



Strategic Plan Progress Tracker - Last Update: January 2025

1. Climate Resiliency: We will apply a climate resiliency lens that ensures climate adaptation and mitigation are at the forefront of everything we do, including our innovative work in Natural Asset Management.

2. Sustainable Service Delivery: We will responsibly manage our finances and assets, maintaining our natural and engineered infrastructure, and ensuring fiscal sustainability and efficiency of core services and the upcoming cost of policing.

3. Social Equity: We will always consider how government policies, Town processes and priorities, and community input and representation should promote the interests of all our residents and stakeholders, not just those most advantaged.

4. Effective Decision-making: Governance of the Town of Gibsons will be guided by evidence-based decision-making and strategic planning, informed by more accessible and effective opportunities for public input and participation.

Objectives	Status	Department	Notes
LEADERSHIP			
GOAL 1 Update critical plans and bylaws, and governance processes, to reflect current community needs and best practices in organizational excellence.			
1.1	In Progress	Planning	The project was awarded to McElhanney Ltd. and work on it begun in 2024. A Residents Assembly, lead by SFU, submitted its report to Council in May of this year. Community-wide engagement, including engagement with the Squamish Nation are also in progress. Council workshop held in early September. The next phase of work will focus on extensive public engagement. A "What we Heard" report is expected to be presented to Council in Q1 2025.
1.2	In Progress	Planning	This work is in conjunction with the OCP update project referenced above.
1.3	In Progress	Planning	Watershed Agreement in place. Planning and Infrastructure staff from both organizations are working on drafting a Fringe Area Plan and or completing a systems' optimization study. On July 11, 2024, Town staff presented a series of recommendations to the SCRD Board, providing feedback on the draft Regional Water Strategy. See the complete submission here . Monitoring Program expansion project is complete. A One Water system optimization study is in its final draft.
1.4	In Progress	Planning / Infrastructure	RAM Consulting and Stirling Geoscience working on DPA 1 update; DPA 2 received first reading and is being referred for comments before 2nd reading; DPA 9 and Bylaw 1192 updates currently in progress.
1.5	Planned	Corporate	Full update of the toolkit to be considered in the 2025 budget process.
1.6	In Progress	Corporate	Some staff have received additional training. There is budget available to support an online training opportunity. Checking on availability for 2025.
1.7	Complete	Corporate	Completed in 2023.
1.8	Planned	HR	The Town's current Performance Management System is under review with a full revision planned as staff capacity allows. The revised program will include a focus on the Town's foundational principles, professional competencies and personal goal setting that aligns with departmental goals and objectives. Staff continue to look at options to maintain the momentum of leadership development across the organization. This includes identifying opportunities to upskill the Town's people leaders and provide additional tools and resources required to effectively lead and manage the Town's dynamic workforce. An operational budget request is required. Referred to the 2025 budget year.
1.9	Planned	Planning	To be done in conjunction with DPA Updates project. Council/Staff Workshop completed December 10, 2024.
GOAL 2 Deliver strong and sustained advocacy for our community on critical issues that matter to Gibsons residents. Advocacy will include:			

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2.1 Coast-wide housing & homelessness supports and accountability.	In Progress	Council	We now have our own full-time Homelessness Outreach Program (HOP), via advocacy. Received Housing Accelerator Fund (many municipalities did not...) First roll-out of BC Builds a significant achievement, with childcare. Our HOP will be helping to administer 35 CBCHB housing subsidies Coast-wide. The work includes supporting the launch of the Situation Table. Everybody Deserves a Home manages 2 housing units as part of support for relocation or Irwin Motel residents. EDH has taken on management of Smith's Boardinghouse and created two new units there. Following extensive engagement with BC Housing, in June of last, the funding for the program was increase to cover full time, year round hours.
2.2 Long-term care, hospice support, mental health & addictions, treatment & recovery.	In Progress	Council	Situation Table to be implemented in early 2025 . 20 Complex Care beds awarded to Sechelt greatly due to our advocacy. Multiple letters and meetings with VCH and MOH about long-term care, including with employees and residents to advocate re: Silverstone. 4 meetings with MHA about mental health & additions support. Successfully advocated for funding for Cover the Coast addictions recovery needs assessment.
2.3 Childcare expansion, affordability and workforce.	In Progress	Council	Childcare funding approved for spaces at Shaw Rd.
2.4 Relaxation of policing downloading formula.	In Progress	Council	Two letters, two UBCM meeting with Solicitor General. Commitment to make changes to this formula but not until 2026. Support for Pemberton motion at LMLGA.
2.5 Investigation of including Town in Speculation & Vacancy and Empty Homes taxes.	In Progress	Council	Raised to MOF at UBCM, not much transparency/interest from them. Has been extended to some other communities. MOF expressed preference for extending it to the region, not just Town in 2024. In 2025, MOF said Town could write a letter requesting the SVT
2.6 Support for our current central recycling drop-off model enhanced by the option of subscription recyclables collection and delivery to our local depot.	In Progress	Council	Brought this to UBCM. Working with SCRD on a new recycling depot/resource recovery model & site. Completed provincial questionnaire on this topic, suggesting Province is moving toward action.
2.7 Fair & equitable recreation service from the SCRD.	In Progress	Council	Some advocacy took place regarding delivery of seniors' programs at Gibsons pool last year. Strong support for junior hockey, and support for seniors' hockey in Gibsons.
2.8 Federal (CBC) public release of <i>The Beachcombers</i> to promote local culture and history.	In Progress	Council	Many angles on this discussed, have brought it to MP Weiler. Current strategy is to seek provincial support for at least advocacy--brought to Minister of Tourism & Culture at UBCM 2024.
LIVABILITY			
GOAL 3 Enhance transportation options.			
3.1 Work with the SCRD and BC Transit on establishing a new BC Transit route connecting Upper and Lower Gibsons.	In Progress	Planning	Advocacy at SCRD and BC Transit have resulted in local support for frequency increase for Route #90 through Gibsons, and the prioritization of a new route around Gibsons to year #2 of the Expansion Plan.No provincial suport for transit expansion yet.
3.2 Update Active Transportation Network to plan for expanded safe routes and infrastructure to support diverse ages and users.	Complete	Planning	Active Transportation Network Plan completed.
3.3 Support establishment of a passenger ferry to support workforce and tourism.	In Progress	Corporate	Town is working with Gibsons landing Harbour Authority and Greenline Ferries to establish a permanent Charge Barge in the harbour that will power future fully electric vessels. Earlier this year, a grant application was submitted under the federal Green Shores program. In August of this year, BC Hydro has agreed to fund the a technical and commercial viability analysis for installing the charge barge, specific to Gibsons Harbour.
3.4 Review and expand Electric Vehicle and E-bike charging station network.	In Progress	Infrastructure	Council approved entering into an agreement with BC Hydro for an EV charging station at the GACC parking lot, which Council supported. It is anticipated that BC Hydro will have the charging stations installed by Q2 2025.
3.5 Advocate for BC Ferries service expansion and consideration of resident priority loading.	Planned	Council	2 annual meetings with BCF sr staff, including CEO last month. BCF has many challenges (staffing, financial, capital, more...), so definitely difficult to request improvements.
3.6 Advocate for MOTI Alternate Route and Highway 101 Active Transportation.	In Progress	Council	Alternate Route has gone quiet. Continuing to raise it with MOTI. Great progress in getting MOTI here to consider Hwy 101 improvements at School Rd and outside Gibsons, with expectation that pedestrian improvements happen at Poplars and Woodcreek Park in 2025
GOAL 4 Strive for social equity in Town governance, planning, procurement and operations.			

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4.1 Entrench sustainable procurement into the Town's procurement process, with measurable community benefits communicated to the community and active participation in the BC Social Procurement Initiative.	In Progress	Finance	Policy 1.16 was updated in October 2022 to provide environmental, social and cultural principles to be applied to procurement. Staff participation in BC SPI training workshops has further supported integration into Town procurement. Future policy revisions may be considered to reflect specific components of these principles that can be measured and tracked. A major rewrite of the Town's procurement policy is also under consideration.
4.2 Recognition of the importance of reconciliation, culture and history of the Skwxwú7mesh Úxwumixw through the art that already exists in the community, with a vision to encourage and incorporate additional elements of Skwxwú7mesh art with consent and assistance of the Skwxwú7mesh Úxwumixw and artists.	In Progress	Council	Squamish Nation portion of Art Path on hold (partnership with GPAG). Tourist Information Centre in progress. Possible inclusion in Persephone project is also being considered. On June 18, 2024 Mayor, Council and the full complement of staff attended a half-day session title The Paddle Journey, lead by Squamish elder Faye Halls and her daughter Candace Halls-Howcroft. https://www.thepaddlejourney.com/
4.3 Meaningful engagement, employment opportunities and outcomes for Indigenous partners in project implementation and learning.	Planned	Corporate	Options are being explored.
4.4 Continue to expand the Everybody Deserves a Home Gibsons program to meet homelessness needs, including by maintaining a provincially funded outreach position.	In Progress	Corporate	In partnership with BC Housing, the Town funds a Homeless Outreach Coordinator position. Recently, BC Housing increased the funding for the program to cover a full-time position, going forward.
4.5 Collaborate regionally on the Poverty Reduction Plan and associated Social Planning.	Complete	Council	The Town supported a regional funding application which was approved by UBCM. The Community Resources Centre, based in Sechelt, conducted the work proposed on behalf of local governments on the Coast, completed in 2024.
4.6 Partner with non-profits, School District 46, Capilano University, the SCRDC, and provincial government to expand childcare spaces and workforce in the Gibsons area, including by participating on the Sunshine Coast Joint Childcare Council.	In Progress	Council	The Town has renewed its Lease agreement with the Huckleberry Child care Society to continue providing child care support services in the Arts Building. Additionally, the Town is working with province and with the SC Affordable Housing Society to build additional child care spaces at 571 Shaw Road site. Childcare spaces offered in multiple developments as amenities. The second phase of the project, which includes the child care spaces, broke ground on September 6, 2024. Multiple developments approved featuring childcare, inc. 718 North, 835 Gibsons Way, Lots A & C Gibsons Way. Regular liaison attendances at Childcare Council.
4.7 Engage Gibsons youth through supporting and empowering the Youth Representatives on Council.	In Progress	Council	Great success of program in regular attendance, engagement, success of Free Student Transit and advocacy provincially. Showcase of program at AVICC. Student attendance at AVICC and UBCM.
4.8 Embrace the Town's Social Equity lens in all our operations, including offering training to assist staff in supporting residents in mental health and addictions.	In Progress	HR	In November 2023, several staff participated in the regional "Mental Health First Aid" training. In addition, for the past two years, the Town has participated in the "Not Myself Today" program which raises awareness of mental health in general and provides staff tools to help improve their own mental health and be better equipped if encountering someone with a potential mental health issue in the workplace. Staff coordinated and celebrated the third annual Mental Health Week with a shared focus on National Safety and Health Week. The objective of this campaign, specifically related to Mental Health, is to reduce the stigma so often related to mental health, build resiliency and educate staff. The week consisted of a variety of initiatives with this year's campaign theme being "compassion".
4.9 Help to complete the regional Accessibility Plan as mandated by the provincial government.	In Progress	Planning	Planner assigned to attend meetings and support Plan as needed. First meeting with Regional Accessibility Advisory Committee held June 25. A grant application was submitted by the Town of Gibsons, under the Age-Friendly Planning program, which was subsequently denied. Still looking for grant opportunities to support work.
GOAL 5 Work toward an attractive, ecologically healthy and economically thriving Harbour.			
5.1 Collaborate with the Gibsons Landing Harbour Authority on Harbour enhancement.	In Progress	Corporate	The Town is working closely with the Harbour Authority and Small Craft Harbours on upgrades to the wharf approach, improvements to water and sewer services and considering installing a charge barge to provide electrical charging to future electric boats.
5.2 Collaborate with Marine Education Centre on the Healthy Harbour Project and actively participate in the Átl'ka7sem Howe Sound Community Forums.	In Progress	Infrastructure	The BlueAct Marine Society (formerly NSMEC) and the Town signed the Services Agreement for 2024-2027. Town staff have begun the planning process with the Conservation Manager from BlueAct for the term of the agreement.

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5.3 Update Recreational Water Lease Bylaw.	Planned	Planning	Extending harbour monitoring program with Marine Education Centre. Bylaw changes in mid 2025. A management plan, including emergency response protocols is being recommended, following some incidents this summer, in order to improve safety and environmental management of the harbour area.
5.4 Implement the Gibsons Foreshore and Seawalk Improvements Conceptual Design.	In Progress	Infrastructure	Town was awarded two million dollars to complete the project improvements to the foreshore between Armour's Beach and the Gibsons wharf. The most critical section of foreshore has been identified and design is in progress. Due to permitting requirements, construction expected in 2026
5.5 Complete upgrades at the "Five Corners" area for a pedestrian-focused plaza space.	In Progress	Infrastructure	Design work is complete, but construction did not proceed due to budget constraints. Staff will present potential funding options to complete the project as part of the 2025 budget process
5.6 Develop and implement a cohesive wayfinding signage plan.	In Progress	Communications	Lower Gibsons directional sign replacements and additional items have been produced and are currently with Parks for installation.
5.7 Preserve and return <i>The Persephone</i> to the Harbour Area for public display.	Planned	Admin	Work in underway to restore the vessel, with support from local businesses and contractors. The work is taking place at the Public Works Yard on Henry Road. Progress has also been made to develop a site plan for for the identified new home for the Persephone, on the northeast corner of Holland Lands. A substantial grant application was made to the REDIP grant. Two more applications are in the works with ICET and the Sechelt Community Forest.
5.8 Pursue any opportunities to support the preservation and restoration of Stonehurst and Molly's Reach.	In Progress	Planning	Discussions with the current owners of Stonehurst are on-going. The Mayor and Council are engaging the province for support with Molly's reach project, Statement of Significance received on July 23 Council agenda.
5.9 Pursue opportunities for public art.	In Progress	Council	Public Art Path complete, except for Squamish Nation portion. Through Mayor's encouragement, Public Art Committee restarting under administration of GPAG.
AFFORDABILITY			
GOAL 6			
Support rental housing.			
6.1 Complete Shaw Road Affordable Housing Project - Phase #1.	In Progress	Admin	Construction complete for phase 1 of the project. A second phase is now under construction and it includes child-care spaces a well.
6.2 Complete Kiwanis Housing expansion project	In Progress	Infrastructure	Construction is underway. Completion of phase 1 is expected at end of 2024.
6.3 Initiate three more non-profit projects this term.	In Progress	Council	Phase 2 of Shaw Rd approved. Recent progress was made to create a new housing project in partnership with School District 46, BC Housing and Kiwanis. A funding application was prepared to secure project development funds. Other possibilities include Legion, Community Services, VCH collaboration.
6.4 Support market rentals and explore incentives to create them.	In Progress	Planning	Council approved a reduction of utility and garbage collection fees for secondary suites to support housing affordability. ToG continues to work with developers to encourage rentals, and is prioritizing rental housing development applications.
6.5 Encourage secondary and accessory suites.	In progress	Planning	This work is included in the OCP / ZB update work currently in progress.
6.6 Support accommodation in RVs, mobile homes, tiny homes and other accessory dwellings, including through zoning, fringe area planning and simplifying the Garden Suite program.	In progress	Planning	This work is included in the OCP / ZB update work currently in progress.
6.7 Regulate short-term rentals in balance with long-term rental needs.	In Progress	Planning	This work is included in the OCP / ZB update work currently in progress. Council workshop on STRs occurred December 10, 2024.
6.8 Streamline development approvals for non-profit housing projects to "shovel-ready" eligibility for funding.	In Progress	Planning	Non-profit projects being given top priority by planning, followed by rentals. Housing Affordability Fund (HAF) work may further help to streamline approval processes.
NATURAL ASSETS			
GOAL 7			
Integrate policing costs into the budget while maintaining financial sustainability, core services and other strategic objectives.			
7.1 Focus on core municipal responsibilities in budget.	In Progress	Council	Asset management focus continues in the 2025 budget.
7.2 Increase Policing Reserve fund by 5% every year of term.	Complete	Council	Sufficiently complete by 2025.
7.3 Work with the Sunshine Coast detachment to ensure continued levels of service during transition period.	In Progress	Council	Regular meetings with RCMP, good communications being maintained.

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7.4	Reconsider Grants of Assistance and Property Tax Exemption programs to align with strategic objectives.	Complete	Council	Grants of Assistance program rescinded. Permissive Property Tax Exemption approach transformed in 2024.
7.5	Support containment and reduction of rising costs and taxation at the SCRD.	In Progress	Council	Costs definitely not contained but we have consistent record of speaking and voting against increases, over three budgets.
	GOAL 8 Implement climate resilience measures through Natural Asset Management.	In Progress	Infrastructure	
8.1	Update Development Permit Areas to strengthen the protection of natural assets i.e. creeks, riparian areas, forests, and foreshore.	In Progress	Planning	The new Environmentally Sensitive Areas (ESA) Development Permit Areas (DPA) has received 1st reading. Amendments to environmental protection bylaw and Enforcement bylaw made to introduce penalties for polluting a watercourse.
8.2	Implement recommendations from the Source to Sea and the Coastal Resilience projects.	In Progress	Infrastructure	Infrastructure Services staff are considering recommendations from the Source to Sea into future departmental work plans. Coastal Resilience project recommendations are being considered through the Healthy Harbour Project.
8.3	Continue exploring natural infrastructure solutions for climate adaptation such as the White Tower Pond system and the Lower Watershed project.	Planned	Infrastructure	Current focus is on active projects and critical asset replacement/upgrades. As newly projects are identified, assessment of the viability of natural infrastructure approach will be made.
8.4	Embed Natural Asset Management into fringe area planning and natural service expansion outside our current boundaries.	In Progress	Infrastructure	Aquifer 560 Watershed Agreement between the Town and the Sunshine Coast Regional District. Staff presented to the SCRD Board on the Town's natural asset approach to managing Aquifer 560, and with recommendations for consideration regarding the SCRD water system. Engineering consultants have compiled data gathered from both organizations, and are developing the final report.
8.5	Complete an Urban Forest Plan to balance growth with our need to support tree canopy.	In Progress	Infrastructure	Diamondhead is working on a draft of the Urban Forest Plan, with a target to finalize and bring forward to Council in Q1 2025.
	GOAL 9 Ensure aquifer and watershed protection to continue to deliver safe and sustainable water supply to the community.	In Progress	Infrastructure	
9.1	Collaborate with the Squamish Nation on leading local water governance and watershed security.	In Progress	Council	A Council to Council meeting is being planned between the Squamish Nation and the Town of Gibsons. Location and time to be determined.
9.2	Investigate the upper reaches of the Chaster Creek and Gibson Creek watersheds to assess the recharge characteristics of Aquifer 560 and its component aquifer lobes.	Complete	Infrastructure	Flow Accretion (infiltration) Studies complete for both watersheds. Infrastructure Services staff presented findings and recommendations to Council in Q2 2024.
9.3	Install additional monitoring wells to further characterize the Capilano Aquifer and the confining unit of Aquifer 560.	Complete	Infrastructure	Drilling of the monitoring wells was completed in January 2024 and will be monitored as part of the broader program in place.
9.4	Continue with the monitoring program of Aquifer 560, precipitation in the watershed and creek flow.	In Progress	Infrastructure	Data collection is ongoing, consultant has compiled data and is working on updating the model of aquifer 560
9.5	Develop a Watershed Management Area Plan to enhance the protection of Aquifer 560, including: Risk Management Policy Water Sustainability Plan Groundwater Sustainability Assessment Wellhead Protection Plan Emergency Response Plan	Planned	Infrastructure	Staff are reviewing priorities and departmental capacity for 2025 and will develop a strategy for how best to complete the various plans that contribute to a Watershed Management Area Plan
9.6	Implement the recommendations of the 2021 Aquifer Mapping Study Update.	Complete	Infrastructure	The project was completed in Q1 2024.
	GOAL 10 Offer clear communications, community engagement and regional leadership regarding water supply, climate resilience, and Natural Asset Management.	In Progress	Infrastructure	
10.1	Take a regional leadership role in aligning our water supply assets at the ecological rather than the political boundaries, through responsible co-management with our regional partners.	In Progress	Council	Watershed Agreement in place. Planning and Infrastructure staff from both organizations are working on drafting a Fringe Area Plan and or completing a systems optimization study. On July 11, 2024. Town staff presented a series of recommendations to the SCRD Board, providing feedback on the draft Regional Water Strategy. See the complete submission here

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10.2 Continually inform the public on water use and conservation measures and provide regular updates on the state of the Aquifer.	In Progress	Communications	A dedicated water information webpage has been developed. Regular updates on aquifer health, water availability and water usage are shared on a monthly basis from May to October. Town vehicles have been equipped with new "Water FAQ" decals directing people to the water webpage. During water regulations, the information is easily accessed and displayed on the homepage.
10.3 Develop a Low Carbon Resilience Climate Action Plan (LCRCAP) to reduce community-wide consumption and GHG emissions.	Planned	Infrastructure	2024 Budget request was approved by Council for 50% of the cost. A grant application was submitted to the Green Municipal Funds; application was approved. Work is expected to start later in 2024.
10.4 Create a Corporate Climate Action Plan (CCAP)	Complete	Infrastructure	Staff presented the final report in Q4 2024
10.5 Implement Community Dialogues on Climate Resiliency.	Planned	Council	Partnership with BlueAct Marine Society being considered in 2025 Budget.
10.6 Continue to advocate for water metering and volumetric billing at the Sunshine Coast Regional District.	In Progress	Council	This work is continuous through board representation at SCRD.