, E, F)
6. Cliff Gilker Sports Field Turf Recovery Annex E
Manager, Parks Services 39 - 43
Electoral Area D – Community Parks (Voting – A, B, D, E, F)
7. Electoral Area A (Egmont/Pender Harbour) Advisory Planning Annex F
Commission Minutes of April 26, 2023 44 - 46
Electoral Area A - Rural Planning (Voting – A, B, D, E, F)
8. Electoral Area B (Halfmoon Bay) Advisory Planning Commission Annex G
Minutes of April 25, 2023 47 - 49
Electoral Area B - Rural Planning (Voting – A, B, D, E, F)

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|---|----------------------------|
| <p>9. Electoral Area E (Elphinstone) Advisory Planning Commission
Minutes of April 26, 2023
Electoral Area E - Rural Planning (Voting – A, B, D, E, F)</p> | <p>Annex H
50 - 53</p> |
| <p>10. Electoral Area F (West Howe Sound) Advisory Planning
Commission Minutes of April 25, 2023
Electoral Area F - Rural Planning (Voting – A, B, D, E, F)</p> | <p>Annex I
54 - 56</p> |

COMMUNICATIONS

NEW BUSINESS

IN CAMERA

That the public be excluded from attendance at the meeting in accordance with Section 90 (1) (a) of the Community Charter – “personal information about an identifiable individual who holds or is being considered for a position as an officer, employee or agent of the municipality or another position appointed by the municipality.”

ADJOURNMENT

SUNSHINE COAST TOURISM

2023 MRDT ONE-YEAR TACTICAL PLAN

Contact: Annie Wise
Title: Executive Director
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Designated Recipient: Sunshine Coast Tourism Society

Designated Accommodation Area: Sunshine Coast Regional District & qathet Regional District (including all municipalities therein)

Date Prepared: November 30, 2022

MRDT Repeal Date: August 1, 2026

Five Year Period: August 1, 2021 - August 1, 2026

SECTION 1: OVERVIEW & UPDATE TO FIVE-YEAR STRATEGIC BUSINESS PLAN

Strategic Direction

Our Mission

Sunshine Coast Tourism's mission is to build a strong tourism economy on the Sunshine Coast consistent with the values of its residents.

Our Vision

We are a unified Sunshine Coast, working together to increase the social, cultural, and economic benefits from our year-round visitor economy. With vibrant coastal communities amid exceptional outdoor adventures, we attract respectful visitors who like to discover and understand more about our laid-back lifestyle and the wild, natural places that nourish us.

Our Strategy

Our team works diligently to create destination brand awareness through inspiring and engaging marketing campaigns that motivate visitors to plan their trip to the Sunshine Coast. We support the traveller experience with our network of visitor centres and also engage all levels of government to advocate and support sustainable destination development and infrastructure projects that enhance both our communities and the overall visitor experience.

Our 5-Year Strategic Business Plan identified four goals for continued success:

1. Continue building awareness and regional brand equity.
2. Increase our Net Promoter Score to be in the top 5 in BC.
3. Continue to score in the Tourism Sentiment Index's high category for our competitive set (small waterfront communities).
4. Drive room revenues up 25% from pre-COVID-19 levels to \$25+ million by 2026 (a 150% increase from anticipated revenues for 2020).

Key Strategic Pillars

1. Strength Through Alignment
 - a. Leverage the power of partnerships by aligning efforts with Destination BC and other tourism partners that have a similar target focus.
 - b. Tie marketing and media relations efforts to at least one of the Sunshine Coast's unique selling propositions (USPs):
 - c. Address the need for geographic dispersion to less busy areas, especially during the summer months and seasonal dispersion to the quieter off-peak (October-April) months. Given COVID-19 impacts, put a renewed focus on off-season visitation.
2. A Data-Smart Destination
 - a. Leverage opportunities provided through Destination BC's marketing hub.
 - b. Leverage continued investments in data-driven marketing and analysis technologies to generate and manage leads and referrals to tourism partners.
 - c. Focus on channels and tools that provide the ability to measure performance as close to real-time as possible and that will build a better understanding of our visitors.
3. Sustainable Tourism Growth Management
 - a. Manage tourism growth on the Sunshine Coast to ensure positive visitor experiences are balanced with community capacity and protection of

natural places and aligned with philosophies of Indigenous stewardship of the land.

- b. Facilitate the development of programming and experiences that result in a more geographically dispersed visitor base during the peak summer period (to less busy areas) and an increase in visitation to the region during the quieter fall through the spring period.
 - c. Work with the provincial government and industry partners to influence BC Ferries to increase the frequency and volume of sailings from the Lower Mainland to Langdale.
 - d. Align with provincial and local governments for infrastructure projects and access additional grant funding to develop a sense of place for the region,
 - e. Use the Visitor Centres as physical and digital hubs that can address the needs of a sustainably managed tourism industry through visitor communications before, during and after their trip.
4. Organizational Excellence
- a. Foster a staff culture of curiosity, learning and responsibility for decision-making.
 - b. Empower all staff to engage with visitors and assist them with their travel decisions.
 - c. Empower all staff to engage with the industry and make appropriate decisions.
 - d. Move from a member based to a more inclusive stakeholder-based organization.

2022 Key Learnings and Conclusions

The Sunshine Coast has the proven potential to position itself as a premier destination within British Columbia. While the province is not short on stunning landscapes and recreational offerings, very few places can offer such a breadth of travel-motivating experiences perfectly suited to support the idea of “nature as the magnet.” Iconic attractions such as the Skookumchuck Narrows, Desolation Sound, and Princess Louisa Inlet meet with tucked-away trails, secret coves, mountain peaks, and unique communities that speak to the emotional core of our travellers. The Sunshine Coast is a place visitors can find their wild within.

Key Learnings

Overall, accommodation room revenues have rebounded since the beginning of the COVID-19 pandemic, exceeding pre-pandemic (2019) levels by **40% in 2021**, with 2022 revenues on track to exceed 2021 by an additional 40%. Despite this incredible rebound, it should be noted that room revenues are still highly seasonal. In 2019, revenues from Q2 & Q3 represented 70% of the annual total. In 2021, that number decreased to 65%,

meaning that the shoulder season (Q1 and Q4) had gained 5% of the annual share, but there is still much work to be done to encourage seasonal dispersion on the Sunshine Coast.

Traditional accommodations provide approximately 950 rooms on the Sunshine Coast. The region also has a large number of short-term rental accommodations, with an estimated additional 1,000 rooms available during peak season—but this is about to change dramatically. The Town of Gibsons and District of Sechelt are currently set (barring any changes from newly elected local governments) to impose new regulations beginning January 1, 2023, that aim to phase out or eliminate a majority of available STRs. Additional data regarding overnight visitation can be obtained from our internal reservation system Meridian, AirDNA, and our Visitor Centre network. Collectively, these sources show the average visitor stays for three nights, with weekend stays being the most popular. The length of stay has increased over the past two years. Anecdotally, we believe this shift is largely due to the growth of remote work opportunities, whereby visitors can extend their stay by working remotely during their visit.

In 2022, the Sunshine Coast's largest visitor base continues to be BC residents, with a primary focus on the close-in markets of the Lower Mainland and Vancouver Island, with most visitors travelling for leisure and visiting friends and family.

Traditional major attractions on the Sunshine Coast include Skookumchuck Narrows Provincial Park, Gibsons Landing, Desolation Sound Marine Provincial Park, Princess Louisa Inlet, and Savary Island. In addition, there are specific product experiences that have the potential to grow as iconic products/experiences, including Indigenous cultural tourism (such as Indigenous-owned and operated accommodations like Klahoose Wilderness Resort), the Sunshine Coast Art Crawl, the Sunshine Coast Trail, the Powell Forest Canoe Route, backcountry alpine hiking and snowshoeing, boating, fishing, wildlife viewing, scuba diving, health and wellness, and culinary experiences. Product development is ongoing, including a new Harbour Air route between downtown Vancouver and Powell River that launched in March 2022 and the opening of new restaurants with strong culinary offerings, such as Brassica in Gibsons. These new offerings further bolster the Sunshine Coast's opportunity for growth.

Key challenges to the region include:

- Transportation barriers, specifically:
 - Frequent disruptions to BC Ferries service and confusion caused by BC Ferries messaging, fewer sailings but higher demand than in 2019, aging infrastructure resulting in breakdowns, delays, and cancellations
 - Limited availability of rental cars in a primarily drive market
 - Limited, infrequent, or in some parts of the Sunshine Coast, no options for taxis, ride share, and public transportation
 - Inadequate and poorly maintained Highway 101 with no alternate route in most cases, leading to high congestion and even complete closures at times. Cycling tourism opportunities are also limited with infrequent shoulder sweeping/maintenance and stretches with narrow or non-existent shoulders.
- lack of meeting and accommodation space (specifically in the high season),

- limited year-round guided activities,
- labour constraints including limited skill sets, housing (staff & resident), and workforce transportation. Many of these labour constraints are being felt throughout the province, and the Sunshine Coast is no exception.
- lower quality service levels, a challenge often intertwined with labour constraints, as mentioned above. Many businesses struggle to attract and retain staff; therefore, the quality of service declines with staff turnover, shortages, or lower-skilled hires,
- extreme weather events, including drought (which led to a state of local emergency for parts of the Sunshine Coast in 2022), continue to negatively impact visitor perception of the destination and drive negative resident sentiment towards tourism.
- Limited accommodation offerings, especially at key times of the year. As mentioned above, implementing the new short-term rental regulations will certainly affect visitation in the region. We anticipate increased demand for traditional accommodations in Gibsons and Sechelt and potentially for STRs located outside those two communities. However, the traditional accommodations in Gibsons and Sechelt already have high occupancy rates, especially in the summer months, which may mean that visitors choose a different destination altogether if unable to find adequate accommodation. Vancouver and regional media has also covered the new STR rules and left a negative perception on potential visitors.
- COVID-19 has also challenged our local tourism industry, yet tourism revenues are at all-time highs. The Sunshine Coast has benefited from a captive local audience, with many British Columbians taking time to travel in their own backyard and visit the Sunshine Coast for perhaps the first time. As global travel resumes, competition for travellers is proving to be fierce. There is a chance that visitation and room revenues could drop, as people start planning trips abroad. Still, at the same time, international visitors began to return this year with continued signs of intent from Germany, the UK, and the Netherlands, in particular.

Other key internal activities:

- The Sunshine Coast Tourism team has been working hard to update and upgrade the Sunshine Coast's digital presence and will be rolling out an upgraded website supported by a new CMS and CRM platform in December 2022. The new website will be more user-friendly and feature new functionalities such as listings that can be filtered by amenity, basic itineraries that can be shared easily by email, and more opportunities for partner referrals (including a new special offers module and "quick view" listing links in blog content). We will also be able to measure referrals within Google Analytics more accurately.
- Successful application to the federal Active Transportation Fund to extend the feasibility study for an All Ages and Abilities (AAA) active transportation route. (Phase 1 was funded independently by Transportation Choices Sunshine Coast; SCT applied to extend for Phase 2 from Sechelt to Lund)
- Supported grant-funded projects for local trail development

- Established regular progress meetings with multiple stakeholders, partners, governments and Nations with overlapping roles, jurisdictions, and rights
- Continued the “Sustainable Sunshine Coast” initiative to both attract and educate respectful visitors on key issues such as water conservation, wildfires, wildlife, and *Leave No Trace* principles.
- Launched two mobile visitor services pilot programs, in Gibsons and in Sechelt, with an electric Jeep and an e-bike kiosk to expand our visitor services reach and engagement. These mobile offerings were very successful and increased the overall number of visitors served in the community. They also fostered great engagement with our residents and their sense of community pride.

Overall Goals and Objectives

Sunshine Coast Tourism continues to follow the 5-year plan set out during the renewal process. Still, as the plan was written at the height of the Covid-19 pandemic, a few key targets need adjustment given what we have since learned. Unless mentioned below, all other goals, objectives, and targets remain unchanged from the 5-year plan.

Goal #3 adjustment:

Goal #3 is currently written in our 5-year plan as follows:

Continue to score in the Tourism Sentiment Index’s high category for our competitive set (small waterfront communities).

While the spirit of this goal remains the same, it is clear that as a tool, the Tourism Sentiment Index has technical challenges that can, at times, be discrediting as a device for measuring sentiment. As it scrapes the internet for travel sentiment markers about the Sunshine Coast, we’ve found flaws in the methodology and the results. While we are still using this tool as of this report, we may adjust how we measure tourism sentiment in the near future. As such, Sunshine Coast Tourism has revised its goal as follows:

Continue to monitor and measure traveller sentiment towards the Sunshine Coast, scoring high for our competitive set (small waterfront communities).

Goal #4 adjustment:

Goal #4 is currently written in our 5-year plan as follows:

Drive room revenues up 25% from pre-COVID-19 levels to \$25+ million by 2026 (a 150% increase from anticipated revenues for 2020).

Over the last twelve months, traditional accommodation room revenues have already exceeded the 2026 target of \$25+ million, reaching \$30.6 million. While the pandemic has continued to make travel patterns and visitation less predictable, Sunshine Coast Tourism has revised its goal as follows:

Drive room revenues up 25% from pre-Covid-19 levels, and then maintain a 4% annual growth rate thereafter.

Strategies

In 2023, Sunshine Coast Tourism will continue to focus on the four key strategic pillars identified in our 5-Year Strategic Business Plan. We will also continue to take steps to complete the action items from the 10-Year Sunshine Coast Destination Development Strategy and the regional Sunshine Coast Visitor Services Strategy.

Strategically, we will:

- Leverage and align partnerships and resources and foster deep collaboration in the areas that have the most positive potential impact for the most effective return on investment.
- Utilize market research, technology, and insights to drive data-based decisions and support intelligent decision-making at all levels.
- Lead sustainable tourism growth management for the region, facilitate the ongoing evolution of the destination in a manner consistent with the values of residents, and ensure positive visitor experiences are balanced with community capacity, protection of natural places, and alignment with the philosophies of Indigenous stewardship of the land.
- Propel organizational excellence by fostering a staff culture of curiosity, learning, and empowered decision-making, thereby building engagement and trust and enhancing our internal and external reputation.

Target Markets

Our 2023 strategy will focus on markets and target audiences in alignment with Destination BC to ensure consistent messaging and brand alignment to create an ease of path-to-purchase by building awareness and consideration through pre-trip, in-trip and post-trip strategies.

A primary focus on growth with familiar short-haul markets will continue as follows:

- **British Columbia (70%)** – DBC’s most recent market profiles tell us that 80% of BC residents have overnight travel plans in BC in the next year. The campaign will continue to invest for growth and capitalize on the Sunshine Coast’s proximity to this market, emphasizing ease of accessibility and affordability to compete with other destinations such as Tofino, Victoria, Whistler, and the Okanagan. The campaign will prioritize ‘things to do’ and ‘trip planning’ during the shoulder season. Our verified visits from BC remain strong, and current market conditions suggest that British Columbians might be looking to stay closer to home with a potential recession looming.
- **Alberta (10%)** – DBC’s most recent market profiles tell us that 40% of Albertans will likely take a domestic trip outside their home province in the next year. The

Sunshine Coast is in an excellent position to compete with other BC destinations as it directly reflects and aligns with the brand perspective of being beautiful, powerful, and wild with nature. Most Alberta visitors travel for leisure during the summer, so the campaign will continue to build brand equity to increase shoulder season visitation. We do recognize that travel from Alberta requires a longer drive time or multiple flights to get to the Sunshine Coast, and have reduced our spending plans due to current market conditions (ex., higher price of gas, potential recession).

- **Washington (20%)** - DBC's most recent market profiles tell us that most Washington residents feel like Canada is a safe place to travel. In 2019, BC's share of visitation from Washington was 84%. This is our closest US market, and the Sunshine Coast's assets and products align and complement what this market is looking for: sampling local cuisine, hiking or walking in nature, natural attractions, and viewing wildlife and marine life. Drivable access lends itself to supporting steady visitation during the shoulder seasons, and our verified visit metric shows us that there is interest from visitors in this market, leading us to maintain our spending.

Our marketing plan aligns with several Destination BC Explorer Quotient (EQ) traveller segments. These segments value activities and experiences that align with our tourism product offerings:

- **Learners (Authentic Experiencers & Cultural Explorers, 40%)** - These two EQ segments share much in common and visiting the Sunshine Coast is the perfect way to satisfy their travel values. Whether they are looking to take a spontaneous day trip, visit for a week, or pass through on a road trip, the Sunshine Coast has a competitive advantage by offering affordable access to the city, yet ample wilderness and a slower pace and community-focused style that encourages exploration. (For example, Gibsons Landing, Roberts Creek, and Townsite Heritage District are unique, fun, and affordable hubs that showcase the unique vibe of the region.)

The thriving arts, culture, and heritage scene is an expression of locals' need to share their passion and pride for living in the area, and directly aligns with the travel values of these segments. The Sunshine Coast creates an unparalleled opportunity for these travellers to connect, engage, and learn from locals, allowing them to discover the region from a community perspective whilst giving ample opportunity for hiking, paddling, boating, and sightseeing. Local events such as the Sunshine Coast Art Crawl give visitors a chance to listen and share stories from community members, in turn allowing visitors to return home and use the power of word-of-mouth to share their experiences.

The food and beverage scene is on the rise with popular new restaurants, breweries, cideries, and distilleries offering unique experiences and atmospheres for these segments. Cuisine, cocktails, and local brews that are unique to the Coast spark conversation and digital social sharing, and create advocates via word-of-mouth experiences which align with these segments' travel values. These activities are complemented with nature-based experiences such as wildlife

viewing led by local Indigenous peoples—an activity that is highly sought after and shows opportunity for growth in our region—and the ability to explore endless amounts of trails, some of which offer interpretive information on the history of the area throughout the trail (ex: Smuggler Cove Marine Provincial Park).

- **Free Spirits (35%)** - These younger, adventurous thrill-seekers will find no shortage of opportunities to share their experiences with others while on the Sunshine Coast. With over 180 km of coastline dotted with mountain peaks and wildlife, the top travel values of this segment will be satisfied by the abundance of ways in which to explore, adventure, disconnect, and reconnect. Natural attractions such as the Skookumchuck Narrows (the second largest tidal bore in the world) and the Sunshine Coast Trail (Canada's longest hut-to-hut hiking trail) allow Free Spirits to separate themselves from their everyday responsibilities. With unparalleled access to world-class outdoor adventure, this segment can explore a multitude of hiking trails, ride hundreds of kilometres of biking trails (mountain and road cycling), enjoy endless hours of ocean and lake paddling, and discover the beautiful beaches that line our Coast and inlets.

Complementing the opportunity for outdoor exploration, Free Spirits can enjoy local shopping, coastal cuisine, local craft beverages, and stay at unique accommodations. A visit to the Sunshine Coast will leave them returning for more.

- **Gentle Explorers (25%)** - Gentle Explorers are reluctant to adventure far from home and seek more comfortable experiences. These travellers will find their ideal getaway on the Sunshine Coast, just a short ferry ride away from Vancouver. The Sunshine Coast offers ample opportunities for marine life viewing, exploring beautiful coastlines and beaches, dining at restaurants serving local ingredients, and visiting well-known natural wonders such as the Skookumchuck Narrows. These are all top travel motivators for the Gentle Explorer; couple that with travel price points that demonstrate good value for the money, and these travellers will find their ideal destination—a home away from home.

Our marketing plan aims to increase seasonal dispersion:

- **Summer (10%)** - Like much of British Columbia, summer is the Sunshine Coast's high season. During these months, some of our communities are running at capacity, accommodations can be scarce, and ferry bottlenecks are common. However, it is nothing short of an incredible time to visit and Sunshine Coast Tourism does its best to support in-trip visitors during their adventures. We find all our target EQ segments are visiting as outdoor land and water activities are highly desired, arts and culture activities are abundant, and the proximity to the Lower Mainland offers a more affordable getaway option. This is also a key time to focus our efforts on geographical dispersion. Parts of our region, such as Pender Harbour, Powell River, Lund, and Texada Island, still have room to grow during the summer; but we will monitor to see how STR changes in Gibsons and Sechelt might impact other Sunshine Coast communities.
- **Fall (30%)** - This season is full of local festivals and events that are major attractors for Learners. With events such as the Sunshine Coast Art Crawl in October, visitors from these segments can really get to know our coastal

communities without the summer crowds. BC's allure is in full display during the fall, when the lush rainforest, striking waterfalls, autumn colours, salmon runs, and prismatic sunsets lure Learners and Free Spirits alike to experience activities such as fishing excursions, hiking, mountain biking, forest bathing, and wellness retreats. With 20% of visitors from BC travelling during the Fall season, there is an opportunity to capture and inspire this market.

- **Winter (25%)** - With the focus being put towards building a stronger tourism economy during the shoulder seasons, outdoor winter activities such as snowshoeing, skiing, getting cozy, and embracing winter vibes are activities that will resonate with visitors. With 17% of visitors from BC travelling during Winter, our products/activities appeal to all our target EQ segments yet are largely undiscovered. Free Spirits will find winter adventures here without the large crowds, providing a feeling of exclusivity, discovery, and authenticity that will allow them to connect with nature in a way where they can feel completely relaxed. Learners can discover special events like the qathet International Film Festival and winter markets featuring local artisans and crafted and foraged finds. And Gentle Explorers will be able to get away without going far and find luxurious experiences at top resorts and spas with an attractive price point compared to other BC winter destinations.
- **Spring (35%)** - Spring on the Sunshine Coast is about reawakening. As the first blooms appear, our region boasts the advantage of ample sunshine and snow-free coastline and roadways that encourage touring and exploring, while other areas of Canada and the Western US may still be caught in winter. Visitors can relax, sip locally roasted coffee, go gallery hopping, visit farmers markets, hit the trails, and try out local cuisine. Events such as the Lund Shellfish Festival, Townsite Jazz Festival, and the Marathon Shuffle are large draws for visitors from BC, Alberta, and Washington who are visiting for the cultural draw of the Coast, or to support friends and family participating in sporting events. With 27% of visitors from BC travelling during spring, this is a great opportunity for all three EQ segments to engage with local businesses, visit each community from Langdale to Lund, and enjoy the region before the summer crowds.

SECTION 2: ONE-YEAR TACTICAL PLAN WITH PERFORMANCE MEASURES

Project Plan #1

Major Category: Marketing

Activity Title: 2023-24 Sunshine Coast Marketing Campaign

Tactics:

- Paid Advertising, including Print, Television, SEM, Paid Social, Display, Native
- Social media presence including content publishing and community management
- Destination Website and User Experience Enhancement
- Digital and Print collateral, including brochures, guides, and maps
- Content creation including written, photo, and video asset development
- Travel Media relations including both proactive outreach and reactive support,

media FAMs, fact-checking, and digital asset provision

- Consumer Travel Shows
- In-Destination Collateral development including branded signage, map displays
- Provide festival, event, and film attraction with marketing assistance
- Sponsor Sector/Consortium Co-Op Marketing Programs - BC Ale Trail, Fishing BC, Sea to Sky Mountain Biking, Paddle BC, Wellness Travel BC, AHOY BC

Implementation Plan:

Short Description:

The Sunshine Coast area stretches from the northwest of Langdale (Port Mellon and McNab Creek) along 180km of land to north of Lund and to Bliss Landing, Desolation Sound, and the waterways running to the northern tip of Toba Inlet and Princess Louisa Inlet. It encompasses the jurisdictions of the Sunshine Coast Regional District and qathet (Powell River) Regional District including the following islands: Gambier, Keats, Nelson, Hardy, Thormanby, Texada, Lasqueti, and Savary.

The purpose of the project is to bring these communities together under the regional brand of the “Sunshine Coast” to increase awareness and consideration of the Sunshine Coast as the premier travel destination in British Columbia, while deeply collaborating with Destination BC to support the provincial vision of making BC the most highly recommended destination in North America. The Sunshine Coast’s synergy of its rural, coastal communities is its strength, and the region is prime for touring and exploring.

Through the power of partnerships and working together, the Sunshine Coast can achieve greater market presence, maximize return on investment, reduce duplication of effort, and support local and provincial partners alike. While some marketing activities are ongoing throughout the year, the majority of funds and efforts are put towards promoting shoulder season travel (September to May). Geographic dispersion is also a key piece of the marketing plan since capacity varies in Sunshine Coast communities throughout the year.

Quantifiable Objectives:

- Increasing the total contribution of the visitor economy on the Sunshine Coast, creating both seasonal and geographic dispersion—growing the slower shoulder season (September to May) as well as supporting the lesser travelled areas in our region.
- Increasing private investment in our marketing efforts to help leverage public funds for maximum impact and ROI for tourism businesses on the Sunshine Coast.
- Continuing deep integration and alignment with the provincial brand essence “Wild at Heart” and “Super, Natural British Columbia” to strengthen brand equity. This includes supporting Destination BC’s Powerful Marketing Network, and ensuring the Sunshine Coast is ready, willing, and able to support data and

content sharing, and continues to improve on digital readiness.

- Increasing awareness, consideration, and advocacy for the Sunshine Coast as a travel destination.
- Increasing the number of business referrals to local tourism stakeholders, primarily through our website.

Rationale:

Sunshine Coast Tourism's mandate is to promote BC's Sunshine Coast as a year-round leisure travel destination.

These marketing tactics enforce the following strategic directions:

- Increase revenues to the tourism industry across the Sunshine Coast during periods with capacity (shoulder season) by promoting the Sunshine Coast as a sustainability-focused, four-season, overnight leisure travel destination
- Build brand awareness and equity for the Sunshine Coast by leveraging strength through alignment
- Cultivating a collaborative local industry by increasing engagement and partnership opportunities to elevate and amplify tourism marketing, and building scale by working together. The Sunshine Coast exemplifies the principle of collaboration—we represent a large region with multiple communities that must work together.

Tactic Specific rationale:

- Paid Advertising, including Print, Television, SEM, Paid Social, Display, and Native
 - Paid advertising allows us to build brand awareness within our target markets and keep the Sunshine Coast top-of-mind with potential visitors, using a variety of paid tactics allows us to be seen 'everywhere' and helps amplify our overall campaign. Paid digital allows us to utilize technology for maximum ROI by optimizing ad creative, placement, and spend
- Social media presence, including content publishing and community management
 - Social media tactics improve reach and engagement, turning visitors into active advocates. With a strong, growing supply of engaging photo, video, and written content, we can continue to share messaging that promotes seasonal and geographic dispersion, sustainable travel information, and supports consumer advocacy for the destination
- Destination Website and User Experience Enhancement
 - Continued growth in web traffic and especially mobile users means we have to keep content current and fresh, and ensure a seamless user experience, keeping in mind areas for improvement such as diversity and accessibility
- Digital and Print collateral, including brochures, guides, and maps
 - Supporting our brand presence through collateral builds on our efforts in the provincial Visitor Centres network and other distribution points and helps inspire and educate visitors, directing them to key amenities, and generates leads to stakeholder businesses
- Content creation including written, photo, and video asset development

- Generating inspiring, SEO friendly content and on-brand assets that can easily be shared across our owned and partner channels builds brand awareness and supports our strategy to align efforts and leverage partnerships
- Travel Media relations including both proactive outreach and reactive support, media FAMs, fact-checking, and digital asset provision
 - Collaborating with powerful, established, and trusted media voices to tell travel stories about the Sunshine Coast will build brand equity and awareness, generate leads to local businesses, and maximize our ROI as earned coverage is one of the most cost effective, high credibility methods of marketing
- Consumer Travel Shows
 - Selective exhibition at travel shows in key target markets, such as Vancouver Outdoor Adventure Show allows us to build brand awareness and equity while speaking directly to potential visitors, focus on passion specific activities such as backpacking and mountain biking, and generate leads to local tourism businesses
- In-Destination Collateral development including branded signage, map displays
 - Ensuring an end-to-end, branded visitor experience through in-destination collateral supports seasonal and geographic dispersion, better understanding of our rural region, allows us to better acknowledge our Indigenous host nations
- Provide festival, event, sport, and film attraction and marketing assistance
 - While Sunshine Coast Tourism has yet to create it's own festival or event experience, supporting other organizations who do allows us to leverage partnerships, tie our marketing efforts to our existing motivating experiences, and promote seasonal and geographic dispersion
- Sponsor Sector/Consortium Co-Op Marketing Programs - BC Ale Trail, Fishing BC, Sea to Sky Mountain Biking, Paddle BC, Wellness Travel BC, AHOY BC
 - Collaborating and investing with partner sectors that align with our target markets supports our strategic goals of leveraging partnerships and resources. These chosen passion sectors reach particular segments of our target markets with deeper resources, messaging, and outputs than we could achieve individually

Action Steps:

Our core efforts are concentrated on the following pillars:

- Creating awareness of the diversity and uniqueness of the Sunshine Coast's travel experiences, and increasing interest in the Sunshine Coast and inspiring a desire to visit.
- Creating awareness of where and how a visitor can experience the true nature of the Sunshine Coast.
- Captivating travellers by showcasing unique experiences in the region using inspirational storytelling and data-driven marketing.
- Amplifying the power of traveller advocacy by engaging with visitors and influencers online and encouraging them to share their experiences and inspire word-of-mouth recommendations through social media and online review platforms.
- Generating leads by attracting visitors to owned channels and referring them to local

tourism businesses.

- Cultivating a collaborative local industry by increasing engagement and partnership opportunities to elevate and amplify tourism marketing and building scale by working together. The Sunshine Coast exemplifies the principle of collaboration—we represent a large region with multiple communities that must work together.

The general approach of the 2023-2024 campaign will involve several initiatives:

- **Content Creation:** Content creation is the building block of all our other marketing initiatives—the content we create becomes the paid ads, the print travel guide, and the story pitch for travel media. Curated itineraries, blog posts, print collateral, video, and photos help us tell stories that leverage the unique selling propositions of the Sunshine Coast. Content will be created by working with in-house staff, contractors, and stakeholders, including local artists, writers, business owners, photographers, and videographers. Content creation will focus on the “Hero, Help, Hub” format as identified by Destination BC, using multiple formats such as short-form vertical videos, written copy in the form of blog posts, and more.

- **Targeted Paid Marketing:** Our paid marketing plans involve a mix of display, social, search, TV, and print ad buys that connect the Sunshine Coast campaign with target markets in British Columbia, Alberta, and Washington. Aside from search (which runs year-round) and some print buys, the majority of all paid advertising will run in the shoulder season. Our goal is to drive traffic to our website which results in generating referrals for local tourism businesses.

- **Social Media:** The power of traveller advocacy and peer-to-peer recommendations will be tapped into by encouraging locals, visitors, and influencers to engage in the sharing of their experiences through social media and the use of the #sunshinecoastbc and #explorebc hashtags. Using a more powerful platform (Sprout) to be able to monitor conversations, respond to them, surface and schedule posts to share, and easily view analytics will be an important component of this strategy as well.

- **Travel Media Relations:** Inspiring and connecting with travel media both on a reactive and proactive basis to create earned media opportunities throughout the year, plus supporting media with their content creation by providing story ideas, photography, b-roll, and information. Sunshine Coast Tourism will continue to work strategically with Destination BC and Destination Canada’s media teams to support travel media at all levels effectively.

The Sunshine Coast Tourism team has been working hard to update and upgrade the Sunshine Coast’s digital presence, and will be rolling out a website supported by a new CMS and CRM platform in December 2022. The new website will be more user-friendly, and feature new functionalities such as listings that can be filtered by amenity, basic itineraries that can be shared easily by email, and more opportunities for partner referrals (including a new special offers module and “quick view” listing links in blog content). We will also be able to measure referrals more accurately within Google Analytics.

We plan to continue involvement in Destination BC’s website tagging program and look forward to being in a better position to improve our website and the user experience continuously.

Potential Partnerships

- All local governments
- Destination BC
- Indigenous Tourism BC
- Destination Canada
- Sector Partners (Mountain Bike BC, BC Craft Brewers Guild, etc)
- BC Parks
- Rec Sites & Trails BC
- DMO Stakeholders
- Local First Nations and Indigenous host communities
- Chambers of Commerce
- Downtown Business Associations

Resources: Budget, Sunshine Coast Tourism staff, agency and contractor support, visitor services staff,

Sources of Funding: MRDT, Destination BC Co-Op Marketing Program, partner funding

Timeframe:

January-April - Spring Marketing Campaign is in market

September - November: Fall/Winter Marketing Campaign is in marketing

Ongoing: planning, campaign coordination and execution, social media monitoring

Performance Measures

Output Measures:

- Publication reach
- Impressions
- Digital ad CTR, CPC, CPA
- Website conversion rate, bounce rate, pages/session, time on site
- Social followers, engagement, reach, hashtag use
- # of collateral produced, printed, distributed
- # of new content
- Travel show attendance, booth inquiries, collateral distributed
- # of media hosted, media supported, # of media hits (articles)

Outcome Measures:

- Verified Visits
- Annual Room Revenues
- Shoulder Season Room Revenues
- Stakeholder Business Referrals
- Occupancy
- Social engagement and advocacy
- Newsletter subscribers
- Average length of stay

Project Plan #2

Major Category: Destination & Product Experience Development

Activity Title: Destination Management and Strategic Development

Tactics:

- Implementation of the Sunshine Coast Destination Development Strategic Plan
- Market Research
- GreenStep Sustainability Certification
- Destination Development Committee

Implementation Plan:

Short Description

Sunshine Coast Tourism will continue to lead and partner on the implementation of the Sunshine Coast Destination Development Strategic Plan and its actions.

Quantifiable Objectives

- Collect key research and information, including MRDT, hotel data, Environics Mobility Data, Visitor Centre statistics, BC Parks data, digital data (social media, Google Analytics), Net Promotor Score, tourism sentiment, and other data as deemed relevant by the Destination Development Strategy
- Destination Development Strategy Action Item implementation
- Completion of Active Transportation Fund grant project (Active Transportation Path Feasibility Study)
- Achieve sustainability certification for Sunshine Coast Tourism
- Continue monthly Destination Development Committee meetings

Rationale

Effective destination management is the prerequisite for further growth of tourism on the Sunshine Coast. Stakeholder and resident feedback shows strong support for sustainable destination management, and is a key pillar of our 5-year strategic plan. Effective management and strategic development will allow us to keep pace with tourism trends, innovate and adapt to consumer patterns, and be more resilient to challenges. Furthermore, research and insights will inform the decision-making necessary to support data-driven management and development.

Action Steps

- Complete GreenStep sustainability certification for Sunshine Coast Tourism
- Continue a leadership role and participation in the Sunshine Coast Destination Development Committee and its implementation of the Sunshine Coast Destination Development Strategy
- Work with local government, community leaders, and stakeholders to share infrastructure and amenity plans; maximize partnership capacity to develop new products and experiences
- Work with community partners to identify infrastructure and funding opportunities
- Engage Destination BC to support Sunshine Coast focused research

implementation including Net Promoter Score and Value of Tourism model

- Collaborate with industry accommodations to capture occupancy, ADR, RevPar, visitation, and visitor spending
- Complete the Value of Tourism study to determine a baseline
- Participate as the 'voice of tourism' in local and regional development planning processes (for example, SCRD Regional Water Strategy, qRD Parks and Trails Strategy, District of Sechelt Master Transportation Plan, etc)
- Secure funding where possible to implement the actions of the Destination Development Strategy
- Continue participation in the local BC Ferries Advisory Committees
- Continue subscription to AirDNA
- Share research and data with stakeholder partners and wider community
- Conduct Active Transportation Path Feasibility Study project as awarded through the federal Active Transportation Fund

Potential Partnerships

- DBC, VCM, ITBC, TIABC, local gov't, economic development, tourism stakeholders - exhaustive list available in the Destination Development Strategic Plan, GreenStep, BC Ferries

Resources:

Budget, Sunshine Coast Tourism staff, active transportation consultant, data consultant, data software/monitoring tools,

Sources of Funding: MRDT, partner funding, Targeted Regional Tourism Development Initiative Funds, federal Active Transportation Fund, Destination Development Fund*

*Funding has been applied for but not confirmed

Timeframe: Year-round, ongoing

Performance Measures

Output Measures:

- Types of consumer research activities
- Amount and types of research shared with stakeholders
- Level of sustainability certification achieved
- Types of stakeholder engagement initiatives
- Types/number of tourism development support activities
- Active Transportation Path Study

Outcome Measures:

- Tourism Sentiment Score, conversation volume and lead topics driving positive sentiment
- Visitor Volume
- Net Promoter Score
- MRDT Revenues
- New or enhanced product offerings
- Local Infrastructure improvements

Project Plan #3

Major Category: Destination & Product Experience Development

Activity Title: Stakeholder and Community Engagement, Industry Advocacy, and Organizational Governance

Tactics:

- Industry development and training
- Maintain registered stakeholder roster and encourage active participation
- Resident Engagement Strategy Support
- Tourism Industry Advocacy
- Maintain active membership with industry organizations, such as TIABC and BCDMO

Implementation Plan:

Short Description

Maintain, enhance, and cultivate new relationships with stakeholders, community members and leaders, organizations, First nations, and other industry partners to increase engagement, improve the understanding of the DMO role, advocate on behalf of the tourism industry, and effectively govern the organization.

Quantifiable Objectives

- Increase stakeholder engagement and program participation
- Relevant committee participation
- Increased community/resident engagement
- Tourism Sentiment Score

Rationale

The Sunshine Coast has experienced explosive growth in visitation and new residents in the wake of the Covid-19 pandemic. Strong, continued leadership, support, and organizational excellence from Sunshine Coast Tourism is expected in order to proactively manage the destination, as long-term sustainability is vital to the success of the tourism industry. The 10-Year Sunshine Coast Destination Development Strategy details strategic actions related to industry advocacy, experience enhancement, and business support, development, and training. Sunshine Coast Tourism needs to position itself as a leader in the implementation of that strategy.

Action Steps

- Maintain membership with industry associations, including TIABC, BCDMOA
- Attend industry events
- Conduct resident engagement “conversations” and surveys
- Support and host stakeholder training and workshops
- Engage First Nation communities on the Sunshine Coast, ensuring Indigenous tourism products and services are showcased and supported
- Maintain regular communications with tourism business stakeholders, all five

local governments (Sunshine Coast Regional District, qathet Regional District, City of Powell River, District of Sechelt, and Town of Gibsons), First Nations, and partner organizations, including:

- Monthly e-newsletters
- Annual reports
- North & South Sunshine Coast Tourism Advisory Committees
- Share best practices, co-operative opportunities for partner participation,
- Develop Sunshine Coast Tourism policy statements on key issues affecting local tourism industry
- Establish and/or maintain regular meetings with local First Nations leaders and members to develop a shared understanding for communication and protocols, destination development vision, infrastructure projects, language considerations, and marketing partnerships
- Launch new “Stakeholder Extranet” online portal

Potential Partnerships

Tourism stakeholders, Economic Development Orgs, Local Govenment, First Nations, Destination BC, TIABC, BCDMOA,

Resources: Budget, Sunshine Coast Tourism staff and Board, in-person meeting facilities, technology/software tools (MailChimp, Simpleview, Zoom, etc)

Sources of Funding: MRDT, local government contributions, grants

Timeframe: Year-round/ongoing

Performance Measures

Output Measures:

- # of Communications/reports produced
- #/type of meetings held
- #/type of workshops
- # of industry events attended
- Stakeholder portal launch

Outcome Measures:

- Council approval/support
- Increase in partner engagement
- New policies that support tourism
- Visitor Volume
- MRDT Revenues
- Net Promoter Score
- Tourism Sentiment Index score

Project Plan #4

Major Category: Visitor Services

Activity Title: Visitor Information Services Engagement

Tactics:

- Maintain fee-for service contracts with Gibsons and Sechelt, delivering primary visitor services at Sechelt and Gibsons brick-and mortar locations
- Continue to offer mobile/roaming services in Gibsons and Sechelt during the summer, using the electric Jeep (Sechelt) and the e-bike kiosk (Gibsons).
- Apply for federal summer employment funding
- Train up to 8 visitor centre summer students and staff
- Continue to work with the District of Sechelt and the Town of Gibsons on minor leasehold improvements/upgrades at the visitor centres
- Continue to work with the Town of Gibsons in completing its capital improvement grant project to build exterior amenities (decking, signage, Indigenous host nation recognition)
- Grow revenue by maintaining desirable merchandise on-site
- Work with the shíshálh, Skwxwú7mesh, and Tla'amin Nations to provide host Nation cultural training to Visitor Centre teams
- Continue to move toward the goals established in the Sunshine Coast Visitor Services Strategy - specifically looking at ways to further achieve a unified Sunshine Coast visitor services team. In 2023, the fee-for-service contract between the City of Powell River and its current supplier is set to expire. Sunshine Coast Tourism should evaluate bidding on this contract.

Implementation Plan

Short Description

SCT's ongoing vision is to help bring all of the visitor services teams within the Sunshine Coast region into brand alignment with SCT and to facilitate deeper collaboration amongst the information centres and marketing staff to ensure visitors get a consistent message that facilitates high-value engagement while travelling in the region. Visitor Services tactic implementation includes:

- Continue to build an end-to-end visitor experience through an integrated, innovative, and whole Sunshine Coast approach
- Sales growth for Sunshine Coast merchandise/souvenirs
- Enhancement of visitor services in all channels including mobile and digital service
- Continue training for staff and industry to improve the visitor experience

Quantifiable Objectives

Sunshine Coast Tourism's primary goal is to have all the visitor services teams within the region work together to shape an exceptional visitor experience that makes visitors want to come back and recommend the Sunshine Coast as a great place to visit.

Specifically:

- Maintain visitor satisfaction for information services provided by Sunshine Coast Tourism in the Visitor Centre and remotely, measured by online reviews (Google My Business, Trip Advisor), visitor feedback, and guest books
- Support the Sunshine Coast destination brand and provide business and

experience referrals, encouraging repeat visits, longer stays, and increased visitor spending

- Improve engagement through mobile visitor services delivery at high-traffic locations and events in the summer
- Improve coordination of all visitor services teams in the region, measured by the number of new or improved methods of collaboration and integration

Rationale

- Visitor services are drastically changing. Visitors now expect a seamless omnichannel experience but are also increasingly expecting to be able to solve their problems on their own through self-service. Visitors increasingly expect continuity and best-practice service between customer service channels throughout their travel experience from all businesses and destinations. The increasingly demanding desires and expectations of the consumer must be kept in mind at every step of their experience, from Googling the Sunshine Coast to walking into the visitor centre. The focus of visitor services and marketing needs to be on engaging with visitors how they want, when they want and where they want. Doing so will support a longer length of stay, increased spending, and more sustainable-minded visitor practices.

Action Steps

- Maintain visitor services centres currently operated by Sunshine Coast Tourism (Gibsons, Sechelt) in accordance with their municipal contracts. Both centres are open all year round.
- Apply for federal summer employment
- Train up to 8 visitor centre summer/seasonal staff
- Deliver seasonal mobile services, building on key learnings from the 2022 pilot program
- Ensure information regarding sustainable and mindful travel is readily available
- Work with stakeholders to understand better what they have to offer, generating lists and/or materials for visitor centre and stakeholder staff. This can include organizing FAM tours when appropriate.
- Evaluate the feasibility of Sunshine Coast Tourism directly operating other visitor service programs in the region, including the Travel Ambassador program onboard BCFerries, and the Powell River Visitor Centre, and take action if appropriate
- Complete project plans from DBC Indigenous Learning Projects Grant

Potential Partnerships

Town of Gibsons, District of Sechelt, Sunshine Coast Regional District, City of Powell River, qathet Regional District, shíshálh Nation, Tla'amin Nation, Squamish Nation, Chambers of Commerce, Sechelt Downtown Business Association, Sunshine Coast

Regional Economic Development Organization, Sunshine Coast Trails Society, Qathet Regional Cycling Association, Texada Arts, Culture, and Tourism Society, Egmont Heritage Centre, Townsite Heritage Society, Coast Cultural Alliance, tourism businesses/operators and transportation providers (BC Ferries, Harbour Air, BC Transit, etc)

Resources: Budget, Sunshine Coast Tourism staff

Sources of funding: Partner funding (municipal service agreements), Destination BC Visitor Centre Network funds, DBC Indigenous Learning Projects grant, retail revenues, Canada Summer Jobs Grant

Timeframe:

- ongoing

Budget: \$203,500

Performance Measures

Output Measures:

- # of visitors at Visitor Centre and Mobile Services
- # of visitors engaged through remote support (digital service/web/social, phone calls, emails, brochure mailouts)
- # of events attended for visitor engagement
- # of collateral distributed (digital and in-person)
- \$ Website accommodation bookings
- \$ of merchandise sales
- # of staff trained

Outcome Measures:

- Monthly visitor numbers
- Number of engagements by roaming staff
- Number of stakeholder partnerships represented at centres
- MRDT revenues
- Increase average length of stay through occupancy rate in shoulder seasons as measured by participating accommodations
- CTR on website information/business listings
- Online review ratings

Project Plan #5

Major Category: Affordable Housing

Sunshine Coast Tourism created an OAP Funding Guidelines agreement with local government to specify how OAP Funds would be distributed from Sunshine Coast Tourism to local government to spend on affordable housing projects. Our area's two regional districts, the qathet Regional District and the Sunshine Coast Regional District have each submitted their 2023 Affordable Housing Plan - Appendix 1.8 to detail their affordable housing projects. Sunshine Coast Tourism's only role in delivering the two plans is to disseminate OAP funding following the guidelines and ensure annual plans

and reporting are completed in accordance with the MRDT Program Guidelines.

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Electoral Area Services Committee – May 18, 2023

AUTHOR: Jonathan Jackson – Manager, Planning and Development
Chris Humphries – Planner II

SUBJECT: **DEVELOPMENT APPROVALS PROCESS REVIEW (DAPR) PROJECT UPDATE**

RECOMMENDATION(S)

(1) THAT the report titled Planning Enhancement Project 1 (PEP1): Development Approvals Process Review (DAPR) Project Update be received for information.

BACKGROUND

SCRD is one of 43 local governments that received grant funding through the Union of BC Municipalities (UBCM) to partake in the provincial Development Approvals Process Review (DAPR) program. DAPR was initiated by the BC Ministry of Municipal Affairs and Housing, in collaboration with various stakeholders, to address challenges and identify opportunities for improvement in the current development approvals process and to support local governments in eliminating barriers to affordable housing and accelerate the construction of the homes they need in their communities.

At SCRD, the DAPR project is referred to as Planning Enhancement Project 1 (PEP1).

PEP1 was initiated in February with KPMG as the selected consultant partner and the project will be completed during Q3 of 2023 in accordance with grant deadlines.

DISCUSSION

Project Intent and Scope

KPMG is identifying challenges and opportunities and will provide an implementation strategy to ensure SCRD development approval processes are high quality, efficient and easy to navigate.

The project scope includes reviewing operational and decision-making procedures for every planning and development application process, from the first inquiry to permit completions, as well as the bylaws, policies and legislation that inform consideration of development approvals.

Key objectives of PEP1, include:

- Achieve alignment with provincially-legislated regulations;
- Enhance clarity and predictability through the development process;
- Improve the customer and staff experience; and
- Strengthen linkages between SCRD community building policy priorities and the role of the development process in implementing them.

Project Progress

Kickoff work in February involved forming a PEP1 committee, comprised of key staff from SCRD departments involved in development approval.

Throughout March and April, KPMG's work on challenge and opportunity identification included:

- Two workshops with PEP1 committee members
- A desktop review of SCRD processes, documents, and policies
- Interviews of SCRD staff members who play roles in or support development approvals
- Interviews with over 45 external stakeholders, including local developers, builders, Geotechnical Professionals, surveyors, provincial agencies, Advisory Planning Commissions and the shíshálh Nation.

Staff's summary of the key findings of this work is included as Attachment A.

Analysis

Staff have reviewed and are accepting of the interim findings. Improvement work in a number of areas has recently been undertaken or is underway now, though in many areas additional or more revolutionary work may be needed based on KPMG's analysis.

It is anticipated that outcomes from PEP1 will synchronize with PEP2 (official community plan renewal).

Next Steps

By the time EAS receives this report, KPMG will have recently completed 5 additional in-person Opportunity Selection Workshops with the PEP1 committee to discuss the Interim Findings Report, and to consider a multitude of potential solutions which may proceed to the final recommendations. Jurisdictional Scans engaging other local government jurisdictions will also be well-underway. The local governments selected for jurisdictional scans will have similar legislative frameworks to SCRD and/or exhibit similar natural landscape challenges and IT infrastructure.

In July KPMG will provide final recommendations and an implementation strategy that will be presented in a staff report, accompanied by a presentation by KPMG to elected officials. It is anticipated that decisions by the Board on aspects of implementation will be required.

FINANCIAL IMPLICATIONS

The DAPR project is approximately 50% complete and is on time and on budget.

COMMUNICATIONS STRATEGY

A Let's Talk page has been created to provide information about the process and findings of DAPR: <https://letstalk.scrd.ca/dapr>

A communications plan will be developed to share results of DAPR and implementation plan.

STRATEGIC PLAN AND RELATED POLICIES

PEP1 relates to areas of public outreach, internal engagement, enhanced online tools to improve user experience, and intergovernmental collaboration. Process review/change is an opportunity to promote social equity and reconciliation.

CONCLUSION

PEP1 is about 50% complete. A Summary of Interim Findings has been prepared by staff. In the next phase of the project, recommendations and an implementation plan will be prepared. A report on results to a July Committee is anticipated.

ATTACHMENTS

Attachment A – DAPR Interim Report: High-Level Assessment Framework Findings – Staff Summary

Reviewed by:			
Manager	X - J. Jackson	Finance	
GM	X- I. Hall	Legislative	
CAO		Senior Planner	X - J. Clark

DAPR Interim Report: High-Level Assessment Framework Findings

SCRD Staff summary of KPMG's findings:

Theme	Key Observations
Processes	As the SCR D has experienced a rapid increase in the scale, frequency, and complexity of development applications, the district's existing approvals processes have become under resourced and bogged down. Processes and institutional knowledge is not well documented, nor are end-to-end processes well understood across different departments. While the District has worked to try and improve efficiency and address these increased demands, resource and staffing constraints have limited their ability to look inwards and adjust their approvals processes while still working to serve the community.
People, Organization & Culture	Communication and coordination challenges present additional barriers within the SCR D's approvals processes. This is especially true between departments where staff are often unequipped with formal communication protocols that provide them with guidance on how and when to communicate application issues across departmental lines. Improving and documenting formal communication and coordination procedures is one way the SCR D can begin to improve its approvals processes.
Technology & Information	The SCR D's development approvals processes involve the use of multiple core technologies across each of the associated departments. However, imperfect technological implementation and integration issues have combined with training shortfalls to create a set of technology-specific challenges that serve as their own obstacles within the approvals process. Improving the way that technology is employed by SCR D staff represents a source of efficiency for the development approvals process.
Stakeholder & Staff Experience	Across the board, limited staff capacity and a lack of training are a source of stress for both internal staff and external stakeholders. As tensions about staff availability and competence rise amongst these groups, additional stress is placed on the development approvals process resulting in greater inefficiency.
Performance Management & KPIs	Presently, formal tracking has not been prioritized within the development approvals process. While this functionality is possible using the SCR D's existing suite of technologies, limited time and resources have kept the District from implementing formal application tracking and benchmarking. Better tracking would help identify areas for continuous improvement as well as providing external justification for delays in approvals.
Legislation & Policy	While members of the SCR D's legislative services department have worked hard to bring the District's bylaws and policies up to date, resource constraints have placed functional limits on the progress that can be made on this front. Our consultations revealed that updating and modernizing existing bylaws and policies would likely have long term benefits.

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Electoral Area Services Committee - May 18, 2023

AUTHOR: Julie Clark, Senior Planner

SUBJECT: PROJECT OVERVIEW: PLANNING ENHANCEMENT PROJECT 2 (PEP 2) – OFFICIAL COMMUNITY PLAN RENEWAL

RECOMMENDATION(S)

(1) THAT the report titled Project Overview: Planning Enhancement Project 2 (PEP2) - Official Community Plan Renewal be received for information.

BACKGROUND

“Planning Enhancement Project 2” (PEP2) is a Board-approved multi-year initiative to renew SCRD’s Official Community Plans (OCPs).

The purpose of this report is to share information with the Board about the project launch and early scoping.

DISCUSSION

Project Goals and Starting Point

The purpose of the Planning Enhancement Project 2 (PEP2) is to renew all seven SCRD OCPs.

In addition, the project will include an implementation strategy that will, amongst other things, plan for updating all related SCRD bylaws and policies that operationalize the OCPs.

An OCP is the single most significant implementation document for a Local Government in BC to direct land use management, and to unify and implement other organizational strategies and public services linked to land use. It is recommended that OCPs are updated every 5-10 years, depending on the needs of the community. BC’s *Local Government Act* governs OCPs, their content, and the process to create them. The Province describes OCPs as:

“Official community plans describe the long-term vision of communities. They are a statement of objectives and policies that guide decisions on municipal and regional district planning and land use management. These decisions impact communities' sustainability and resilience.”¹

¹ For more information about OCPs in the Province of BC visit:
<https://www2.gov.bc.ca/gov/content/governments/local-governments/planning-land-use/local-government-planning/official-community-plans>

Age and Strategic Alignment: SCRD's current OCPs range in age from 'more recent' (2018) to 'vintage' (1995), noting that in some cases the most recent adoption dates reflect moderate updates and not a comprehensive review / renewal. All seven OCPs are out of date in a variety of ways, having alignment issues with current provincial legislation and requiring significant updates to address current and future community needs, particularly in the areas of housing, reconciliation, climate and working together, which are key areas of focus in the SCRD Board's Strategic Plan. While the SCRD's Strategic Plan goals will also be revisited in the coming year, these community issues remain at the forefront of resilient community building.

Unauthorized Development/Inadequate Development Safeguards: Since early COVID, SCRD has experienced a development boom, in tandem with unprecedented numbers of bylaw infractions that involve egregious damage to sensitive ecosystems like riparian areas. Damage to cultural values and history have also occurred. In summary, the last few years have depicted a trend of growth on the Sunshine Coast that has increased already existent pressure for housing and heightened awareness for climate action urgency, as well as brought attention to our obligation to work together with local first nations governments to participate in reconciliation efforts.

Inadequate Implementation Processes: The current state of Planning Services can be characterized as operating at over-capacity in recent years, as staff attempt to deal with the current wave of increasing development pressures, while simultaneously advancing long-range planning projects. With the current budgeted Regional Growth Baseline work coming to a close, and Planning Enhancement Projects 1 (PEP1/ Development Approvals Process Review) at the midpoint of the grant-funded initiative, the need for PEP2 has become even more clear. The recent development pressure on our Sunshine Coast landscape has exposed 'cracks' in SCRD's land use policy framework that, if renewed, can provide clarity on how our community will manage climate and reconciliation efforts, while also simultaneously addressing the growing need for dignified housing solutions and sustainable management of public services required to accompany community building. While projections vary and evolve constantly, what we know is our country and province will continue to grow in big ways in the coming years, and our OCPs are a key document to ensure that our community grows in the ways we want it to.

Need for Resilient Policy: In previous reports, SCRD OCPs have been compared to physical assets that are at or near end of life, exhibiting signs of 'asset failure'. A new policy framework must also be responsive to the complexity of development pressures and long-range needs that our region experiences today, including climate.

Responding to Community Values: In emphasizing the urgency, and underscoring the need for new thinking, it's key to note this project will not 'wipe the slate clean' and start from scratch. The current OCPs are built upon values articulated by the community, following deeply committed work. Values and objectives have also been articulated through recent consultations such as the Water Strategy, Community Climate Action Plan, renewal of Zoning Bylaw 722 and more. These values form the foundation for OCP renewal, together with evolutions that are known to be needed in the key areas of housing, reconciliation, and climate. In articulating the current OCPs as being in or approaching 'asset failure,' the SCRD has acknowledged that some of the policy framework in current OCPs no longer advances or protects the values that are important to our community. This project is an example of taking responsibility for 'course-corrections' that cannot wait. Charting a resilient path forward together, based on current community values, as well as current and future needs.

Project Scoping Underway

Staff have developed a draft set of proposed project principles for SCRD to commit to upholding throughout upcoming PEP2 work. It is anticipated the principles list will evolve as further inputs to the project are received. The principles will be the lens through which the OCPs will be reviewed and updated. They are not mutually exclusive, the intention is that, together they inform a holistic project:

Draft PEP2 Principles

- **Build on Existing Community Values:** Starting from the base of work and observations already completed in the region: existing plans, strategies, consultation themes, goals and objectives; values can be tested and confirmed as part of the project
- **Data Driven:** Develop policy based on current science, social science, and traditional knowledge
- **Implement Planning Best Practices:** Ensure that policies meet or exceed provincial legislation and keep pace with best planning practices locally in BC, while also drawing relevant comparisons from beyond.
- **Equity:** Apply an equity lens for consultation and policy development
- **Trust and Transparency:** Build trust through relationship and transparency
- **Collaborative:** Work together across corporate and community silos
- **Systems Thinking:** Inventory and plan for the interdependencies in the systems we are shaping

The project is anticipated to be the largest planning project ever undertaken by SCRD Planning and will include multiple phases.

Phase 1 will include emergency updates to policy and regulations that should not wait for a multi-year process to be completed. High impact “mini projects” in Phase 1 will focus on alignment with Provincial legislation, and on climate resilience needs. Emergency updates are needed to OCPs, particularly in Development Permit areas, as well as Zoning Bylaws. For example, staff anticipate bringing forward a first report in Q3/Q4 with proposed updates to Zoning Bylaws 722 and 337. Work to update Development Permit Areas for the region will begin in Q2 and is anticipated to stretch into the new year. This work will respond to the efficiency and user experience issues identified in PEP1.

Organizational and Intergovernmental Implications

Following is an illustrative and non-exclusive list of SCRD and partner projects and plans that have a key role to play in shaping PEP2:

- PEP1 (Development Approvals Process Review)
- Housing Needs Assessment / Action Plan
- Regional Growth Baseline
- shíshálh Nation Strategic Land Use Plan, Sk̓w̓x̓wú7mesh Nation plan (when available).
- Water Strategy
- Water Summit
- Community Climate Action Plan
- Mt. Elphinstone Hydrology Summit
- Coastal Flooding Study

- Employment Lands White Paper (SCREDO)
- Solid Waste Management Plan
- Transit Future Plan
- OCPs/land use plans from other Sunshine Coast local governments
- Asset Management Plans
- Service Plans and Management Plans from Community Services, Protective Services, etc.
- We Envision, Regional Sustainability Plan

This list is intended to emphasize the interdependent nature of SCRD’s Service Areas in shaping the PEP2 project and resilient community building.

The scoping of PEP2 will also be shaped significantly by regional partners and plans whose mandates relate to the Sunshine Coast’s resilient future. The Heritage Protocol between SCRD and shishalh Nation offers guidance on some aspects of the collaborative work with shishalh Nation that will be required.

Timeline for next steps or estimated completion date

- Emergency updates: Beginning Q2
- RFP for project consultant: Q3, anticipated report to SCRD Committee in July 2023
- As approved through the budget process, the project has a maximum span of 3.5 years

Communications Strategy

This is a long-term project that will have multiple, comprehensive engagement and communication plans.

To begin, a Let’s Talk page has been established to provide information about the overall project. The Let’s Talk page will be updated as the project evolves and engagement opportunities are planned. Community members can join the Let’s Talk project email list to receive updates on the project and learn about engagement opportunities.

The SCRD Board will receive regular updates via quarterly reports.

STRATEGIC PLAN AND RELATED POLICIES

PEP2 relates to most of the key areas of focus in the 2019-2023 SCRD Strategic Plan.

CONCLUSION

The PEP 2 OCP Renewal Project will build on the foundation of data, goals, objectives, and values that already exist, while evolving SCRD’s land use policy framework to meet current and future needs: aligned with current legislation, best practices and addressing the key policy areas of housing, climate and reconciliation.

Reviewed by:			
Manager	X - J. Jackson	Finance	
GM	X – I. Hall	Legislative	
CAO		Other	X - R. Shay

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Electoral Area Services Committee – May 18, 2023

AUTHOR: Chris Humphries, Planner II

SUBJECT: DEVELOPMENT PERMIT APPLICATION DP000280 (818 GEDDES ROAD, ROBERTS CREEK)

RECOMMENDATIONS

- (1) THAT the report titled Development Permit Application DP000280 (818 Geddes Road, Roberts Creek) be received for information;**
 - (2) AND THAT the Development Permit DP000280 for Development Permit Area 8 (Agricultural Buffering) be authorized for issuance, subject to the following conditions:**
 - 1. Completion of a survey, prepared by a B.C. Land Surveyor, delineating the agricultural buffer area;**
 - 2. Registration of a restrictive covenant limiting activity within the agricultural buffer;**
 - 3. Enhancement and restoration of the agricultural buffer area in accordance with the Planting Plan; and**
 - 4. Provision of a security deposit to SCRD based on 50 percent of the estimated cost of the landscape works, in accordance with the Roberts Creek Official Community Plan, Bylaw No. 641. The security deposit will be refunded after one full growing season and upon confirmation that the landscape works have been completed in a manner acceptable to the Manager, Planning and Development.**
-

BACKGROUND

The owner of the subject property at 818 Geddes Road has applied for a 2-lot subdivision (SD000109) that conforms with OCP and Zoning requirements. The focus of this report is the issuance of a development permit (DP 000280) for the establishment of an agricultural buffer, which is a condition of finalizing the subdivision application with SCRD and ultimately, MOTI.

This report is coming to Electoral Area Services Committee for consideration of SCRD Board approval for two reasons:

- 1) First, the Roberts Creek Official Community Plan requires SCRD consideration for issuance of a Development Permit (DP) for agricultural buffering that seeks long-term protection of adjacent agricultural uses and to reduce potential residential conflicts with farmland; however, Delegation Bylaw No. 710 has not delegated authority to the Manager of Planning, as with other DPs, to issue this type; and

- 2) Section 502 of the *Local Government Act (LGA)* outlines the methods and purposes for which a local government may take a security as part of the consideration of the issuance of a land use permit. It is common and best practice for local governments to require securities related to the issuance of development permits to ensure protection of the environment and protection from potential unsafe conditions, or the completion of required landscaping works. In most cases, current SCR D process does not require a security; however, in this case the OCP directs the remittance of a security for the completion of agricultural buffer landscaping. While the *LGA* provides the option to delegate the authority to take such securities to staff, SCR D's delegation bylaw has not included this and therefore Board approval is required.

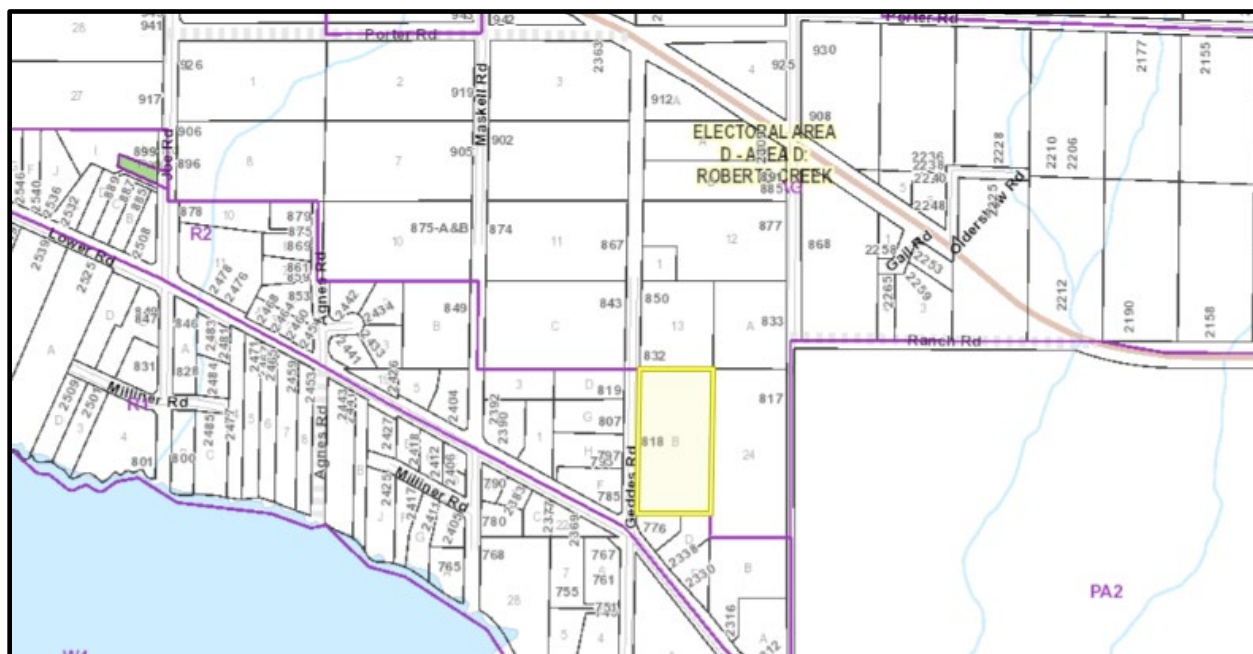


Figure 1 - Location of Subject Property to be subdivided (highlighted in yellow)

Owner / Applicant:	Selene Rose
Civic Address:	818 Geddes Road
Legal Description:	LOT B BLOCK 23 EAST PART OF DISTRICT LOT 1316 PLAN 17287
Electoral Area:	D – Roberts Creek
Parcel Area:	1.81 hectares
OCP Land Use:	Residential B
Land Use Zone:	Residential 2
Application Intent:	To establish agricultural buffering to facilitate subdivision

Table 1 - Application Summary

DISCUSSION

Official Community Plan – Development Permit Area (DPA)

Roberts Creek Official Community Plan DPA #8 is intended to protect Agricultural Land Reserve (ALR) lands from adjacent non ALR properties and associated non-agricultural uses. DPA 8 guidelines dictate that a minimum 10-metre wide landscaped buffer should be established and maintained on subdivided land abutting ALR properties, specifically along the ALR land interface (Figure 2). Staff have reviewed the applicant's site plan and proposed planting plan for the agricultural buffer and are satisfied that the plans meet the intent of the Development Permit Area guidelines. In this particular case, staff review revealed that the eastern boundary of the subject property already contained a sufficient established landscape buffer and improvements are therefore only required along the north property line, which makes the overall proposed cost of landscaping works relatively low for this permit, at approximately \$700.



Figure 2 – Subject parcel in yellow; approximate location of DPA 8: Agricultural Buffering in black; ALR in green.

Proposed Conditions of DP000280:

- The 10m agricultural buffer is delineated by a certified survey with iron posts affixed into the ground;
- The buffer shall be comprised of vegetation in accordance Schedule C of the BC Agricultural Land Commission's publication entitled *Landscaped Buffer Specifications*;
- No new buildings or structures, except for fencing, shall be situated within the buffer; and
- The agricultural buffer area shall be established by covenant prior to subdivision taking place.

Security Deposit Requirements:

In accordance with the DPA guidelines, a security of 50 percent of the value of any landscaping works for the buffering (\$350) must be collected by the SCRD, and retained for a minimum of 1-year to ensure success of newly planted vegetation and associated landscaping.

OPTIONS Possible options to consider:

Option 1: Issue the permit and collect security

This option would authorize the issuance of the development permit subject to the conditions provided in the recommendation, including collection of the security. Staff recommend this option.

Option 2: Deny the permit and collection of security

This is not recommended. The proposed permit meets the DPA guidelines established in the Roberts Creek Official Community Plan, and therefore such action would contravene legislated authority pertaining to the issuance of Development Permits and prevent the zoning-compliant subdivision application from proceeding.

Organizational and Intergovernmental Implications

As a general comment related to the processes described in this report:

The *Local Government Act* provides tools to ensure efficient and effective issuance of simple land use permits and the remittance of securities to ensure protection of the environment and from unsafe conditions as well as completion of landscaping requirements.

Currently, only a few of these tools are fully leveraged in SCRD development application approval processes. Staff are actively reviewing process improvement opportunities through the Development Approvals Process Review (DAPR).

Financial Implications

There are no material financial implications associated with the issuance of this permit or the required associated security. SCRD will conduct a site inspection before refunding the deposit after a 1-year period. If the buffer plantings are not completed or not successful, the deposit may be held for a further period of time.

Timeline for next steps or estimated completion date

DP000280 will be issued upon Board approval and subject to conditions.

STRATEGIC PLAN AND RELATED POLICIES

Development Permit Application DP000280 implements the Official Community Plan's objective to protect ALR lands from adjacent non-agricultural uses in the event of subdivision.

CONCLUSION

An application for a Development Permit to establish and protect an agricultural buffer for an associated residential subdivision application has been reviewed and found to comply with the established guidelines associated with consideration of approval for DPA 8 (Agricultural Buffering). A remittance of a security to ensure the successful establishment of landscaping in accordance with the proposed planting plan is also required. This report requests the Board's approval of Development Permit DP000280 and collection of the required security deposit.

Reviewed by:			
Manager	X – J. Jackson	Finance	
GM	X – I. Hall	Legislative	
CAO		Other	X. - J. Clark

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Electoral Area Services Committee – May 18, 2023

AUTHOR: Kevin Clarkson - Manager, Parks Services

SUBJECT: CLIFF GILKER SPORTS FIELD TURF RECOVERY

RECOMMENDATION(S)

- (1) THAT the report titled Cliff Gilker Sports Field Turf Recovery be received for information;**
 - (2) AND THAT the Cliff Gilker Sports Field be closed for use until the fall of 2024;**
 - (3) AND FURTHER THAT staff submit budget proposals for a turf recovery program as well as hooking up the irrigation system to the onsite well, for the Boards consideration during the 2024 budget deliberations.**
-

BACKGROUND

Sports fields differ from other SCRD park greenspace areas, in that they are established and operated as dedicated playing surfaces for a variety of specialized sporting activities. Sports turf industry standards are maintained to ensure user safety and satisfaction, as well as to protect the health and sustainability of the asset. Parks provides an ongoing, annual maintenance program at all six SCRD sports fields (~10 acres of formal turf). Turf care practices performed by staff include aeration, coring, fertilizing, drainage/vegetation management, slicing, over-seeding, cutting, mowing and trimming, top dressing, Ph monitoring and adjustments, baseball diamond fringe upkeep, raking, and irrigation.

The sports field at SCRD's Cliff Gilker Park includes two ball diamonds with shale infields and back stops as well as a regulation sized soccer pitch with goals and nets. Exterior overhead flood lights are available for evening use. Cliff Gilker sports field experiences year-round demand and is regularly booked for practices, games, and tournaments by youth and adult sporting teams, such as soccer and slow-pitch (second most booked SCRD sports field). The SCRD requires that all sports fields are booked to coordinate use and scheduling, however, there are no fees associated with the booking.

Extreme and severe drought events, as well as earlier and extended water restrictions throughout the past couple of years, but in particular 2022, have resulted in very poor growing conditions for the turf on Cliff Gilker sports field. A combination of poor turf quality, drought, an inability to adequately irrigate due to water restrictions, and excessive traffic wear has resulted in turf failure. Damage is mostly located within the high traffic zones of the soccer pitch (down the middle) but extends over more than 40% of the field of play. The damaged turf makes it unsafe for public use, therefore, the field was closed on January 17, 2023, in hopes that it may recover.

Of note: The field is irrigated and relies on the Chapman water system. In 2018, an on-site groundwater well was drilled at Cliff Gilker, which could provide access to non-potable irrigation source. At that time, the cost of hooking up, storing and delivery of the water source was estimated at \$80,000. This project has not been advanced to date, and the irrigation system at Cliff Gilker remains on the Chapman water system and as such irrigation is impacted beginning at Stage 2 water restrictions.

Staff have been closely monitoring the turf, and unfortunately, it is not recovering. The purpose of this report is to provide an analysis of the available options for necessary repairs to recover the turf at Cliff Gilker.

DISCUSSION

The field is still closed, and regular user groups are reaching out with questions and expressing concerns for the reliability of any planned upcoming bookings that may need to be adjusted and accommodated at another location if the closure is to remain.

A full recovery of the sports field asset will not happen without a prolonged closure, void of traffic and wear, as well as an extensive turf recovery program. The success of turf recovery is dependent on several factors, but the likelihood of success is greater if the program begins as soon as possible (growing season), and the turf receives adequate irrigation.

There are insufficient funds in the current Parks operating budget for this project. The following options are provided in relation to recovering the turf at the field in order to re-open it for use.

Regardless of the option chosen, staff would continue to provide maintenance on the portions of the turf that are not damaged to the point of failure (mainly the perimeter areas of the field) in efforts to maintain the integrity of remaining turf.

Option 1A: Implement an extensive turf recovery program immediately.

A recovery program to overseed, top dress and fertilize involves the delivery of material, rental of equipment and operator time, sourcing, and deployment of specialized adaptive turf maintenance equipment, as well as ongoing staff labour investment and in-house equipment expenses. For this option, prolonged closure of the field (until the end of October) is required.

The field closure timelines and recovery success will be subject to a variety of factors like drought conditions and weather, ability to irrigate adequately, and seed germination. If germination is successful, and the growing conditions sufficient to contribute to the recovery, it is hoped that the field could be ready for limited play by early November 2023.

The anticipated cost of the turf recovery program is \$24,000. The project budget includes a small contingency, as well as an additional temporary 0.14 FTE (270 hours) related to the required staff time, over and above base operating budget, necessary to accommodate the additional efforts required.

Closure of the sports field until the end of October will impact user groups. Schedules for spring and summer play are already in place, and all established bookings will need to be accommodated at other venues as soon as possible. Currently, five separate user groups have secured bookings at Cliff Gilker sports field during the 2023 spring/summer season

(approximately 41 hours per week). Fortunately, there are alternative sports fields offered by both the SCRD, and other jurisdictions that represent comparable, or better conditions for playing. It is anticipated that with proper advance communication and schedule adjustments, regular user groups will have ample time and options to accommodate their annual schedules at alternative regional sports field locations.

Drought is perhaps the largest risk to the success of the turf recovery program. The overall health of the field directly relies on being able to provide water during extended heat periods, and throughout the duration of the growing season. If drought conditions persist and irrigation is restricted, it is possible that the turf recovery program will be unsuccessful.

Sufficient funds exist within the Parks Operating Reserve for this recovery option if chosen and a financial plan amendment would be required.

Due to the late start on this project, the time to source the necessary materials and supplies, as well as the uncertainty of success due to the inability to guarantee a consistent water supply for irrigation over the entire growing period, this option is not recommended by staff.

Option 1B: Implement an extensive turf recovery program in the spring of 2024.

This option would keep the field closed until the fall of 2024. Staff would prepare a 2024 budget request for the resources required to implement the Turf Recovery Program in the spring of 2024.

This option would follow established processes and timelines, in terms of staff seeking budget and resource approval through the annual budgeting cycle (2024 budget request). It would also provide more time to source the necessary materials and supplies. With this option, staff would begin the Turf Recovery Program in the early spring 2024, providing more time for seed germination and success.

The risk of an adequate water supply for irrigation over the entire growing period in 2024 would still remain. As part of this option, staff would also submit a 2024 budget proposal to proceed with hooking up the well to the irrigation system, removing it from the Chapman water system.

Opening of the field would be reassessed in the fall of 2024, depending on budget approvals and the success of the turf recovery program.

Although this option does have an impact on user groups, an advance understanding of time frames for field closure and recovery planning better enables them to schedule accordingly on alternate fields.

Staff recommend this option.

Option 2: Closure of the field until the Regional Sports Field Strategy project is complete and can provide a recommendation on the long-term service level for this field.

Over the next year, the SCRD will collaborate with regional partners on the development of a Regional Sports Fields Strategy. The intent of the joint project is to provide a long-term vision for the provision of field sports amenities on the Sunshine Coast, including guiding relationships with community groups, supporting effective programming decisions, and addressing the sustainability of field assets. It will provide direction for the provision of sports field infrastructure

over the next 10 to 15 years that includes considerations for growth, service standards, and industry trends to guide future decision making. The sports field at Cliff Gilker will be included in this study.

If this option is chosen, the sport field would remain closed until the conclusion of the study, at which time, the results would be used to inform further considerations and potential investment for the sport field to come back online. Staff estimate that this option would result in the field being unavailable for use for at least two years.

Due to the extended length of time the field may be closed and the impact on user groups, staff do not recommend this option.

Organizational and Intergovernmental Implications

Closure of an SCRD sports field may place additional demand on other jurisdictions' sports fields. Regional service provision partner jurisdictions have all been notified of the turf failure and impending extended closure recommendation. Responses indicate that other partner jurisdictions, and their individual sports fields, could likely accommodate additional user bookings to offset the loss of Cliff Gilker sport field. In addition, SCRD has scheduling availability at other regional district sports field locations.

Financial Implications

There are no financial implications in 2023 if option 1B is chosen. Total 2023 uncommitted operating reserves are \$85,643.

Timeline for next steps

If the extended closure of Cliff Gilker sports field is supported, staff will immediately prepare and issue partner and public communications, as well as assist user groups in re-scheduling, and accommodating all existing bookings for the 2023 spring/summer season. Further, staff would prepare 2024 budget proposals for the turf recovery program and the hook up of the irrigation system to the well for the Boards deliberation during the 2024 budgeting process.

Communications Strategy

Once a decision has been reached, Parks will communicate next steps through the website, social media, and emails to all partners, public, and user groups.

STRATEGIC PLAN AND RELATED POLICIES

A turf recovery program and protection of an SCRD asset is aligned with the SCRD's 2019-2023 Strategic Plan objective of *Asset Stewardship - To ensure that the SCRD's built and natural assets serve our residents now, and in the future.*

CONCLUSION

Extreme drought events, extended water restrictions, and excessive traffic wear have resulted in turfgrass system failure at Cliff Gilker Park sports field.

In an effort to protect the asset, as well as ensure user safety, staff recommend Option 1B, an extended closure of the sport field until the fall of 2024. Staff would bring forward a 2024 budget request for a turf recovery program to begin in the spring of 2024 and at the same time, a budget request to hook up the irrigation system to the well on site. Opening of the field for user groups would be reassessed in the fall of 2024 pending budget approvals and success of the turf recovery project.

Reviewed by:			
Manager		Finance	X - T. Perreault
GM	X - S. Gagnon	Legislative	
CAO	X - D. McKinley	Other	

SUNSHINE COAST REGIONAL DISTRICT**AREA A - EGMONT/PENDER HARBOUR
ADVISORY PLANNING COMMISSION****April 26, 2023**

RECOMMENDATIONS FROM THE PENDER HARBOUR/EGMONT (AREA A) ADVISORY PLANNING COMMISSION MEETING HELD AT PENDER HARBOUR SECONDARY SCHOOL, 13639 SUNSHINE COAST HIGHWAY, MADEIRA PARK, BC

PRESENT:	Chair	Alan Skelley
	Members	Yovhan Burega Jane McOuat Dennis Burnham Gordon Littlejohn Catherine McEachern Bob Fielding
ALSO PRESENT:	Electoral Area A Director	Leonard Lee (Non-Voting Board Liaison)
	Area A Alternate Director	Christine Alexander (Non-Voting Board Liaison)
	Recording Secretary	Kelly Kammerle
REGRETS:	Members	Sean McAllister Tom Silvey

CALL TO ORDER 7:00 p.m.

ELECTION OF VICE CHAIR

Sean McAllister was acclaimed as Vice Chair

AGENDA The agenda was adopted as presented.

MINUTESArea A Minutes

The Egmont/Pender Harbour (Area A) APC Minutes of March 29, 2023 were approved as circulated.

The following minutes were received for information:

- Halfmoon Bay (Area B) APC Minutes of March 28, 2023
- Roberts Creek (Area D) APC Minutes of March 20, 2023
- Elphinstone (Area E) APC Minutes of March 29, 2023
- West Howe Sound (Area F) APC Minutes of March 28, 2023

REPORTS

Re-Referral Board Policy – Official Community Plan Amendments

The Area A APC discussed the staff report regarding Re-Referral Board Policy – Official Community Plan Amendments with the following comments:

- Has the potential to discourage developers as it is too detailed.
- More general terms are needed and should be opened for new ideas from developers.
- Written well but is not practical for all OCP's.

Recommendation No.1 *Re-Referral Board Policy – Official Community Plan Amendments*

The Area A APC recommended that the Board Policy – Official Community Plan Amendments as presented not be supported for the following reasons:

- A “one size fits all Areas policy” does not seem appropriate for the rural areas, in particular Area A, because we have no public transit and over 50% of homes are recreational or “second” homes where affordable housing (or any increased density) may not be compatible with large minimum area subdivision requirements.
- In an effort to assist with housing and climate change issues, the proposed policy is creating an additional level of compliance, beyond those identified in the OCP. This could deter development initiatives.
- It is hard to discern what “best planning practices” are or where they have come from. They go well beyond the community vision and objectives set out in the Area A OCP, which were developed after extensive community consultation and legally adopted through the public hearing and by-law adoption process. Many of the policies venture into social engineering policies beyond the jurisdictional authority of regional Districts.
- Many terms used in the draft policy have no specific meaning: For example:
 - 2 (e) What are “complete community and low-carbon land use attributes?”
 - 5 (a) “Climate Risk Assessment?”
 - 6 (a) an “equity lens?”
 - How do you define an “equity-deserving group?”
 - “Affordable Housing?”
- The criteria needs to be specific, measurable and relevant to the specific land location. If this cannot be achieved, it is rather meaningless. Broader wording (closer to that in the DVP amendment policy) would be more relevant.
- The criteria should be prioritized. Which considerations are critical? Which are preferred, but not essential? Are any safe to ignore because they have no relevance? Which are merely desired?
- Suggest adding “compatible with existing nearby community character, land use and density” as a criteria.

DIRECTOR'S REPORT

The Director's report was received.

NEXT MEETING May 31, 2023

ADJOURNMENT 8:55 p.m.

SUNSHINE COAST REGIONAL DISTRICT

HALFMOON BAY (AREA B) ADVISORY PLANNING COMMISSION

April 25, 2023

RECOMMENDATIONS FROM THE HALFMOON BAY (AREA B) ADVISORY PLANNING COMMISSION MEETING HELD ELECTRONICALLY VIA ZOOM

PRESENT:	Chair	Nicole Huska
	Members	Len Coombes Ellie Lenz Matt Garmon Suzette Stevenson (part) Barbara Bolding (Recorder)
	Director, Electoral Area B	Justine Gabias (Non-Voting Board Liaison)
ABSENT:	Members	Kim Dougherty Alda Grames Kelsey Oxley

CALL TO ORDER 7:03 p.m.

AGENDA The agenda was adopted as presented

MINUTES**Halfmoon Bay (Area B) Minutes**

The Halfmoon Bay (Area B) APC minutes of March 28, 2023 were approved as circulated.

Minutes

The following minutes were received for information:

- Egmont/Pender Harbour (Area A) APC Minutes of March 29, 2023
- Roberts Creek (Area D) APC Minutes of March 20, 2023
- Elphinstone (Area E) APC Minutes of March 29, 2023
- West Howe Sound (Area F) APC Minutes of March 28, 2023

REPORTS

Re-Referral of Board Policy—Official Community Plan Amendments

The APC continued discussion the Staff Report and draft policy that began at the meeting of March 28, 2023.

The following broad concerns/points/issues were noted:

- Many terms lack definitions and/or descriptions of baselines e.g. affordable housing, climate change, environment. Without an understanding of accepted definitions and relevant baselines, it is impossible to move forward and to assess progress or benefit.
- While the documents refer to the need for “innovation” multiple times, it is not clear how innovation would and should be addressed. E.g. How would an innovative proposal that conflicts with the area OCP be dealt with?
- The staff report explicitly states that the policy “...is not a yardstick, prescription or requirement.”, but the format as presented makes it very difficult for any reader to view it as anything other than some type of checklist of requirements.
- The document does not address the cumulative impact of a proposed OCP amendment
- Last sentence of -first paragraph of the Intent should clearly state that the OCP remains an evaluation criterion.
- The document needs to be reorganized/reordered for a more logical flow and to help clarify priorities. Grammar, use of jargon and repetition need to be tightened up. However, there is not much point in providing specific comments at the moment because presumably the document will evolve through a number of iterations. It is frustrating and disappointing to have been told that the only opportunity for APCs to comment is at this very early stage. There are community members who have knowledge and skills to provide helpful editorial comment that would likely be of benefit to the document.

Additional points were noted:

- 4C—Protecting or enhancing farmland is not applicable as most ALR land is forested and not farmable.
- 4F—can’t force landowner to maintain a wildlife corridor.
- 5—Climate/Climate Resilience. Need to quantify (or at least define).
- 5B—Resilient design as a requirement will be a barrier to housing creation.
- 6—Need baseline data to ensure Community Health and Equity is achieved.
- 6—Lead this section with e) Childcare and i) Affordability (and define affordability).
- Additional costs to developer/development. Does the SCRD Board and Planning Department. acknowledge more costs to the developer equals higher cost of housing on the coast?
- How many of these “criteria” does a development have to meet?

Recommendation No.1 *Board Policy - Official Community Plan Amendments*

The Area B APC recommends that more fulsome definitions of terms used in the policy document be incorporated into the document or be cross-referenced with terms that currently exist in other SCRD documents.

Recommendation No.2 *Board Policy - Official Community Plan Amendments*

The Area B APC recommends that staff explain how “innovative criteria” will be considered and incorporated into a review of an amendment application.

Recommendation No.3 *Board Policy - Official Community Plan Amendments*

The Area B APC recommends that:

- a) “Considerations” replace “Criteria” as the second, level 1 heading in the draft policy
- b) The bullets under the level 2 headings 1-10 be changed to a narrative that clearly indicates the items are examples for proponents to consider.

Recommendation No.4 *Board Policy - Official Community Plan Amendments*

The Area B APC recommends that **Cumulative Impact** be added to the policy as an additional “Consideration”, and that cumulative impact take into account effects on the:

- Immediate area
- Neighbourhood
- Electoral area
- Other Electoral areas/entire lower Sunshine Coast

Recommendation No.5 *Board Policy - Official Community Plan Amendments*

The Area B APC recommends that the wording of the last sentence of the 1st paragraph be changed to “...evaluated against the OCP and the criteria below.”

Recommendation No.6 *Board Policy - Official Community Plan Amendments*

The Area B APC recommends that a revised draft of this policy be referred to all APCs for a 2nd review.

DIRECTOR’S REPORT

The Director’s report was received.

NEXT MEETING Tuesday, May 23, 2023 via Zoom

ADJOURNMENT 8:30 p.m.

SUNSHINE COAST REGIONAL DISTRICT

AREA E – ELPHINSTONE
ADVISORY PLANNING COMMISSION

April 26, 2023

RECOMMENDATIONS FROM THE ELPHINSTONE (AREA E) ADVISORY PLANNING COMMISSION MEETING HELD AT FRANK WEST HALL, 1224 CHASTER ROAD, ELPHINSTONE, BC

PRESENT:	Chair	Mary Degan
	Members	Rod Moorcroft Nara Brenchley Arne Hermann Clinton McDougall Anthony Paré Michael Sanderson Laura Macdonald (by zoom)
ALSO PRESENT:	Electoral Area E Director	Donna McMahon (Non-Voting Board Liaison)
	Alternate Director	Ashley St. Clair (Non-Voting Board Liaison)
	Recording Secretary	Vicki Dobbyn

CALL TO ORDER 7:04 p.m.

AGENDA

The agenda was adopted as circulated.

MINUTESArea E Minutes

The Area E APC minutes of March 29, 2023 were approved as circulated.

It was noted the minutes were amended to align with SCR D's corporate minute standard and did not entirely reflect the concerns expressed at the meeting. There is a training planned for APC Chairs and Recording Secretaries where we should get clarity on the content and format of minutes. Director McMahon has asked for flow charts to explain Planning processes. Questions that arose from this discussion included:

- Is there a protocol for giving input to MOTI?
- Why doesn't planning staff attend APC meetings? It is probably an issue of capacity.
- Has there been consideration of the SCR D becoming a municipality? This is a complex

issue with many cost implications.

Minutes

The following minutes were received for information:

- Egmont/Pender Harbour (Area A) APC Minutes of March 29, 2023
- Halfmoon Bay (Area B) APC Minutes of March 28, 2023
- Roberts Creek (Area D) APC Minutes of March 20, 2023
- West Howe Sound (Area F) APC Minutes of March 28, 2023

REPORTS

Board Policy – Official Community Plan Amendments

This draft policy was referred to the APC for feedback. Feedback included the following key points of discussion regarding OCPs and how they are revised:

- OCPs are usually updated every five to ten years, with the process for each update taking about two years.
- What is the specific process for updating the OCPs? The *Local Government Act* is the starting point, but there are details not covered in the Act.
- The APC would like to see a “roadmap” of how OCPs are reviewed that would include an itemized checklist including how community consultation is achieved and how members for a consulting committee are chosen.
- What is the role of the Elphinstone Community Association in OCP review or other planning matters?
- It was noted that the District of Sechelt has one OCP but there are sections for the different neighbourhoods. It was suggested that in the SCR D OCP updating process one consolidated OCP be developed for sections that are the same in all areas, thereby eliminating the need to duplicate certain sections. OCP sections that are unique for each rural area could be added.
- A unified OCP was just completed in the Cowichan Valley Regional District and this may be a model for the SCR D.
- It is suggested that all APCs get together for discussion.

Following are key points of discussion on the draft policy:

- There was positive support for the draft policy as it indicated a direction to harmonize some sections of OCPs.
- Accessible active transportation promotes sustainable, resilient, and affordable transportation options which have positive environmental impacts. Therefore, the policy needs more emphasis on accessibility for active transportation, that is, non-car transportation that includes cycling and pedestrians.
- There is also a need for connectivity for active transportation, linking neighbourhoods, and providing access to commercial and community locations.
- There is lot of subjective language (for example, “significant” and “appropriate”) so it would be clearer if some metrics were added.
- There should be a requirement for developers to meet the higher levels of the BC Energy Step Code, and include consideration for the carbon emissions under the new provincial Zero Carbon Step Code.

- How will SCRD prioritize the 13 criteria? Which is most important? Is it in the order presented in the draft? Section 4 Environmental Enhancement should be a priority.
- The APC members would like SCRD staff to bring this draft policy to a meeting and give examples of how they would apply it. This would be done by going through an actual application and weighing and assessing the application against the criteria.
- It was noted that there are lots of good ideas in the draft policy.
- Will developers get this policy ahead of time to facilitate getting better applications?
- APC members are grateful for the opportunity the draft policy creates for a more positive development direction and hope these criteria are reflected in the updated OCPs.
- The APC would like to see the final version of the draft policy. It will show up in the agenda for the Electoral Area Services agenda.
- As structured the proposed OCP Amendment Framework is too open to varying interpretation by an applicant preparing an amendment and the municipality reviewing the submission. The framework includes a long list of criteria covering a wide range of planning, quasi planning, and non-planning matters. Greater clarity is required on how it should be interpreted and reviewed. Are the criteria to be interpreted/reviewed subjectively, quantitatively, or both? Will some/all of the criteria be weighted, ranked, scored out of 10, etc. or will some be a simple yes/no response, etc.? A framework that provides consistency in interpretation, preparation and review of an application is essential to successful use by both the municipality and industry when considering an amendment to the senior municipal planning document.

Recommendation No. 1 *Board Policy – Official Community Plan Amendments*

The Area E APC recommended that feedback on the draft policy wording be considered as follows (in italics):

1. Location

d) Proposed development eliminates direct vehicular driveway access to the Sunshine Coast Highway and seeks to limit or reduce direct vehicular driveway access to other arterial roads *Add “and seeks to redirect vehicular access to a secondary feeder road”*

Add f) create transportation corridors and trail networks so people can freely and safely move using active transportation.

2. Land Use Compatibility and Density

f) If located at or near a rural-municipal edge, proposal responds to adjacent municipal land use planning *Add “that includes consideration for multi-modal transportation options”*

4. Environmental Enhancement

Add g) “The application includes best management practices (BMPs) for Integrated storm management, and also use BMPs for environmental management, road construction (grades), tree preservation, and ensuring stable slopes. Technical information related to these matters should also be included with the application for SCRD review and provided to the APC for its review of the application.

5. Climate Resilience & Reduction of Greenhouse Gas Emissions

5. a) iv. *Delete “opportunity”*

8. Affordable Housing

8. a) ii. *Add “and creates higher density near transportation hubs.”*

DIRECTOR'S REPORT

The Director's report was received.

NEXT MEETING – WEDNESDAY, MAY 24, 2023, 7:00 PM BY ZOOM.

ADJOURNMENT 9:24 p.m.

SUNSHINE COAST REGIONAL DISTRICT

AREA F – WEST HOWE SOUND
ADVISORY PLANNING COMMISSION

April 25, 2023

RECOMMENDATIONS FROM THE WEST HOWE SOUND (AREA F) ADVISORY PLANNING COMMISSION MEETING HELD ELECTRONICALLY VIA ZOOM

PRESENT:	Chair (Acting)	Miyuki Shinkai
	Members	Dave Haboosheh Kevin Healy Ryan Matthews ^[SEP] Jonathan McMorran
ALSO PRESENT:	Director, Electoral Area F	Kate-Louise Stamford (Non-Voting Board Liaison)
	Recording Secretary	Diane Corbett
REGRETS:	Members	Susan Fitchell Tom Fitzgerald Katie Thomas ^[SEP]

Prior to the meeting, it was arranged by email that Miyuki Shinkai would assume the Chair position in light of the anticipated absence at this meeting of the Chair and Vice Chair.

CALL TO ORDER 7:05 p.m.

AGENDA The agenda was adopted as presented.

MINUTESWest Howe Sound (Area F) Minutes

The West Howe Sound (Area F) APC minutes of March 28, 2023 were approved as circulated.

Minutes

The following minutes were received for information:

- Egmont/Pender Harbour (Area A) APC Minutes of March 29, 2023
- Halfmoon Bay (Area B) APC Minutes of March 28, 2023
- Roberts Creek (Area D) APC Minutes of March 20, 2023
- Elphinstone (Area E) APC Minutes of March 29, 2023

BUSINESS ARISING FROM MINUTES AND UNFINISHED BUSINESS

Board Policy - Official Community Plan Amendments

APC members commented on themes in the minutes of the APCs with regards to the draft Official Community Plan Amendments Board Policy; there were similar ideas and struggles across the APCs, and issues, questions and complexity around “affordable” housing and densification.

REPORTS

Re-Referral Board Policy - Official Community Plan Amendments

The APC discussed the re-referred draft Board Policy on Official Community Plan Amendments. The following observations and comments were noted:

- Am wrapping mind around what it means for an OCP to be “renewed”.
- There is a contrast or contradiction to wanting the area to stay this way forever, and needing a place for the grandkids to live. The evolving nature of OCPs is related to having more people. Every person added needs more water.
- Metro Vancouver is more defined, saying: we are going to have x amount of people here over next x years; who will take what? If you want transit and community services, you’ll have to accept this many people, and will have to put them on a route that has transit. My experience is there is too much money spent on studies going in circles, rather than saying: here’s money for water, or build a trail.
- Water supply issue is something that can be solved, but is an extensive solution. There are opportunities there. There is a need to tie new development to progressing towards more water.
- Inquiry about exploring development of Squamish Nation lands on the Sunshine Coast and consulting with Squamish Nation. Do they have to comply with OCPs? Will the land be exclusively for First Nations? Could that be a source of truly affordable housing for development close to transit?
- Comment received by email prior to meeting was read aloud: Would like to see criteria that more clearly prohibits the planting of invasive species if the property is adjacent to a water source such as stream, creek, river, lake, or ocean, as well as crown land.
- Invasive species are normally an issue whether or not it’s a riparian area. It is throwing off the historical balance of what was there before. Would want that criterion broad-based.
- Invasive species are everywhere... It is hard to determine what is an invasive species.
- Like the way the Board Policy is laid out; it is easy to go through.
- Appreciation that staff included for consideration in the report the piece on current trends in inquiries, new applications and recent application reviews.
- I like the idea of being bold in providing housing, and not just densifying to solve the housing problem, but also bringing a community benefit.
- The report seemed to be pointing toward directing applicants to say: additional housing is great, but there needs to be something more, like trails or other community amenities. I didn’t like that part of it. Say why would I want this in my neighbourhood, other than the greater good? There are 8 billion people now. Where are you going to put these people?
- This policy requires a bit more responsibility from applicants. They have to read through this amendment policy to see if their desire to create investment is the right place to be. We are asking for stewardship on their part. It will encourage applicants to be more responsible and consider the future of the Sunshine Coast and support for each other’s

well being.

- Are there any guidelines for potential developers?
- Was unsure of what we were to do with this report. Was unsure about what this is about. Would like more time for discussion and feedback. What was asked for us for this meeting was not intuitive.
- Point 9, Economy: the economy part is important for the next generation to continue; would like to see a bit more detail on that.
- Reconciliation and Heritage Conservation sections: could have more criteria.
- Topography section: perhaps could have more information.
- This will be a guideline to start to fill the gap with the old Official Community Plans.

Interest was expressed in an opportunity to get together with other areas' APCs to hear the presentation of the amendments.

Director Stamford responded to APC members' inquiries and comments. The Director invited APC members to send to her any further ideas they may have on the draft Board policy that she could pass to the Board.

Recommendation No. 1 *Board Policy - Official Community Plan Amendments*

The Area F APC recommended support for the outline and the value statements as presented in the report titled Board Policy – Official Community Plan Amendments.

DIRECTOR'S REPORT

The Director's report was received.

NEXT MEETING Tuesday, May 23, 2023

The Director thanked Miyuki for taking on the Chair.

ADJOURNMENT 8:30 p.m.