



File No.: NP-6500-20-2023: Housing
Access and Affordability
Project

DATE OF MEETING: July 26, 2024
TO: North Pender Island Local Trust Committee
FROM: Brad Smith, Island Planner
Southern Team
COPY: Robert Kojima, Regional Planning Manager
SUBJECT: Housing Access and Affordability Project – Project Charter and Work Plan

RECOMMENDATIONS

- 1. That the North Pender Island Local Trust Committee endorse the attached Project Charter, Work Plan and Engagement Strategy for the North Pender Island Housing Access and Affordability Project.**
- 2. That the North Pender Island Local Trust Committee direct staff to initiate a web-based qualitative housing needs survey targeting local residents and property-owners to gather additional data for use in the North Pender Island Housing Access and Affordability Project.**

REPORT SUMMARY

This report is to seek approval from the North Pender Island Local Trust Committee (LTC) on the attached project charter, work plan and engagement strategy for the LTC's Housing Access and Affordability Project and to seek direction on conducting a web-based survey.

The recommendations above are supported as:

- An endorsed project charter, work plan and engagement plan are needed to proceed;
- The project deliverables, timelines and engagement strategies are reasonable and achievable, and,
- To help inform project outcomes, a web-based survey will allow for input from a broader range of community members and stakeholders than is currently being reached through public meetings.

BACKGROUND

The LTC has initiated a Housing Access and Affordability Project. A project business case with a \$15,000 budget was endorsed by Trust Council at their March Trust Council meeting. The LTC subsequently directed staff to proceed with the drafting of a project charter, work plan and engagement strategy at the April LTC meeting

Staff are now seeking further direction on the project charter/work plan and engagement strategies, as well as approval to proceed with a web-based qualitative housing needs survey for North Pender Island.

Issues and Opportunities

Project Charter and Work Plan

The attached project charter and work plan (Attachment 1) are consistent with the project scope and milestones outlined in the business case approved by Trust Council. The timelines for charter/work plan approval are slightly amended (from May to July) and the completion of a web-based survey is now included in the project scope and deliverables.

Engagement Strategy

The project charter also include an overview of engagement strategies and timelines. Proposed engagement strategies include:

- Early engagement letter to First Nations
- Referrals to APC (note: a Terms of Reference to guide the work of the APC is a project deliverable)
- Completion of web-based survey
- Directed engagement with community groups, stakeholders and First Nations (including meeting with Pender Islands Housing Society)
- Holding of several Community Information Meetings
- Public Hearing on bylaw amendments (if required)
- Implementation outreach and education

Qualitative Housing Needs Survey

With limited community engagement so far at public meetings relating to the project, staff recommend that the LTC conduct a web-based qualitative housing needs survey. Staff have had good results using this method of information collection and have access to the [survey-monkey](#) platform so there would be limited cost.

The survey would be targeted to North Pender Island residents and property-owners, and conducted between August and October 2024. The survey could be promoted at the proposed Saturday September 28 CIM and final results would be summarized for the LTC's November meeting. The scope of survey questions may include:

- What are your current and future housing needs?
- Are those housing needs currently being met? If not, why?
- What would help you to realize those housing needs?
- Are there any specific regulatory or policy changes that you could see would help?
- What other actions would you like to be seen to improve housing access and affordability?

If the LTC directs staff to proceed, staff will vet the draft survey questions to the LTC for comment before finalizing. Any further input on survey scope or questions of interest from the LTC would be helpful.

An updated Housing Needs Report will be completed by early 2025 as part of broader Trust Area housing initiatives, and, while high level, will further inform the project and survey results.

Rationale for Recommendation

The recommendations on page 1 are supported as:

- An endorsed project charter, work plan and engagement plan are needed to proceed;
- The project deliverables, timelines and engagement strategies are reasonable and achievable, and,

- To help inform project outcomes, a web-based survey will allow for input from a broader range of community members and stakeholders than is currently being reached through public meetings.

ALTERNATIVES

The LTC may consider the following alternatives to the staff recommendation:

1. Request further information

The LTC may request further information prior to making a decision. Staff advise that the implications of this alternative are that commencing work on the project would be delayed. Recommended wording for the resolution is as follows:

That the North Pender Island Local Trust Committee request that...

2. Not Proceed with the Project

The LTC may decide to not proceed with the project.

3. Receive for information

The LTC may receive the report for information.

NEXT STEPS

With direction from the LTC, staff will finalize project planning documents, initiate a web-based survey, and update the Islands Trust website with project materials.

Submitted By:	Brad Smith, Island Planner	July 17, 2024
Concurrence:	Robert Kojima, Regional Planning Manager	July 17, 2024

1. Project Charter/Work plan and Engagement Strategy

Housing Access and Affordability - Project Charter and Engagement Plan - Draft

North Pender Island Local Trust Committee

LTC Endorsement Date:

Purpose: To engage in community consultation, to consult with First Nations, and to engage with stakeholder groups to review housing options and to undertake amendments to the OCP and LUB and development of a housing action plan to improve access to affordable housing in the community.

Background: Lack of affordable housing has long been a concern of the North Pender community. Previous local trust committees have taken actions such as permitting secondary suites and limiting and regulating short-term vacation rentals as discrete initiatives. Housing is also a priority in Trust Council’s strategic plan and is a priority of the Regional Planning Committee. There are also a number of opportunities and ongoing housing related initiatives across the Trust Area that have relevance to this project.

Deliverables

- Staff reports with data, analysis and recommendations
- Qualitative Housing Needs Survey
- Potential amendments to LUB and OCP
- Housing Action Plan
- Communications plan

In Scope

- Review housing policies and regulations
- Conduct a web-based qualitative housing needs survey
- Community, stakeholder and First Nations consultation
- LUB and OCP legislative amendments
- Community education

Out of Scope

- Other non-housing related amendments to OCP or LUB
- Other mapping or professional reports.

IAP2 Engagement Level:

- Inform
- Consult
- Involve
- Collaborate

Workplan Overview

Deliverable/Milestone	Target Date
Project Charter endorsed and project initiation	Jul 2024
Engagement letter to First Nations	Aug 2024
Conduct web-based housing needs assessment survey/	Aug - Oct 2024
Draft Terms of Reference for APC	Sep 2024
Preliminary report with analysis	Nov 2024
LTC review of options	Nov 2024 – Jan 2025
Initiate drafting of housing Action Plan	Jan 2025
Recommendations to LTC, LTC review, direction to prepare bylaws	Feb 2025
Community consultation on draft bylaws, bylaw referrals, First Nations engagement, Finalize Housing Action Plan	Feb – Apr 2025
Legislative process to amend LUB/OCP (timeline much shorter if not requiring OCP amendments)	May – Dec 2025
Implementation and communications	Jan – Mar 2026

Project Team

Brad Smith, Island Planner	Project Manager
Robert Kojima, RPM	Project Sponsor
GIS co-ordinator	Mapping
Emily Bryant	Admin support
RPM Approval: Robert Kojima	LTC Endorsement:

Budget

Budget Sources:		
Fiscal	Item	Cost
2024-25	Consultation	\$10,000
	Legal	\$3,000
	Contingency	\$2,000
	Total 2024-25	\$15,000

Date: July 17, 2024	Resolution #: Date: xxx		
		2025-26	Consultation
			Public Hearing
			Legal/Contingency
			Total 2025-26
			\$4000
			\$2000
			\$2000
			\$8,000

Deliverables Schedule

Meeting	Deliverable/Milestone
Jul 26, 2024	LTC endorsement of project charter/work plan
Saturday, Sep 28, 2024	Community Information Meeting
Nov 29, 2024	Report to LTC with data review and analysis including survey results and APC report
Feb 2025	LTC considers options and recommendations and provides direction to proceed with bylaw amendments, Action Plan development
May 2025	Consideration of first reading, scheduling of public hearing, completion of referrals, finalizing of Housing Action Plan
Jul 2025	Public Hearing (if required), second and third readings, referral to EC and Minister
Nov 2025	Final adoption of bylaws, LTC review of communications/implementation plan
Jan-Mar 2026	Project implementation and community outreach completed
Mar 2026	Implementation update to LTC and project close-out

Engagement Strategy/Timelines

Timeline	Deliverable/Milestone
Aug 2024	Early Engagement Letter to First Nations
Aug – Oct 2024	Conduct web-based housing needs assessment survey
Sep 2024	Community Information Meeting – needs assessment
Aug 2024 – Jan 2025	Directed engagement with community, First Nations and stakeholders (Including meeting with Pender Islands Housing Society)
January/Feb 2025	Community Information Meeting - Action Planning and recommendations
spring/summer 2025	CIM with Public Hearing on proposed bylaw amendments
Fall/Winter 2025	Development of implementation strategy and communications plan
Winter/ Spring 2026	Project implementation including community outreach and education, updated web content, community mail-out on bylaw amendments and other housing initiatives