COMMITTEE OF THE WHOLE

Thursday, July 27, 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.   Nathan Stewart, Global Infrastructure Advisory Senior Consultant
     and Chris Sainsbury, Global Infrastructure Advisory Partner, KPMG

i)	Presentation: Development Approvals Process Review (DAPR) Final Presentation	Annex A pp. 3-8
ii)	Staff Report: Development Approvals Process Review (DAPR) Final Report *Senior Planner* **(Voting – All Directors)**	Annex B pp. 9-75

3.   Soren Poschmann, Lead, Hydrogeology, ISL Engineering and
     Land Services

i)	Presentation: Eastbourne Groundwater Investigation Preliminary Results	Annex C pp. 76-97
ii)	Staff Report: Eastbourne Groundwater Development Project Well Testing Results and Next Steps *Capital Projects Engineer and Manager, Capital Projects* **(Voting – A, B, D, E, F, Sechelt)**	*Report to Follow*

REPORTS

4.   Water Supply Update   Verbal
     Manager, Strategic Initiatives
     (Voting – A, B, D, E, F, Sechelt)

5.   Sunshine Coast Arena Ice Operations – Water Source   Annex D
         Manager, Facility Services   pp. 98-105
         (Voting – B, D, E, F, Gibsons, Sechelt, sNGD)

6.   2022 Solid Waste Regional Diversion – Annual Update   Annex E
         Manager, Solid Waste Services   pp. 106-118
         (Voting – All Directors)

7.   Planning and Development Q2 Report   Annex F
         General Manager, Planning and Development and Staff   pp. 119-149
         (Voting – All Directors)

8.   Corporate and Administrative Services – Update Report January to   Annex G
         June 2023   pp. 150-174
         Corporate and Administrative Services Management
         (Voting – All Directors)

9.   Directors Constituency and Travel Expenses (April to June)   Annex H
         Accounts Payable Technician   pp. 175-176
         (Voting – All Directors)

10. Contracts between $50,00 and $100,000 (April to June)   Annex I
         Manager, Purchasing and Risk Management   pp. 177-178
         (Voting – All Directors)

COMMUNICATIONS

NEW BUSINESS

IN CAMERA

That the public be excluded from attendance at the meeting in accordance with Section 90 (1) (g) and (k) of the *Community Charter* "litigation or potential litigation affecting the municipality" and "negotiations and related discussions respecting the proposed provision of a municipal service that are at their preliminary stages and that, in the view of the council, could reasonably be expected to harm the interests of the municipality if they were held in public."

ADJOURNMENT

KPMG

Development Approvals Process Review

Board Presentation

Sunshine Coast Regional District
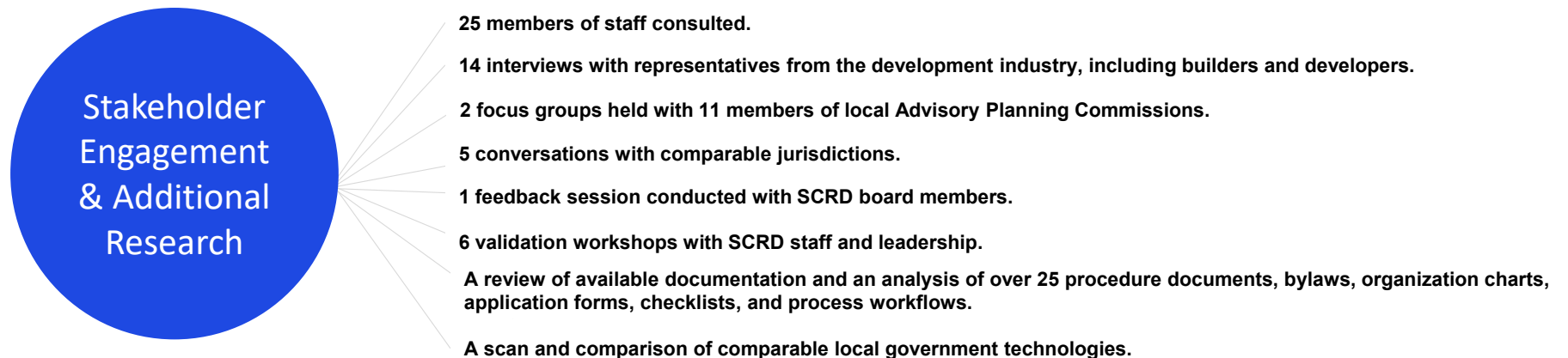
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July 27, 2023

Project Background and Engagement Overview

Project Background

- In January 2023, the SCRD engaged KPMG to conduct a review of its development approvals processes. The purpose of this project was to help improve the efficiency and efficacy of the SCRD's approvals processes in response to **increased levels of development activity**.

- **Development Approval Processes (DAPs) are critical** to the SCRD's ability to respond to development related challenges including deepening concerns about housing affordability and environmental sustainability across the coast.

- Over the last 6 months, we undertook a holistic review of the SCRD's development approvals processes, culminating in a final report delivered in July, 2023. This presentation summarizes our **key findings, process improvement recommendations, and suggestions to move forward.**

To understand the SCRD's challenges, we undertook extensive efforts to build a robust evidence base …

Stakeholder Engagement & Additional Research

25 members of staff consulted.

14 interviews with representatives from the development industry, including builders and developers.

2 focus groups held with 11 members of local Advisory Planning Commissions.

5 conversations with comparable jurisdictions.

1 feedback session conducted with SCRD board members.

6 validation workshops with SCRD staff and leadership.

A review of available documentation and an analysis of over 25 procedure documents, bylaws, organization charts, application forms, checklists, and process workflows.

A scan and comparison of comparable local government technologies.

Summary of Key Findings

KPMG observed that dedicated SCRD staff have helped to sustain its processes and have demonstrated resilience through the following...

✓ Dedicating personal time and effort to ensure that applicants and community members have positive interactions with SCRD staff.

✓ Developing novel and innovative approaches to responding to emergent development challenges.

✓ Making active efforts to ensure that proposed developments align with strategic policy initiatives.

✓ Working closely with applicants to help them understand policy and process changes as they occur.

✓ Actively working to help ensure that approvals processes are conducted consistently across diverse and complex applications.

Key Challenges

01 **Services & Processes:** End-to-end processes are not well documented, nor are they well understood across different departments. This can lead to potential inefficiencies and inconsistent practices, particularly given staff turnover.

02 **Organization, People & Culture:** Communication and coordination challenges exist between departments where staff often lack formal communication protocols and employ different software solutions. This can result in challenges managing and processing applications in a timely manner.

03 **Technology & Information**: The SCRD's approvals processes rely on multiple core technologies, several of which suffer from poor implementation, a lack of integration, and misalignment with existing process workflows and business needs.

04 **Performance Management & KPIs**: Formal tracking has not been effectively established or employed using existing technology platforms. Limited ability to track application status and timelines makes it difficult to effectively manage applications, chase referral agencies or justify delays.

05 **Legislation & Policy:** Despite efforts to maintain and keep bylaws and policies up to date, resource constraints limit the amount of progress that can be achieved. Several existing policies and bylaws are unclear or difficult to interpret, which could lead to confusion and inconsistent application and enforcement.

06 **Applicant & Public Experience**: Limited staff capacity and a lack of training can be a source of stress for both internal staff and external stakeholders, impacting customer service.

Summary of Key Recommendations

Our recommendations are designed to help improve SCRD processes and process outcomes for staff, external stakeholders, and the community…

01 Establish a process improvement champion and a working group to maintain project momentum.

02 Document existing processes and roles to reduce uncertainty and improve process clarity.

03 Improve the transfer and flow of shared information by establishing clear collaboration and communication protocols.

04 Improve information flow between the SCRD and external stakeholders through clear communication and collaboration with external organizations.

05 Build a stronger compliance culture through staff incentives and encouragement.

06 Enhance application ownership and tracking supported by dedicated roles and technological functionality.

07 Enhance collaboration with Nation through improved communication and resource sharing.

08 Enhance use of technology through re-implementation and training.

09 Improve existing policy frameworks through collaboration and dedicated resources.

10 Supplement in-house resources via investments in specialized skills and knowledge management systems.

The way forward

There is a strong desire to make changes and improvements at the SCRD. An agreed upon implementation plan and implementation resourcing will be key towards success.

1. **Proposed implementation roadmap**

   - A two-year implementation plan was developed to provide a practical timeline, recognizing staff capacity as well as ongoing and upcoming initiatives planned across the organization.

   - Recommendations have been sequenced to deliver quick and impactful wins while building buy-in and momentum around longer term structural changes.

   - Ultimately, it is the role of SCRD staff and the Board to make the decision on how best to move forward with the recommendations.

2. **Implementation resourcing**

   - Implementation of the proposed recommendations will require dedicated resources allocated to it, an additional investment in time from staff and ongoing support from senior leadership.

   - To maximize success, the SCRD should consider the importance of communication and change management.

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SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Committee of the Whole – July 27, 2023

AUTHOR: Yuli Siao, Senior Planner

SUBJECT: Development Approvals Process Review (DAPR) Final Report

RECOMMENDATION(S)

(1) **THAT the report titled Development Approvals Process Review (DAPR) Final Report be received for information;**

(2) **AND THAT the DAPR Final Report be accepted and endorsed to guide enhancement of SCRD's development approval processes;**

(3) **AND THAT implementation of DAPR Final Report recommendations be considered as part of the 2024 budget process.**

(4) **AND THAT, if the grantor allows, the Delegated Authorities be authorized to amend the contract with KPMG LLP to increase the value from $185,170 to up to $210,170, funded from currently-approved grant funding, to complete further work related to process review activities permitted by the Development Approvals Process Review program;**

(5) **AND THAT the delegated authorities be authorized to approve amended grant terms and conditions as may be required by the grantor (UBCM);**

(6) **AND FURTHER THAT this report be forwarded to the Regular Board Meeting of July 27, 2023.**

BACKGROUND

The SCRD's Development Approvals Process Review (DAPR) project began in February 2023. On May 18, 2023, staff presented a project update to the Board, and the project consultant (KPMG) conducted a workshop with the Board.

KPMG has now completed the project and provided the SCRD a final report (Attachment A) with key findings, recommendations, and an implementation road map for the SCRD's consideration.

This report seeks direction on next steps.

Project Results

Building on findings from analyzing SCRD's existing development approval processes, consultation with internal and external stakeholders and a survey of other local governments,

the DAPR Final Report provides ten recommendations to improve processes and address challenges:

1. Championing process improvement: establish a process improvement champion and a working group to maintain project momentum.

2. Documenting existing processes and roles: establish process work flows to reduce uncertainty and improve process clarity.

3. Improving staff coordination and collaboration: establish protocols and application tracking to improve the transfer and flow of shared information.

4. Improving information flow between external stakeholders: clarify contact points and improve communication tools and protocols.

5. Building a stronger compliance culture: enhance application completeness checks and continue to implement a formal pre-application process.

6. Application ownership and tracking: implement and utilize application tracking systems to support ownership and reinforce processes.

7. Enhancing collaboration with Nation groups: invest in strategic capacity to support improved relations and help to develop and align policies and processes.

8. Enhance use of technology: provide training and utilize technology for seamless integration of information across departments.

9. Improve existing policy frameworks: consolidated OCPs and bylaws can reduce interpretation and processing challenges, together with establishing missing development permit areas, and other bylaws and policies.

10. Supplementing in-house resources: additional in-house resources and ensuring development application fees cover the true cost of development approval processing can ensure management of demand for services.

These recommendations are further broken down into 30 implementation steps and a phased implementation roadmap for a timeframe from Q4 2023 to Q3 2025.

DISCUSSION

Analysis

Staff accept and concur with the findings of the DAPR Final Report. It is recommended that the report be accepted and endorsed to guide enhancement of SCRD's development approval processes.

In the same way that OCPs can be considered policy assets in need of management (such as maintenance and end-of-life renewal), development processes including policies, procedures, software, etc. are "assets" that need to be managed. DAPR represents a deep-dive condition assessment. The findings have shown SCRD processes, policies and bylaws related to development approvals that served well for the times they were created have come to a point in

the asset management life cycle where a foundational overhaul is required to meet today's needs.

KPMG's suite of recommendations as a whole illustrate the need for a generational evolution of development approval processes at the SCRD.

The direction recommended is generally aligned with the vision that staff and the Board have advanced recently. Over the past two years, the SCRD has taken steps forward such as introducing a ticketing system for customer service, offering more online services, updating fees to reflect basic costs of processing, updating the older of two zoning bylaws, and initiating a renewal of official community plans.

The consultants' recommendations respond to the pressures that have been reported by staff to the Board and that the Board has identified in strategic-level conversations, such as:

- Increased volume and complexity of development enquiries and applications;

- An urgent need for development of diverse housing;

- Heightened expectations from the community around process clarity, application tracking and customer service responsiveness;

- Increasing environmental pressure associated with climate change and an urgent need to plan for resiliency; and

- A need to match service levels/demand, equity, social and economic development, and financial sustainability.

Organizational Implications

Change and Resourcing

There are wide-ranging implications to SCRD services associated with the consultant's recommendations. These include work, decisions, and change for people and processes in nearly every department/division.

Many of the recommended changes have the potential to streamline processes and reduce work. Effecting the changes will require surge resources. As part of the annual budget process, staff can analyze resource requirements to bring forward options to divert resources from operations for a set period of time (service level impacts) or to bring temporary incremental resources to bear. Undertaking this work will demand capacity from the organization which, if prioritized, could impact what other projects are undertaken. Resourcing, timing and duration of process improvement projects needs to be considered as part of the comprehensive annual budget process, and staff recommend that analysis and proposals be prepared for the 2024 budget process.

Continued work on service planning, performance tracking and service level definition will be undertaken to generate the information and analysis needed for the Board to be able to match base/operating resource levels with desired service levels.

Risk Management

There are environmental, legal, financial, reputational, competitiveness and opportunity risks associated with process failure. Undergoing a review/audit and undertaking maintenance/renewal of processes is a primary pathway to mitigating these risks. Maintaining quality processes can assist with staff morale, recruitment and retention.

Integration

There is an opportunity to integrate process improvement with work underway related to official community plan renewal, development-related bylaw reviews, introduction of a new records management system, etc.

Timeline & Next Steps

Detailed implementation plans for each of the document's recommendations will be developed following Board direction.

Along with consideration of this staff report, KPMG will present an overview of the DAPR Final Report to the Board.

FINANCIAL IMPLICATIONS

The DAPR project is completed on time and within the budget. Staff will report to UBCM (the grantor) on completion and supply the Final Report.

As some deliverables were able to be completed more efficiently than initially scoped, $25,000 of approved grant funding remains unspent. Staff have enquired with UBCM about the possibility of applying these funds to further process review work that is permitted by the DAPR program and is aligned with recommendations in the Final Report. For example, KPMG is uniquely qualified, based on their review, to follow-through efficiently on creating process maps or other steps identified in Recommendation 2.

UBCM is in process of considering this request. Anticipating that any approval for this work will be time bound (e.g. complete further work by December 31, 2023), staff propose a recommendation that would enable a timely contract amendment should UBCM confirm support. A future report would address the need for a corresponding Financial Plan amendment, based on specific approval/amount provided by UBCM.

COMMUNICATIONS STRATEGY

A Let's Talk page has been created for the DAPR project: https://letstalk.scrd.ca/dapr. The final report and a project status update have been posted on this page coincident with this report. Partners, stakeholders and advisors (APCs) who contributed input to the project have been advised of the report.

Progress on DAPR implementation can be communicated to stakeholders involved in the process through Let's Talk, following Board direction on next steps.

A news release can be considered based on the Board's direction.

There are change management aspects to many of the individual recommendations included in the final report. Communication strategies for each action would be considered as part of implementation in order to ensure awareness and build knowledge and ability of process users.

CONCLUSION

The final report from KPMG on SCRD's development approvals processes has been prepared. Staff recommend accepting and endorsing this document to guide implementation of enhancements to SCRD's development approval processes through future Board decisions, and consideration as part of the 2024 budget process.

A contract amendment to support full utilization of available grant funds for project-aligned activities is recommended, conditional on support from the grantor.

ATTACHMENTS

Attachment A – SCRD Development Approvals Process Review Final Report

Reviewed by:			
Manager	X - J. Jackson	CFO	X – T. Perreault
GM	X – I. Hall	Legislative	
CAO	X – D. McKinley	Risk/Purchasing	X – V. Cropp

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KPMG

Development Approvals Process Review

Draft Final Report
Sunshine Coast Regional District

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July 4, 2023

Disclaimer

This report has been prepared by KPMG LLP ("KPMG") for the Sunshine Coast Regional District (the "Client," or "SCRD") pursuant to the terms of our engagement agreement with the Client dated 23 January 2023 (the "Engagement Agreement"). Analysis is primarily based on information and data provided by the Client and/or its stakeholders to KPMG. KPMG neither warrants nor represents that the information contained in this report is accurate, complete, sufficient or appropriate for use by any person or entity other than Client or for any purpose other than set out in the Engagement Agreement. This report may not be relied upon by any person or entity other than Client, and KPMG hereby expressly disclaims any and all responsibility or liability to any person or entity other than the Client in connection with their use of this report.

This report is based on information and documentation that was made available to KPMG at the date of this report. KPMG has not audited nor otherwise attempted to independently verify the information provided unless otherwise indicated. Should additional information be provided to KPMG after the issuance of this report, KPMG reserves the right (but will be under no obligation) to review this information and adjust its comments accordingly. Pursuant to the terms of our engagement, it is understood and agreed that all decisions in connection with the implementation of advice and recommendations as provided by KPMG during the course of this engagement shall be the responsibility of, and made by, the Sunshine Coast Regional District. KPMG has not and will not perform management functions or make management decisions for the Sunshine Coast Regional District.

The procedures we performed were limited in nature and extent, and those procedures will not necessarily disclose all matters about the Sunshine Coast Regional District's functions, policies, and operations, or reveal errors in the underlying information. Our procedures consisted of inquiry, observation, comparison and analysis of client-provided data and information. In addition, comparisons to select municipalities and leading practices were considered. Comments in this report are not intended, nor should they be interpreted, to be legal advice or opinion.

The procedures we performed do not constitute an audit, examination, or review in accordance with standards established by the Chartered Professional Accountants of Canada, and we have not otherwise verified the information we obtained or presented in this Report. We express no opinion or any form of assurance on the information presented in the Report, and make no representations concerning its accuracy or completeness. We express no opinion or any form of assurance on potential improvements that the Sunshine Coast Regional District may realize should it decide to implement the opportunities, recommendations or options contained within the Report. Actual results achieved as a result of implementing opportunities are dependent upon Client decisions and actions, and variations may be material. The Sunshine Coast Regional District is responsible for its decisions to implement any opportunities, recommendations, and options, and for considering their impacts.

Table of contents

The following table outlines the contents of the report and respective page numbers. The **Executive Summary** provides a high level summary of the project background, approach, initial findings and recommendations. of the SCRD's approvals processes. The **SCRD Background and Context** section summarizes the challenges that gave rise to the current DAPR project. This includes an overview of the larger, region-wide challenges currently facing BC local governments as well as challenges specific to the SCRD. This is followed by an overview of our **Analysis & Findings**. These findings form the basis of our final recommendations This section is followed by a summary of our **Technology Assessment**. Focused on identifying the strengths and weaknesses of Tempest, this section compares the Tempest platform to alternative local government technologies and provides recommendations for the continued use of the system. In the final section, we outline the comparator jurisdictions that we spoke with for our **Jurisdictional Scan of Common Challenges** and we present key challenges and lessons learned from our conversations.

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Glossary

BC	British Columbia	
DAP	Development Approval Process	
DAPR	Development Applications Process Review	
KPI	Key Performance Indicator	
OCP	Official Community Plan	
SRCD	Sunshine Coast Regional District	
UBCM	Union of British Columbia Municipalities	

01
Executive summary

Executive summary (1 of 4)

Background

Like many local governments across British Columbia (BC), the Sunshine Coast Regional District (SCRD or Regional District) has experienced increased levels of development activity across the region, deepening affordability challenges, and increasing sustainability concerns. Development Approval Processes (DAPs) are critical to the SCRD's ability to respond to these pressing challenges given their role in facilitating the construction and upgrading of critical infrastructure, housing, and public space. These processes represent a key lever through which the SCRD can influence the structural adaptability and resilience of the SCRD's built form.

DAPs are a complex, inter-departmental public service that often require interaction and negotiation across a range of stakeholders with competing views and objectives. Few, if any, local government services engage such a broad range of internal and external stakeholders. It should also be recognized that the regional district local government model is unique in its construct and has different jurisdictional authorities and service mandates in comparison to other local governments. In many ways, this legislative context further complicates the SCRD's approval processes which involves greater involvement from external parties. In recent years, the SCRD has made efforts to sustain its DAP and associated service delivery in light of staffing constraints and the growing volume and complexity of applications received. However, a pressing need remains for the SCRD to improve the efficiency and efficacy of its internal approvals processes if the Regional District is going to maintain its dedication to community stewardship, environmental protection and service quality in the context of increasing demand.

Project Overview

In August 2021, the SCRD received funding from the Union of British Columbian Municipalities (UBCM) to support an end-to-end review of its existing DAPs. The SCRD subsequently engaged KPMG LLP (KPMG) in January 2023 to review its DAPs and to provide validated recommendations for key process improvements. This report presents a current state assessment, outlines the key recommendations for process improvement identified by KPMG, and provides a roadmap and timeline for the implementation of these recommendations. The review was based on a broad evidence base informed by a document review, internal and external stakeholder interviews, collaborative workshops with staff, a scan of available local government technologies, and benchmarking exercises with comparator local jurisdictions. The following list details the extent of our stakeholder engagement and additional research:

- 25 members of staff consulted involving representatives from Planning, Building, Infrastructure, Bylaw, Finance, Engineering, Information Technology, and Parks;

- 14 interviews with representatives from the development industry, including builders and developers;

- 2 focus groups held with 11 members of local Advisory Planning Commissions;

- 5 interviews with comparable jurisdictions;

- 1 feedback session conducted with SCRD board members;

- 6 validation workshops with SCRD staff and leadership;

- A review of available documentation and an analysis of over 25 procedure documents, bylaws, organization charts, application forms, checklists, and process workflows; and

- A scan and comparison of comparable local government technologies.

Executive summary (2 of 4)

Many of the challenges facing the SCRD's development processes are reflective of broader trends shared across many other BC local governments. In the face of these challenges, KPMG observed that dedicated SCRD staff have helped to sustain its processes and have demonstrated resilience through the following:

- Dedicating personal time and effort to ensure that applicants and community members have positive interactions with SCRD staff;

- Developing novel and innovative approaches to responding to emergent development challenges;

- Making active efforts to ensure that proposed developments align with strategic policy initiatives;

- Working closely with applicants to help them understand policy and process changes as they occur; and

- Actively working to help ensure that approvals processes are conducted consistently across diverse and complex applications.

At the same time, our findings identified a range of issues and challenges impacting the SCRD's DAP, and its ability to be consistent, efficient and predictable. These are summarized under six broad categories that formed the structure of KPMG's assessment framework:

- **Services & Processes:** End-to-end processes are not well documented, nor are they well understood across different departments. This can lead to potential inefficiencies and inconsistent practices, particularly given staff turnover;

- **Organization, People & Culture:** Communication and coordination challenges exist between departments where staff often lack formal communication protocols and employ different software solutions. This can result in challenges managing and processing applications in a timely manner;

- **Technology & Information:** The SCRD's approvals processes rely on multiple core technologies which are becoming outdated and not consistently used. Technology implementations and certain process workflows are no longer aligned with business needs which renders them ineffective;

- **Performance Management & KPIs:** Formal tracking has not been effectively established or employed using existing technology platforms. Limited ability to track application status and timelines makes it difficult to effectively manage applications, chase referral agencies or justify delays;

- **Legislation & Policy:** Despite efforts to maintain and keep bylaws and policies up to date, resource constraints have been limiting. Certain policies are unclear or difficult to interpret, both internally and externally, which could lead to confusion and inconsistencies; and

- **Applicant & Public Experience:** Limited staff capacity and a lack of training can be a source of stress for both internal staff and external stakeholders, impacting customer service.

Executive summary (3 of 4)

Implementation Plan and Next Steps

Section 6 presents an implementation roadmap for each of the 10 recommendations and their respective implementation steps. The successful implementation of all the recommendations will require sustained senior-level support, project leadership and effective governance. The proposed recommendations will require an additional investment in time from staff and with ongoing support from senior leadership. Given the availability of grant funding the SCRD should consider procuring temporary resources or external support to support implementation. To maximise success, the SCRD should also consider the importance of a communication strategy and change management plan as part of any implementation work.

Use of this Report

This report has 7 sections including this Executive Summary. This report is intended to provide the SCRD with a set of key recommendations alongside a high-level implementation plan for the Regional District's consideration. It builds on the results from our initial research and stakeholder engagement which include key findings and corresponding opportunities. This report should be considered in its entirety. Selection of, or reliance on, specific portions of the report could result in the misinterpretation of our comments and analysis. KPMG will not assume liability in connection with the reliance by any third-party on this report. KPMG reserves the right, but will be under no obligation, to revise the findings, conclusions, and calculations in light of any information that becomes known to KPMG after the date of the report.

Limitations

The following findings reflect information limited to what was collected during stakeholder engagement between February and July 2023, as well as a review of relevant documentation and a sample of development applications provided in part by the SCRD and other parties as engaged in stakeholder discussions. KPMG did not independently verify the accuracy and completeness of information received. Stakeholder feedback was collected via in-person and virtual engagement sessions conducted using KPMG's Microsoft Teams. Stakeholder engagement was conducted to accommodate multiple perspectives; however, was not intended to be comprehensive. This analysis reflects a point in time view and does not take into account ongoing organizational change and evolution.

None of KPMG, member firms of KPMG nor any of their respective directors, officers, partners, employees, agents, or representatives make any representations or warranties as to the accuracy, reasonableness, or completeness of this information, nor shall any of them have any liability for any representations, expressed or implied contained herein, or for any omissions from the report or from any other written or oral communications transmitted in connection with this report.

This report has been prepared for the sole purpose of assisting the SCRD in reviewing their DAP, to develop recommendations for the SCRD's consideration to improve effectiveness and efficiency throughout their DAP. The SCRD is responsible for decision making and implementation. KPMG will not assume any responsibility or liability for losses incurred by the SCRD or other parties as a result of the circulation, publication, reproduction or use of this report contrary to the provisions of this paragraph.

Executive summary (4 of 4)

Recommendations

This report includes 10 prioritized recommendations for the SCRD's consideration. KPMG worked with SCRD staff to refine and validate the opportunities into a focused, prioritized list of recommendations that take into consideration level of effort, value, and time requirement for implementation. These recommendations are further broken down into 30 implementation steps and a phased implementation roadmap which are elaborated on later in this report. The 10 recommendations are:

1. Establish a process improvement champion and a working group to maintain project momentum;

2. Document existing processes and roles to reduce uncertainty and improve process clarity;

3. Improve the transfer and flow of shared information by establishing clear collaboration and communication protocols;

4. Improve information flow between the SCRD and external stakeholders through clear communication and collaboration with external organizations;

5. Build a stronger compliance culture through staff incentives and encouragement;

6. Enhance application ownership and tracking supported by dedicated roles and technological functionality;

7. Enhance indigenous collaboration through improved communication and resource sharing;

8. Enhance use of technology through re-implementation and training;

9. Improve existing policy frameworks through collaboration and dedicated resources; and

10. Supplement in-house resources via investments in specialized skills and knowledge management systems.

02

SCRD background & context

Background and current challenges

Located along the western coast of British Columbia just north of the Lower Mainland, the SCRD is situated within the traditional territory of the shíshálh Nation as well as the Squamish Nation. The Regional District consists of the District of Sechelt, as well as the Town of Gibsons, the shíshálh First Nation, the Chekwelp 26, Chekwelp 26A, and Schaltuuch Indigenous reserves, and five unincorporated places. Home to approximately 32,000 residents, the Regional District covers a geographic span totaling 3,773 km^2 and is bordered by Metro Vancouver to the south, the Squamish-Lillooet Regional District to the east, the Qathet Regional District to the north, and the Georgia Strait and the Islands Trust to the west. As such, the SCRD's scope of review for development and building permits spans a vast range of considerations which reflect nuances and challenges of developing across both rural and urban areas, as well as within a diversity of climate change-affected and environmentally sensitive areas.

The Regional District's mission is to provide effective governance and delivery of services to residents in communities throughout the region. To do this, the Regional District must combine mutual respect and consensus building in order to generate a common understanding of local needs and priorities. The SCRD's most recent Strategic Plan identifies **community resilience and climate change adaptation** as their key priority. To achieve this goal, the SCRD further identified four composite priorities including **engagement and communication, asset stewardship, advocacy**, and **working together**. Achieving these goals requires the Regional District to mobilize a wide diversity of available policy levers including land use amendments and development approvals. These dynamic and complex levers help to shape the future of local and regional communities and are critical to unlocking the Regional District's vision of a resilient, adaptable, and sustainable community.

In recent decades, a continuous influx of an increasingly vibrant and varied collective of residents, businesses, and investors have drastically increased development pressures across BC local governments. In response, local governments across the province have been working tirelessly to ensure that their internal processes, technology solutions, and organizational structures are able to keep pace with these changes. Over this same time, the nature and character of development and building permit applications have also become increasingly complex, often requiring local governments to rely on experienced, multi-disciplinary teams of professionals to ensure that submissions conform with their complex and interconnected policies, bylaws, and development standards.

UBCM funding to address development challenges across British Columbia

The scale of the demographic and development challenges being experienced by the SCRD over recent years is reflected BC-wide. In 2019, the BC Ministry of Municipal Affairs and Housing conducted a Development Applications Process Review (DAPR) program to examine current challenges and potential opportunities for improving the effectiveness and efficiency of local government development application processes. Within this program, 'DAPs' refers to all operational decision making steps associated with a local government's consideration of development applications. This ranges from the pre-application phase of the applicant's journey through to the final issuance of a building permit.

In 2021, the Union of British Columbian Municipalities (UBCM) announced $15 million in provincial funding to help local governments undertake initiatives designed to improve the efficiency and efficacy of local implementation of best practice solutions and to enable local governments to experiment with groundbreaking procedures aimed at improving developments approvals processing while also promoting long terms planning and policy goals.

In August 2021, the SCRD received $253,000 in UBCM funding to support a dedicated DAPR and recommendation implementation project. Under the terms of the UBCM grant application, the SCRD has committed to using this funding to:

01

Establish the current state of processes and structure for development approvals at SCRD;

02

Assist with the creation of suggested new processes and structures that may include new draft policies or bylaw updates; and
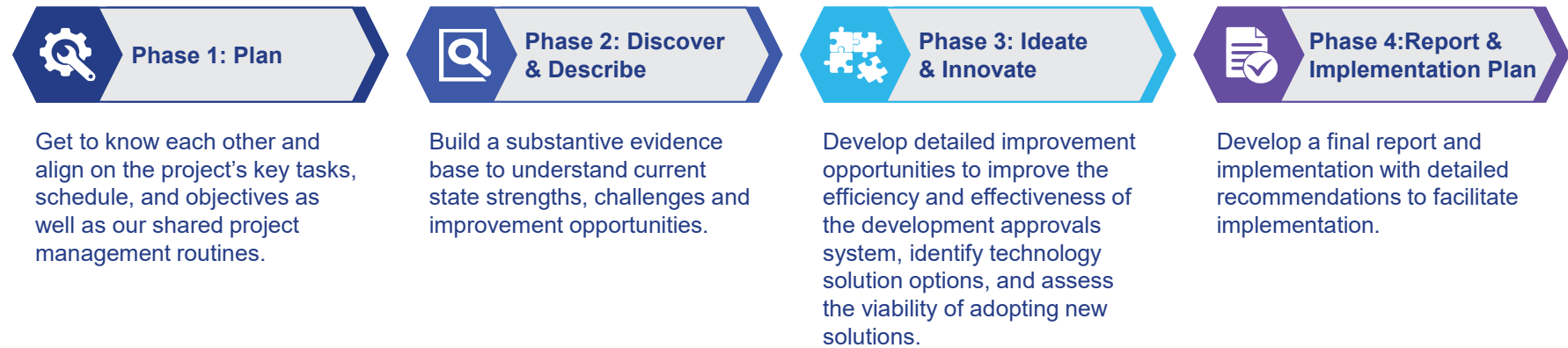
03

Develop an implementation strategy and recommendations around resource needs (i.e. technology and staffing).

03

Approach & workplan

Approach

KPMG adopted a structured four phase approach for this review. An interim report was delivered and presented upon the completion of phase 2. **This final report represents the completion of phases 1 through 4.**

Phase 1: Plan	Phase 2: Discover & Describe	Phase 3: Ideate & Innovate	Phase 4: Report & Implementation Plan
Get to know each other and align on the project's key tasks, schedule, and objectives as well as our shared project management routines.	Build a substantive evidence base to understand current state strengths, challenges and improvement opportunities.	Develop detailed improvement opportunities to improve the efficiency and effectiveness of the development approvals system, identify technology solution options, and assess the viability of adopting new solutions.	Develop a final report and implementation with detailed recommendations to facilitate implementation.

Assessment framework

For this study, KPMG employed our proprietary, **six layer assessment framework and research methodology** to collect, organize and structure feedback gathered from our interviews and workshops with internal staff and external stakeholders. The themes included in this framework are listed and summarized in the figure on the right side of this slide.

Processes

The internal and external services delivered by the Regional District, along with the processes, practices, and procedures used to deliver those services.

Organization, People, & Culture

The roles and responsibilities of staff, the Regional District's organizational structure and the governance structures used to manage work and coordination.

Technology & Information

The use of data, information, analytics, and technology that support the policy formulation and development review processes.

Assessment Framework

Stakeholder & Staff Experience

The experience of applicants and the public related to the policy formulation and development review processes.

Performance Management & KPIs

The performance management structures used to measure, monitor, and evaluate the policy formulation and development review processes.

Legislation & Policy

The policy and legislative framework that structures the policy formulation and development review processes, from formulation to implementation and evaluation.

Building a robust evidence base

An evidence base was developed to identify strengths, weaknesses and opportunities related to the development approval process. On the next slide we describe how the evidence base was used to develop the final recommendations presented in this report.

Stakeholder Engagement	Document Review	Government Agency Engagement	Technology Scan	Jurisdictional Scan
Consultation and workshops with 20+ SCRD staff ranging in seniority and spanning multiple departments*. Interviews conducted with 40+ external stakeholders and industry professionals including technical consultants, developers, and the shíshálh First Nation.	A review of available documentation provided by the SCRD which describe or are related to the development and building permit application, review, and approvals process. Documents reviewed include bylaws, official community plans, and strategic development policies.	Interviews and consultation with 10 representatives government ministries including Vancouver Coastal Health, the Ministry of Land, Water, and Resource Stewardship, the Ministry of Forests, and the Ministry of Transportation and Infrastructure.	A review of existing local government technologies that possess the functionality needed to satisfy the SCRD's business requirements. Technologies were selected and reviewed based on their substitutability with Tempest.	Interviews with 6 jurisdictions identified as comparators through a phased identification and selection process. Jurisdictions were selected based on use of technology, topographical and economic similarities and jurisdictional power.

*Consulted departments include Planning, Building, Infrastructure & Utilities, Finance, Information Services, Records Management, Legislative Services, and the Senior Leadership Team.
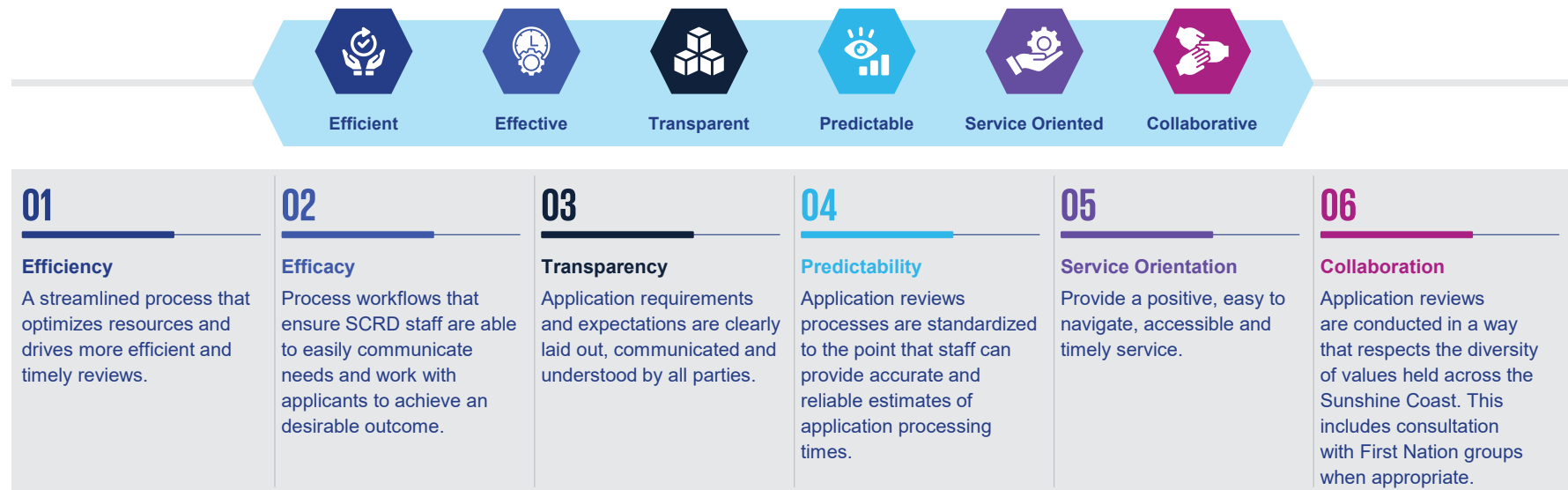
04

Analysis and findings

SCRD vision for DAPR

Through interviews with SCRD staff and leadership as well as a review of the SCRD's official community plans, KPMG established a set of core values to help guide the vision for what an ideal future state DAP would embody. The six values that form this guiding vision include **efficiency, efficacy, transparency, predictability, service orientation, and collaboration**.

Grounded in balancing expediency, equity, and community stewardship, these values combine to form a unified vision for the SCRD's DAPR. The key principle reflected in this vision is that the SCRD must work to combat the growing housing affordability crisis without compromising its role as a steward of the Sunshine Coast's environmental, social, and historic resources.

The six core values were used to help guide the development and prioritization of opportunities into recommendations,

| Efficient | Effective | Transparent | Predictable | Service Oriented | Collaborative |

01
Efficiency

A streamlined process that optimizes resources and drives more efficient and timely reviews.

02
Efficacy

Process workflows that ensure SCRD staff are able to easily communicate needs and work with applicants to achieve an desirable outcome.

03
Transparency

Application requirements and expectations are clearly laid out, communicated and understood by all parties.

04
Predictability

Application reviews processes are standardized to the point that staff can provide accurate and reliable estimates of application processing times.

05
Service Orientation

Provide a positive, easy to navigate, accessible and timely service.

06
Collaboration

Application reviews are conducted in a way that respects the diversity of values held across the Sunshine Coast. This includes consultation with First Nation groups when appropriate.

What is working well

Based on observations gathered from stakeholder interviews and document reviews, the following table summarizes what is currently working well at the Regional District in relation to their DAPs.

Design Layer	What we heard is working well
Services & Processes	✓ SCRD staff have developed internal solutions to tackle emergent development approvals challenges ✓ Despite resource challenges, several departments have dedicated extra effort in order to maintain consistent service levels and processing times
Organization, People & Culture	✓ SCRD staff appear to be over-stretched in certain areas, but are doing their best to hold the process together ✓ Several external referral organizations report that they have a strong and collaborative relationship with SCRD staff ✓ SCRD staff appear committed to providing a positive customer experience ✓ SCRD have communicated a deeply rooted desire to integrate reconciliation into their DAPs
Performance Management & KPIs	✓ Staff have indicated an interest in developing a reliable performance measurement framework
Technology & Information	✓ Despite prevalent technology challenges, SCRD staff have found ways to continue using their existing technology mix ✓ There is a willingness across business units to work together to improve technology solutions and to drive sustained change
Legislation & Policy	✓ There is a long term plan to refresh the OCP and associated bylaws ✓ Departments including planning and building have taken on legislative tasks (i.e., bylaw writing) in order to help with resource constraints
Applicant & Public Experience	✓ Staff commitment to delivering a positive applicant experience is recognized by some external stakeholders ✓ Staff recognize and try to alleviate shared points of frustration between applicants, staff, and external stakeholders

Key challenges and pain points

Based on observations gathered from stakeholder interviews and document reviews, the following table summarizes what is currently working well at the Regional District in relation to their DAPs.

Design Layer	What we heard is not working well
Services & Processes	• SCRD approval times have slowed down as a result of a rapid increase in the scale, frequency, and complexity of development applications • Processes and institutional knowledge is not well documented, nor are end-to-end processes well understood across different departments • Resource and staffing constraints have limited the SCRD's ability to look inwards and adjust their approvals processes
Organization, People & Culture	• Communication and coordination challenges across teams present additional barriers within the SCRD's approvals processes • Staff are often ill-equipped with formal communication protocols that provide them with guidance about communicating application issues
Performance Management & KPIs	• Formal application tracking of timelines is limited • Limited time and resources have kept the SCRD from implementing formal application tracking and benchmarking processing times
Technology & Information	• Technology solutions are no longer aligned to business needs, with different tools used across different teams • Maintenance and continued alignment of technology systems with business needs has not been prioritized
Legislation & Policy	• Resource constraints have placed functional limits on the progress the SCRD's ability to update their bylaws and policies over the years
Applicant & Public Experience	• Limited staff capacity and a lack of training are a source of stress for both internal staff and external stakeholders • Staff capacity challenges have contributed to a perception of strained relationships between staff and applicants, placing further stress impacting efficiency of the DAP.

Jurisdictional scan

A jurisdictional scan was conducted to learn from jurisdictions with similar challenges. Jurisdictions were identified and selected based on topographical similarity, shared regional economic dynamics (i.e., rural, heavily influenced by development and tourism sectors), common usage of Tempest, and shared regional district status. Through consultation with SCRD staff, the following local governments were shortlisted:

1. Cowichan Valley (Regional District)
2. Nanaimo (Regional District)
3. Port Moody (Tempest User)
4. Saanich (Tempest User)
5. Squamish-Lillooet (Similar Topography)
6. Whistler (Shared Economic Dynamics)
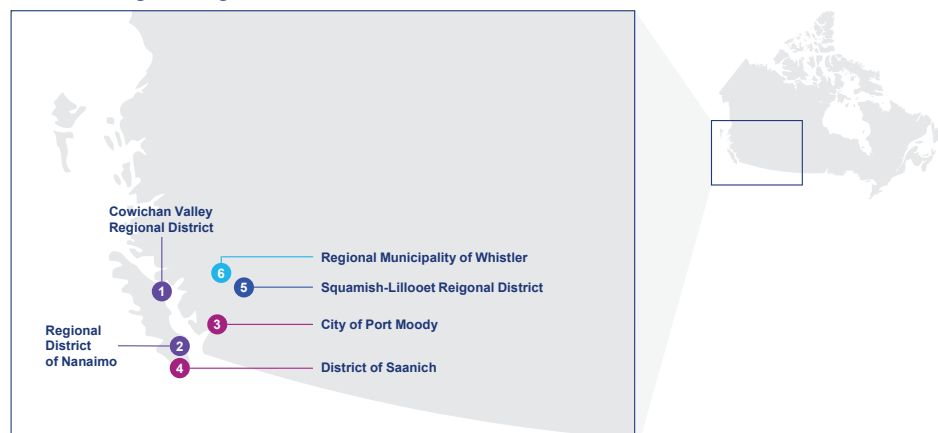
To collect information on comparator jurisdiction challenges and prospective solutions, we conducted one hour conversations with representatives possessing a high level understanding of each jurisdiction's DAPs*. We also incorporated information collected from the 8 other DAPRs conducted by KPMG across BC over the last 2 years. The results reveal several common challenges including inadequate resourcing to address increasing application volume and complexity, a lack of understanding surrounding external referrals, frustration with current technology solutions, and difficulty addressing technical requirements associated with complex topography. As is outlined in greater detail in Appendix A, this process generated several insights that we have incorporated into our detailed recommendations. Of these insights, the most valuable was the fact that Tempest possesses the capabilities and potential to act as a fully integrated application tracking and management system. This insight affirms that there is substantial potential value associated with a reimplementation of Tempest across SCRD departments.

*Whistler and Squamish-Lillooet did not respond to ~~our~~ request for an interview.

05

Technology assessment

Technology context

In addition to a current state assessment of the SCRD's current DAP (see Section 4 for summary of findings), KPMG assessed the SCRD's current core technology stack to determine opportunities for improvements and viable alternative options.

The SCRD primarily uses five core technology software solutions to support various aspects of the DAP. The technologies employed include Tempest, CityWorks, Business World, Content Server, and Request Tracker. While the use of Tempest, Request Tracker, and Content Server are widespread across the SCRD's different departments, only Content Server is integrated across every department and used in a consistent way. In the case of both Tempest and Request Tracker, a lack of integration and idiosyncratic usage between departments impedes interactivity and the transfer of information between systems as applications move through the review process.

Departmental silos and idiosyncratic usage are also problems afflicting the SCRD's other core technologies. This presents challenges to staff as they try to transfer information between systems and across departments during the application review process. Most notably, the lack of integration between Tempest and other core technologies prevents centralized application tracking and introduces unneeded inefficiencies. While this is largely a consequence of Tempest's initial implementation, the issue is exacerbated by a lack of staff training on how to properly use the technology and the departure of super-users over the years.

As part of our broader technological assessment, KPMG reviewed several digital application management platforms that could be used to replace Tempest. Conducted through the lenses of organizational fit and prospective added value, the purpose of this review was to determine whether it would make sense for the SCRD to shift away from Tempest in favour of an alternative solution. To undertake this analysis, we reviewed available technological solutions based on their functional capabilities and the relative cost of implementation.

SCRD Core Technologies: Tempest, Content Server, Business World, Request Tracker, CityWorks
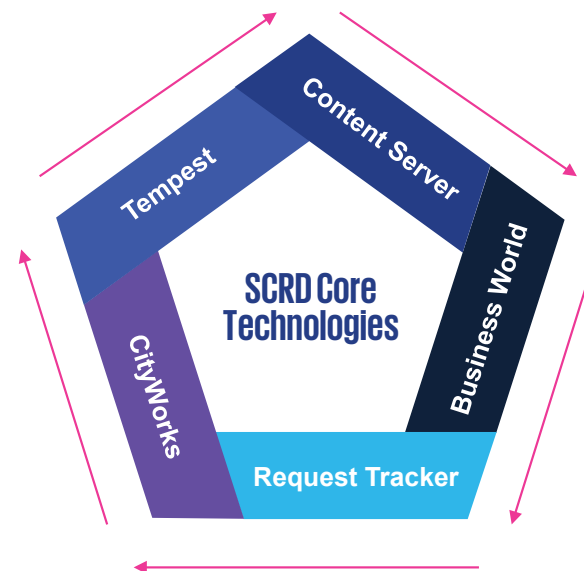
Challenges with Tempest

A key observation from staff engagement was a persistent frustration with Tempest. Through interviews with staff and two technology-focused workshops we gathered detailed information on the specific challenges posed by the SCRD's existing application tracking and management application. The three key challenges experienced by staff include:

- The initial implementation no longer aligns with business needs and processes, preventing staff from fully benefitting from the automated functionality available within Tempest;

- A lack of integration across departments and between different technology solutions prevents a seamless flow of information. This is in part due to concerns over privacy and capabilities related to user access restrictions; and

- Inadequate training has put staff in a position where they are unfamiliar with the different features and interfaces available within Tempest.

Our engagement also revealed that these three challenges have manifested in a situation where each department uses Tempest in their own distinct way. In many cases, this had led departments to make limited use of Tempest's available functionality. For example, while Tempest possesses the ability to act as a centralized application tracking and markup software, only the Building Department uses the software for permit generation and management. In other departments, Tempest use is limited to conducting simple queries, tracking fees, and storing links to externally stored application documents.
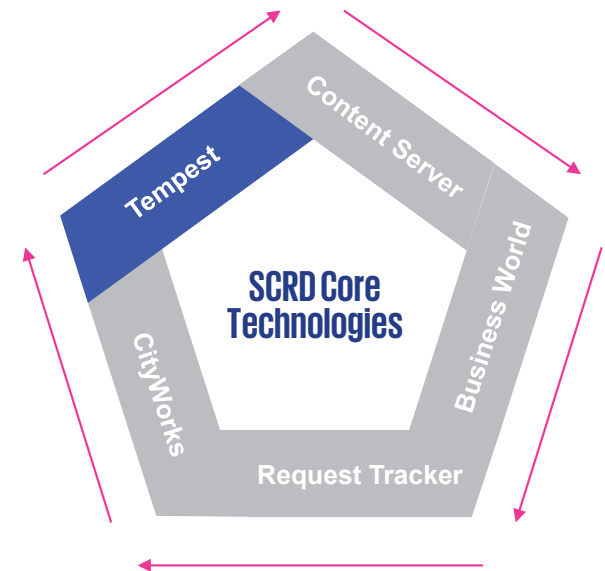
Challenges with other core technologies

Key strengths:

- Content Server works well as a central store of key documentation. Staff regularly mentioned that they are comfortable working with content server and are capable of taking full advantage of the system's core functionality.
- Business World and CityWorks are well suited for what they are used for. While the usage of these software is limited to a small number of departments, those that use them expressed little frustration or concern about their ability to take advantage of their functionality.

Key challenges:

- A lack of integration across the Request Tracker ticketing platform. Acting as the SCRD's central issue generation and tracking system, the way Request Tracker has been implemented across the SCRD prevents departments from forwarding and tracking tickets across departments.
- A lack of backwards integration between core technologies and Tempest. Most pressingly, staff that make use of Business World and CityWorks noted that while it would be desirable to be able to access permit-related files and information from Tempest, the systems have not been implemented in a way that allows this to happen.

SCRD Core Technologies — Content Server, Business World, Request Tracker, CityWorks, Tempest
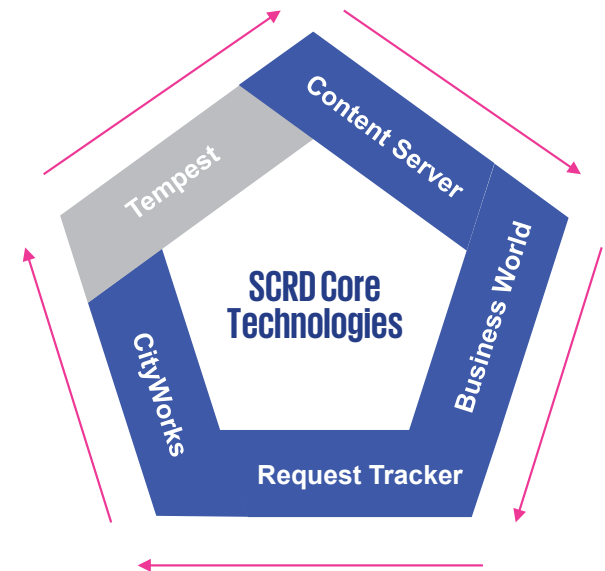
Technology scan

KPMG undertook a technology scan of alternative application tracking and management solutions to assess the pros and cons compared with Tempest. To conduct this technology scan, KPMG identified six alternative solutions used by various local governments to support development and building permit application submission, review, and approval processes. These technologies represent close substitutes to Tempest and could be employed to meet the SCRD's existing business needs.

The primary purpose of this comparative assessment was to help the SCRD determine whether Tempest should continue to be its technology of choice for their DAP, or consider transitioning to another solution better suited to the SCRD's needs. For comparative purposes, a set of 7 criteria were selected. Based on desktop research, product demonstrations, feedback for peer jurisdictions, and interviews with selected vendors KPMG was able to conduct a high-level assessment.

Technology Solutions Compared

Tempest   Amanda

Cityworks Empowering GIS   Clariti

Cloudpermit   CityView

Comparison criteria

Pricing - The extent to which initial cost to acquire software are minimized.

Migration - The extent to which costs associated with transferring data and workflows to new software are minimized.

Implementation - The extent to which costs associated with setting up and implementing new system are minimized.

Portal & Reporting Customizations - How user-friendly is the online portal? Is it easily customizable to show relevant information?

Workflow Customization & Future Adjustments - How customizable is the software? Is it easy to change workflows?

Integration - What external applications can the software support?

Ease of Use / Interface - How easy and intuitive is the software to navigate and use?

Technology platforms - Ease of use vs capability

The graphic below plots each of the local government platforms included in our technology scan based on their relative ease of use and capabilities. In general, these platforms balance usability against technical capabilities, with Tempest having traded enhanced user friendliness for more sophisticated functionality.
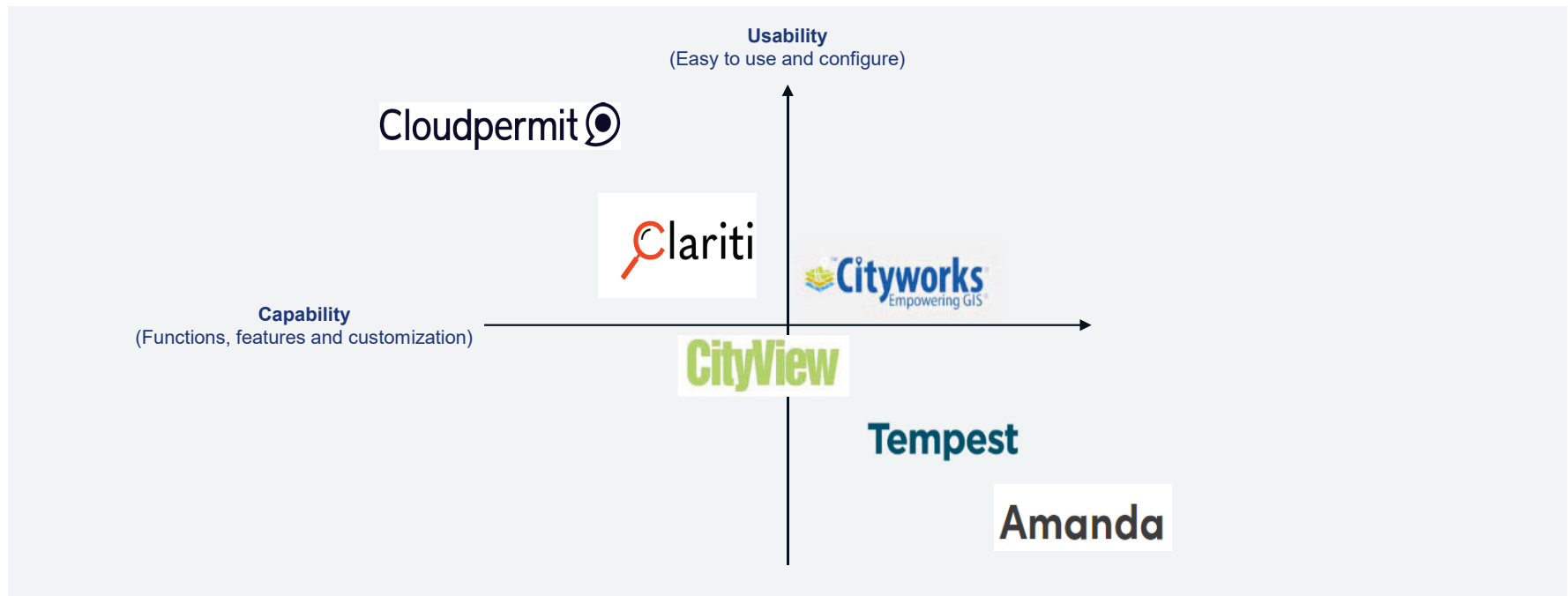
Technology platforms - Comparison

As part of our technology scan we looked at the relative strengths and weaknesses of each potential solution across 7 assessment areas. These areas included:

- **Pricing:** The relative cost of the solution considering upfront cost, sunk cost, and the cost of (re)training staff to use the solution.
- **Migration:** How easily existing data can be migrated into the proposed solution.
- **Implementation:** The ease with which the technology can be (re)implemented to suit the SCRD's existing business needs.
- **Portal & Reporting Customizations:** The degree to which the solution allows subscribers to customize their external facing application interfaces.
- **Workflow Customization & Future Adjustments:** The degree to which subscribers can customize their internally facing workflow interface.
- **Integration:** The degree to which the solution is able to integrate effectively with complementary local government technologies.
- **Ease of Use/Interface:** The relative ease with which a non-expert user is able to quickly and effectively understand and make use of the solution's interface.

KPMG scored each technology solution based on its performance relative to its comparator solutions. Solutions could receive a comparative performance grade ranging from 'Well Performing', 'Modestly Performing', and 'Poorly Performing'. We then attached a numerical value to each score, with 'Well Performing' being worth **+2 points**, "Modestly Performing" being worth **+1 point**, and "Poor Performing" being worth **-1 points**.

Our assessment shows that maintaining use of Tempest or making greater use of CityWorks offers the most value to the SCRD. An additional review should be conducted to determine which system offers the most value to staff and applicants in the long term. Should the SCRD remain with Tempest, it would likely need to be reconfigured with new workflows, functionality and added modular capability to best meet current business needs.

Tempest (+10)	CityWorks (+9)	Clariti (+7)	CityView (+4)	Amanda (+4)	Cloudpermit (+1)
Pricing					
Well (+2)	Modestly (+1)	Modestly (+1)	Modestly (+1)	Poorly (-1)	Well (+2)
Migration					
Well (+2)	Poorly (-1)	Poorly (-1)	Poorly (-1)	Poorly (-1)	Poorly (-1)
Implementation					
Well (+2)	Well (+2)	Modestly (+1)	Poorly (-1)	Poorly (-1)	Modestly (+1)
Portal & Reporting Customizations					
Modestly (+1)	Well (+2)	Modestly (+1)	Modestly (+1)	Well (+2)	Poorly (-1)
Workflow Customization & Future Adjustments					
Modestly (+1)	Well (+2)	Well (+2)	Modestly (+1)	Well (+2)	Poorly (-1)
Integration					
Modestly (+1)	Well (+2)	Modestly (+1)	Well (+2)	Well (+2)	Poorly (-1)
Ease of use / interface					
Modestly (+1)	Modestly (+1)	Well (+2)	Modestly (+1)	Modestly (+1)	Well (+2)

Preferred technology solution

Based on our preliminary assessment of local government technology platforms, Tempest appears to provide the SCRD with the greatest value-for-money when considering functionality, useability, and relative cost. Below is a summary of advantages and disadvantages of Tempest as compared to other platforms assessed.

👍 Pros of Tempest:

- SCRD already uses a version of Tempest, so it will minimize costs and migration challenges as compared to implementing a new system.
- Tempest is currently adopted in multiple departments and there **is an existing level of understanding and training for the platform**. Switching to a different platform would require a significant investment in upskilling and training.
- Tempest has additional out-of-the-box capabilities and the software can be further **customized** to improve functionality, integration, and privacy controls. Workflows (staff facing) can also be configured to increase efficiency throughout across the DAP.
- Tempest can report milestone dates, submission requirements, and other information specific to the application. **These reporting features can also be configured**.
- Able to **integrate** other commonly used applications such as Bluebeam, ESRI, Outlook, Invoice Cloud, Laserfiche, and more to improve workflow efficiencies.

👎 Cons of Tempest:

- Requires a resource with a **background in IT** to customize both the online portal and workflows (initially and particularly on an ongoing basis). In the long-term, **a dedicated and skilled resource** is needed to make changes to Tempest should processes evolve (e.g. change in policy, governance, regulations…etc.).
- If too many changes are made to the default configurations, Tempest may **stop supporting the product**.
- Concerns over the long term viability and further investment in Tempest as it has been acquired by Central Square.
- The online portal may not fully meet requirements as it is meant to be used as-is, out-of-the-box. **Configurations may be required** to improve the user-friendliness of the software.
- **Performance management framework** will need to be developed to accommodate metrics extracted from Tempest - There is no native function within the system to support performance reporting.

Technology improvement - Design principles

Our deep dive into the SCRD's technology challenges and needs yielded a clear set of design principles that should be prioritized when reconfiguring / re-implementing any new or existing technology solutions. These principles reflect both the short and long term needs of the SCRD as they pertain to building and sustaining momentum around technology use and maximizing the benefits of each technology solutions used within the Regional District. .

1. Process Alignment and Integration

The clearest challenge expressed by SCRD staff was the mismatch between the functionality available within Tempest and their existing business needs. Ensuring that all implemented technology solutions possess the required functionality is a simple way to promote technology uptake and usage.

2. Clear Roles & Responsibilities

One key point of frustration across the SCRD was a lack of clarity about who is responsible for documenting technology challenges and suggesting and implementing solutions. When implementing a technology solution, the SCRD should clarify the roles of each business unit with regards to issue management, support, and improvements.

3. Training and Support

Several staff expressed concern about the lack of formal training and support received during Tempest's implementation. Selecting solutions with comprehensive and robust training and support services can help to ensure that the technology will be used to its full potential.

4. Organic Uptake

The ability of any organization to maximize the benefit of its technology mix depends on the presence of super users. Ensuring that technology solutions are intuitive enough to encourage organic uptake and the natural development of superusers can help staff to keep apprised of technological developments and changes

06

Detailed recommendations & roadmap

Recommendations

In this section, we present **10 prioritized recommendations** for the SCRD's consideration. KPMG worked with SCRD staff to refine and validate the opportunities into a focused, prioritized list of recommendations that take into consideration level of effort, value, and time requirement for implementation. For each recommendation presented later in this section, KPMG has summarized what we heard, initial opportunities identified, implementation steps, resource considerations, prospective outcomes, and proposed timelines. Implementation of these recommendations is meant to help augment the efficiency, efficacy, transparency, predictability, service orientation, and collaboration of the DAP.

Implementation Roadmap

A proposed implementation roadmap has been provided at the end of this section with a suggested sequencing aimed at delivering quick and impactful wins while building buy-in and momentum around longer term structural changes. Our recommendations have been structured to be implemented as a complete and integrated program designed to advance the ongoing process improvement efforts already being made by the SCRD and its staff. A two-year implementation plan was developed to provide a practical timeline, recognizing staff capacity as well as ongoing and upcoming initiatives planned across the organization. Ultimately, however, it is the role of Regional District staff and the Board to make the decision on how best to move forward with the recommendations.

Implementation Support

Successful implementation of these recommendations will require sustained senior-level support and dedicated project leadership, as well as a commitment from staff to afford time to support changes. It will require cooperation and collaboration with applicants, the community, and internal and external stakeholders, including interdepartmental teams.

Recommendations (1 of 2)

The following two tables (below and overleaf) present our full list of 10 recommendations.

	Recommendation	Steps for Implementation	Effort	Benefit
1	Championing Process Improvement	a) Select an individual to act as a process improvement lead/champion.	Medium	High
		b) Compose a working group of staff and management that can help maintain process improvement momentum.	Low	High
2	Documenting Existing Processes & Roles	a) Document existing formal and ad hoc (remediation) processes and generate/publish process maps.	Medium	High
		b) Clarify roles and responsibilities of staff across approval processes.	Low	High
		c) Produce and maintain up-to-date how-to manuals or internal wikis.	High	Medium
3	Improving Staff Coordination & Collaboration	a) Establish interdepartmental communication protocols.	Low	High
		b) Establish interdepartmental issue escalation protocols.	Low	Medium
4	Improving Information Flow Between External Stakeholders	a) Formalize regular touchpoints with external referral agencies.	Low	Medium
		b) Integrate Front Counter BC into webmap-generated property reports.	Low	High
		c) Explore working with external referral agencies to jointly publish and co-brand messaging about external referral requirements.	Medium	Medium
		d) Create a single point of contact for applicant and external stakeholder inquiries.	Medium	Medium
5	Building a Stronger Compliance Culture	a) Standardize completeness checks when applications are first submitted.	Low	High
		b) Increase the percentage of complete applications received over time.	High	High

Recommendations (2 of 2)

	Recommendation	Steps for Implementation	Effort	Benefit
6	Application Ownership & Tracking	a) Establish dedicated application managers responsible for monitoring individual cases.	Medium	High
		b) Establish and monitor key performance indicators (KPIs) for application processing.	Medium	Medium
		c) Make use of Tempest's automated application tracking functionality.	High	Medium
7	Enhancing Collaboration with Nation	a) Integrate development permit guidelines and decision making processes in the upcoming OCP renewal to align SCRD and Shíshálh First Nation priorities.	High	Medium
		b) Invest in an RP Bio-certified environmental planner that can accurately and reliably assess environmental consulting reports.	High	High
		c) Create a seconding program where SCRD can support FN through temporary infusions of staff capacity.	High	High
8	Enhancing Use of Technology	a) Determine technology needs and touchpoints across process lifecycles.	Low	High
		b) Update Tempest workflows.	High	High
		c) Standardize the use of Request Tracker and integrate information sharing function.	Medium	Medium
		d) Re-establish technology champions and technology working groups.	High	High
9	Improving Existing Policy Frameworks	a) Create long term planning team to focus on strategic initiatives.	High	High
		b) Ensure that BP application submissions are thoroughly reviewed for potential DP or rezoning requirements.	High	Medium
		c) Leverage interdepartmental collaboration and community consultation to clarify misleading language in bylaws.	High	Medium
10	Supplementing In-House Resources	a) Invest in specialized skillsets to help streamline technical reviews.	High	High
		b) Review and update current fees bylaw to support a full cost recovery model for development applications.	High	High
		c) Explore pooling resources with regional districts for shared strategic services across participating local governments.	High	Low

Recommendations - Benefit vs effort analysis

Building and sustaining momentum for process improvement requires an implementation roadmap that prioritizes early successes while also paving the way for longer term strategic initiatives. The chart below was used to support the prioritization of recommendations and building out a detailed implementation roadmap, and presents the summarized outcomes of the working session with staff to map and prioritize efforts.
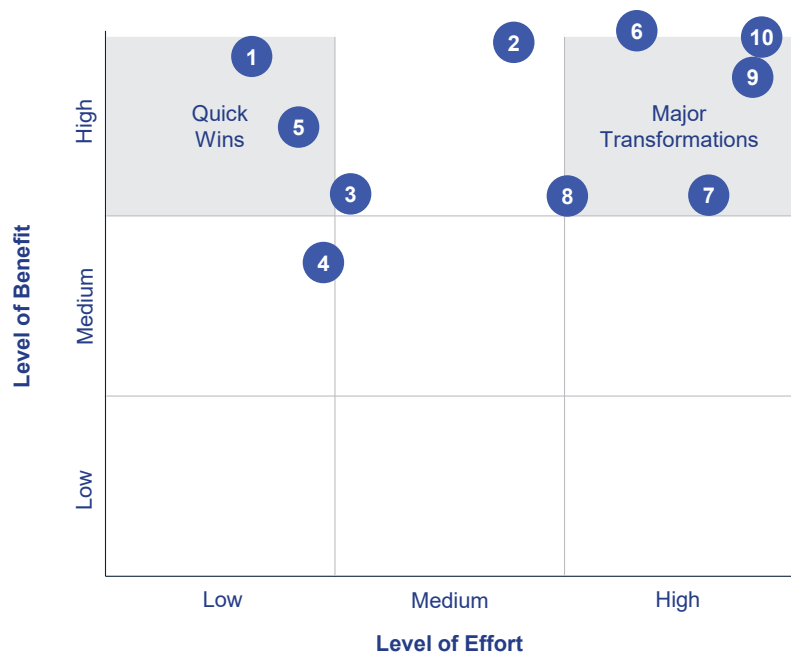
1	Championing Process Improvements
2	Documenting Existing Processes and Roles
3	Improving Staff Coordination and Collaboration
4	Improving Information Flow Between Stakeholders
5	Building a Stronger Compliance Culture
6	Application Ownership & Tracking
7	Enhancing Collaboration with Nation
8	Enhancing Use of Technology
9	Dedicating Time to Improving Existing Policy Framework
10	Supplementing In-house Resources

Championing process improvements

What We Heard

- Despite a common willingness to improve existing processes, time and resources constraints make it difficult for staff to undertake improvement initiatives.
- Without strong champions, improvement initiatives are liable to lose momentum.
- There are several staff members that are willing to continually champion process improvements.

Opportunities

- Appointing or electing an individual process improvement lead/champion would institutionalize support for DAP improvements.
- Creating a process improvement working group would help to sustain momentum and disseminate information about improvements.

Resource Requirements

- The process improvement champion and working group
- The SCRD Board and leadership team
- Managers of departments affiliated with development applications processes

Prospective Outcomes

- Sustained momentum for development application review process improvement initiative
- Faster and more effective dissemination of process improvement information

Steps for Implementation

A. Select an individual to act as a process improvement lead/champion (Effort: Medium | Benefit: High)

- A dedicated process improvement lead/champion (project manager) should be assigned to coordinate the implementation of recommendations set out in this report. Ensuring that one individual is responsible for driving improvements, monitoring and sustaining progress will help ensure that the implementation program does not fall by the wayside.

- The process improvement champion should ideally be an internal staff member with familiarity of SCRD processes and the organization. The role will require ongoing sustained effort throughout the implementation program (likely varying between 25-50% FTE). This responsibility and time commitment should be accounted for and incorporated into the individual's job description.

B. Establish and formalize a working group of staff across approval processes (Effort: Low | Benefit: High)

- To support decision-making and sponsorship across departments, a working group should be established and formalized with defined Terms of References. Chaired by the process improvement champion, the working group should meet at a regular cadence to discuss progress, tackle risks and challenges, and support ongoing implementation activities.

Timeline							
Q4 23	Q1 24	Q2 24	Q3 24	Q4 24	Q1 25	Q2 25	Q3 25
A							
B							
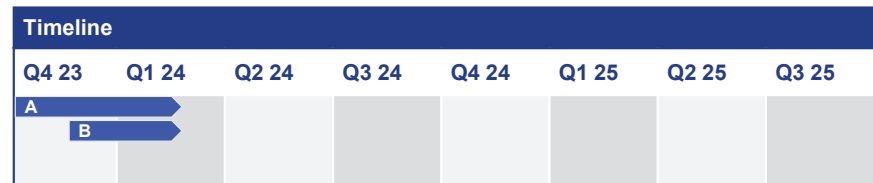
Documenting existing processes and roles

What We Heard

- Staff, management and external stakeholders are unclear of the detailed requirements of process workflows.
- High level process maps are currently used, which do not include information on detailed roles of different departments.
- How-to manuals outlining standard operating procedures and formal processes exist, but many of these documents are outdated.

Opportunities

- Developing formal workflow and procedure documents for each application type would provide support to new and existing staff.
- Clarifying roles amongst department would help improve process efficiency and effectiveness.
- Publishing user-friendly process maps for public use would help to manage the expectations of external stakeholders and applicants.

Resource Requirements

- New and existing staff affiliated with DAPs.
- Managers of departments affiliated with development applications processes.

Prospective Outcomes

- Improved understanding of end-to-end DAPs.
- Formal reference material documenting process workflows.

Steps for Implementation

A. **Document existing formal and ad hoc processes and generate/publish process maps. (Effort: Medium | Benefit: High)**
   - Developing detailed and high level process maps would provide staff, management, and applicants with improved clarity about process lifecycles and interdepartmental dependencies. These should include swim lanes for different teams to clearly understand interdependencies. This is particularly important for ad hoc processes (i.e., remediation) that do not yet have an established workflow.

B. **Clarify roles and responsibilities of staff across approval processes. (Effort: Low | Benefit: High)**
   - Formal clarity increases certainty and enables more effective communication. Taking time to establish clear staff roles and responsibilities with each of the SCRD's approvals processes will help smooth day-to-day operations and improve process efficiency. Development of a responsibility assignment matrix such as a RACI (Responsible-Accountable-Consulted-Informed) chart will help provide clarity

C. **Produce and maintain up-to-date how-to manuals or internal wikis. (Effort: High | Benefit: Medium)**
   - Up-to-date process guidelines represent a valuable resource to drive consistency, particularly for new and existing staff that are unsure of standard operating procedures. Whereas physical manuals reflect a single point in time, internal wiki pages can be routinely updated to reflect process changes.

Timeline

Q4 23	Q1 24	Q2 24	Q3 24	Q4 24	Q1 25	Q2 25	Q3 25
	A						
	B						
		C					

50

Improving staff coordination and collaboration

What We Heard

- Staff often use informal methods for communicating across departments, and there is no standardized tool or technology platform that supports improved communication.
- Reduced presence of staff in the office and at the front desk can make it difficult to get hold of planning staff.
- Formal issue escalation procedures do not currently exist. When an issue or complaint arises, applicants directly contact SCRD staff and Board members based on relationships or perceived sphere of influence.

Opportunities

- Establish formal communications protocols across departments. Ensure staff are informed of and follow this protocol to minimize miscommunication.
- Introduce an integrated application tracking system that enables departments to view applications throughout the application review lifecycle.
- Implement issue and request tracking solutions across all SCRD departments

Resource Requirements

- Managers of departments affiliated with development applications processes.

Prospective Outcomes

- Improved coordination across teams.
- Reduced communication channels from applicants.

Steps for Implementation

A. Establish Interdepartmental communication protocols. (Effort: Low | Benefit: High)

- Providing formal guidance around interdepartmental communications and information flow can empower staff to solve problems and resolve conflicts without becoming overly reliant on central coordination.
- Adopt a standardized version of request tracker that is implemented across departments in the interim, before transitioning to a unified adoption of Tempest and its tracking and communication protocols in the longer term.

B. Establish interdepartmental issues escalation protocols. (Effort: Low | Benefit: Medium)

- Create internal and external documentation outlining the communication protocols associated with updating an applicant on the status of their complaint throughout the escalation process. Create a hierarchy of Regional District staff to refer to when determining the destination of complaint escalations.
- Notify internal and external stakeholders of the newly-created process and share the location of process documentation with applicants.

Timeline							
Q4 23	Q1 24	Q2 24	Q3 24	Q4 24	Q1 25	Q2 25	Q3 25
		A					
		B					
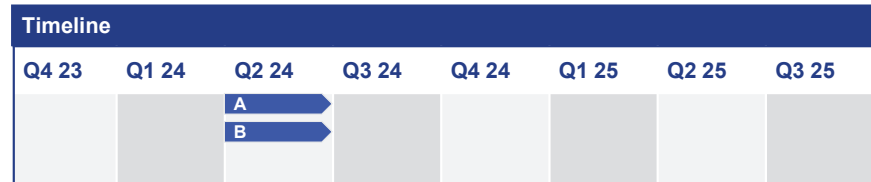
Improving information flow between external stakeholders

What We Heard

- Complex topography and regional district status often triggers or requires external referrals in many processes.
- Applicants are often unaware of external referral requirements and frequently contact SCRD staff looking for clarification.
- Front Counter BC is an online resource that provides applicants with information about external referrals.
- Applicants are often unsure of who to contact to receive application updates

Opportunities

- Improving relationships and information flow with external stakeholders can help improve external approvals processes.
- Publishing and better communicating information on external referral requirements from sources like Front Counter BC can help to manage applicant expectations.
- Clarifying contact points and directing applicants towards pertinent information sources can reduce the number of applicant inquiries and save staff time.

Resource Requirements

- External referral agencies.
- Managers of departments affiliated with development applications processes.

Prospective Outcomes

- Improved application processing times.
- Greater certainty and predictability of external review timelines.

Steps for Implementation

A. **Formalize regular touchpoints with external referral agencies. (Effort: Low | Benefit: Medium)**
   - Formalize regular checkpoints as an opportunity for SCRD staff to obtain updates on application status and processing times and better manage applicant expectations.

B. **Integrate Front Counter BC into webmap-generated property reports. (Effort: Low | Benefit: High)**
   - Front Counter BC provides information on external referral requirements for prospective applications. The SCRD could integrate this tool in their property reports, to avoid confusion and provide further reminder of BC Government responsibilities in the process and as a general source of up-to-date information.

C. **Explore working with external referral agencies to jointly publish and co-brand messaging about external referral requirements. (Effort: Medium | Benefit: Medium)**
   - Cobranding guidelines with external referral agencies helps align wording / expectations which can support the reduction of liabilities associated with providing inaccurate or out of date information to applicants.

D. **Create a single point of contact for applicant and external stakeholder inquiries. (Effort: Medium | Benefit: Medium)**
   - A defined single point of contact would help mitigate the tendency of applicants and external stakeholders to contact multiple departments with the same questions.

Timeline

Q4 23	Q1 24	Q2 24	Q3 24	Q4 24	Q1 25	Q2 25	Q3 25
		A				B	
		C					
			D				

Building a stronger compliance culture

What We Heard

- Incompleteness and application quality issues are some of the most prominent drivers of extended application processing times.
- Historically, planning staff and management have embraced a culture of accepting incomplete applications in order to placate applicants.
- Over the past few years, management and staff have been working towards building a culture of compliance across the SCRD.

Opportunities

- Continuing to place emphasis on turning away incomplete applications would help reduce application volumes and backlogs.
- Preventing incomplete applications from entering the approvals process will reduce the number of time that staff will have to send applications back to applicants for revision.
- Continuing to reinforce the utility of conducting pre-application meetings will help to improve initial application quality and will help reduce processing times.

Resource Requirements

- Front counter planning staff.
- Applicants and community members.

Prospective Outcomes

- Improved processing times.
- Reduced application backlogs.
- Community acceptance of cultural shift.

Steps for Implementation

A. **Standardize completeness checks when applications are first submitted. (Effort: Low | Benefit: High)**

- A review of existing completeness checks should take place to ensure that applications received for processing meet the minimum required quality standards and minimize the need for further information requests downstream.
- Pre-application meetings should be encouraged (or mandated) to provide opportunity to review application completeness, address concerns and provide clarity on the process and all documentation that may be required. Continuing to emphasize the utility of pre-application meetings will help demonstrate their value to applicants and improve overall application quality.

B. **Consistently enforce completeness requirements to increase the percentage of complete applications received over time. (Effort: Medium | Benefit: High)**

- Drive a stronger compliance culture through the strict rejection of incomplete applications. Over time this will shift applicant attitudes and create a positive compliance culture incentivizing complete and better quality applications. Increasing the overall percentage of applications that are complete will contribute to reducing overall processing times by providing the information required to conduct a full review, reduces unnecessary revisions or rework, and can reinforce accountability for applicants to provide quality and timely information.

Timeline							
Q4 23	Q1 24	Q2 24	Q3 24	Q4 24	Q1 25	Q2 25	Q3 25
		A		B			
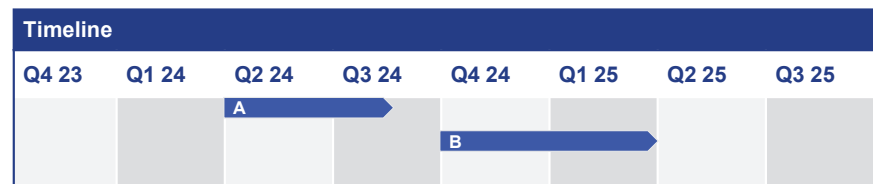
Application ownership & tracking

What We Heard

- Unclear communication protocols add complexity to process workflows and introduce challenges for application tracking and updating.
- A lack of an application ownership system increases the risk that approval times can be extended due to delays in initiating process steps or due to individual staff losing track of applications.
- There is a lack of formal performance management and KPI tracking across existing approvals processes.

Opportunities

- Introducing an application assignment system that designates ownership to staff members can improve application tracking, processing, and understanding of overall approvals processes.
- An individual application ownership model allows file managers to assume responsibility for individual cases and ensure process execution.
- Tempest can act as a centralized application tracking system.

Resource Requirements

- Managers of departments affiliated with development applications processes
- Planning staff appointed as application managers.
- Information services.

Prospective Outcomes

- Improved tracking and management of individual files.
- Creation of a centralized store of information for individual applications.
- Improved use of existing technology.

Steps for Implementation

A. **Enhance use of application manager model to reap additional benefits from individual case ownership and monitoring. (Effort: Medium | Benefit: High)**
- Ensure each application has an affiliated manager to oversee and monitor the process applications, to minimize the risk of applications falling through the cracks. These should be planning staff for planning related permits and building staff for building permits. This will help to institutionalize application ownership and stewardship.

B. **Establish and monitor key performance indicators (KPIs) for application processing. (Effort: Medium | Benefit: Medium)**
- Determine a key set of KPIs for each application type than provides value for internal tracking and reporting. The right number of KPIs and sources of data should be considered to optimize this effort and avoid unnecessary collection of data.
- Ongoing monitoring of application progress will enable staff to identify and manage delayed applications and address key bottlenecks across the approvals process,.

C. **Make use of Tempest's automated application tracking functionality. (Effort: High | Benefit: Medium)**
- Enable the automated tracking functionality within Tempest. Provide training and communication to Tempest users (in particular application managers) to ensure there is a solid understanding of capabilities to help standardize application monitoring

Timeline

Q4 23	Q1 24	Q2 24	Q3 24	Q4 24	Q1 25	Q2 25	Q3 25
			A				
					B		
			C				
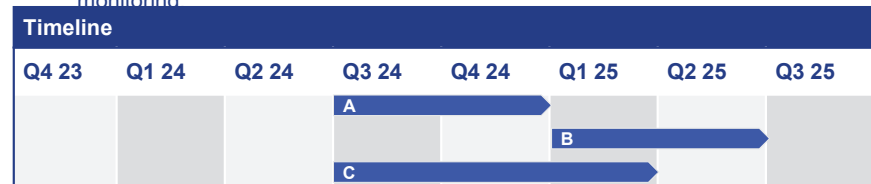
Enhancing collaboration with Nation groups

What We Heard

- Staff and senior leadership both expressed a desire to integrate reconciliation into the development application review process.
- Enhancing the efficacy of collaboration between the shíshálh First Nation and the SCRD is a valuable way to promote reconciliation.
- While resources remain tight across both organizations, regular touchpoints have been established between the two organizations. Additional staff capacity could help improve meeting efficacy.

Opportunities

- Maintain and invest in relationship building opportunities with the shíshálh First Nation.
- Invest in strategic capacity that would help facilitate better relations with the shíshálh First Nation.
- Collaborate with the shíshálh First Nation on developing policies that help to align SCRD development permit processes with shíshálh First Nation priorities.

Resource Requirements

- Nation groups located within SCRD territory.
- Managers of departments affiliated with development applications processes
- SCRD Board and leadership team.

Prospective Outcomes

- Enhanced guidance on how to institutionalize reconciliation into SCRD processes.
- Better relationships with shíshálh First Nation.

Steps for Implementation

A. **Integrate development permit guidelines and decision making processes in the upcoming OCP renewal to align SCRD and shíshálh First Nation priorities. (Effort: High | Benefit: Medium)**

- In our conversations with shíshálh planning staff, we heard a desire to 'piggy back' on the research that will occur as part of OCP renewal. This would allow the shíshálh First Nation to update their policy framework based on the same information as the SCRD and would enable an alignment of land use priorities.

B. **Invest in an RP Bio-certified environmental planner that can accurately and reliably assess environmental consulting reports. (Effort: High | Benefit: High)**

- While the shíshálh First Nation keeps an RP Bio-certified planner on staff, the SCRD does not have one. Hiring one would enable the SCRD to properly assess the environmental risk associated with a given application.

C. **Create a secondment program where SCRD can support shíshálh First Nation approvals processes through temporary infusions of staff capacity. (Effort: High | Benefit: High)**

- An effective secondment program would help build stronger ties between the two groups while also providing much needed professional support to the FN.

Timeline

Q4 23	Q1 24	Q2 24	Q3 24	Q4 24	Q1 25	Q2 25	Q3 25
			A				
		B					
					C		

Recommendation #8

Enhance use of technology

What We Heard

- The SCRD uses a technology mix consisting of Tempest, CityWorks, Business World, Request Tracker and Content Servers. Issues with training and functionality often result in staff frustration.
- Departments use Tempest and Request Tracker differently contributing to challenges with file and workflow management.
- Former technology champions and continuous improvement working groups helped staff to better understand technology.

Opportunities

- Understanding the specific technology needs of each department and updating Tempest workflows to match those needs can improve the technology's efficiency and effectiveness.
- Ongoing staff training on technology can increase opportunities to better leverage technology.
- Enabling a seamless flow of information across Request Tracker software will help improve interdepartmental communication.

Resource Requirements

- Information services.
- Staff that make use of existing core technology mix.
- Providers of existing core technology mix.

Prospective Outcomes

- More efficient and effective process workflows.
- Reduced frustration amongst SCRD staff.
- Smoother transfer of information across departments and systems.

Steps for Implementation

A. **Determine technology needs and touchpoints across process lifecycles. (Effort: Low | Benefit: High)**
   - Through the development of process maps (recommendation 1a), determine the touchpoints between technology and the approvals processes.
B. **Update Tempest workflows. (Effort: High | Benefit: High)**
   - Reconfigure Tempest workflows to align with new streamlined process maps, ensuring that the software adds value is effectively set up. Additional functionality within the software can be enabled to better cater to the new workflows.
C. **Standardize use of Request Tracker and integrate information sharing. (Effort: Medium | Benefit: Medium)**
   - Standardizing the use of Request Tracker across departments can help improve workflow and information sharing across the SCRD in the interim.
D. **Re-establish technology champions and technology working groups. (Effort: High | Benefit: High)**
   - Technology champions and core technology working groups provide valuable go-to resources for staff to ask questions and find solutions to technology challenges on an on-going basis. Champions can work with technology working groups and IT to ensure that functionality is updated to keep up with the needs of staff, and to provide ongoing training.

Timeline

Q4 23	Q1 24	Q2 24	Q3 24	Q4 24	Q1 25	Q2 25	Q3 25
	A						
			B				
			C				
		D					
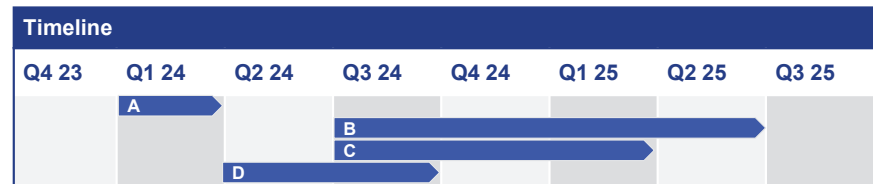
Improve existing policy frameworks

What We Heard

- Multiple zoning bylaws/OCPs confuse staff, stakeholders, and applicants.
- Including new development permit areas, a development cost charge review, and an updated growth strategy would help improve policy framework robustness.
- Short term demands for development services creates staffing challenges for the development of long term planning initiatives
- There are overlapping review requirements included in development permit and building permit approvals processes. This can cause backtracking and delays.

Opportunities

- Review and confirm roles and accountabilities for departments in the drafting, review, and enforcement of bylaws.
- Consolidation/rationalization of OCPs, zoning bylaws, and review requirements can reduce interpretation and processing challenges.
- Identify key areas where development permit areas, DCCs, and other missing bylaws could be used to clarify and improve the existing policy framework.

Resource Requirements

- Legislative services and records management.
- Bylaw enforcement.
- Planning.
- Building.

Prospective Outcomes

- Clearer and more effective bylaws and policies.
- Greater ability to enforce existing bylaws.
- Reduced frustration amongst SCRD staff and community members.

Steps for Implementation

A. **Create long term planning team to focus on strategic initiatives. (Effort: High | Benefit: High)**
   - A delineation between current planning and long-term planning will ensure that dedicated resources are primarily focused on longer term strategic initiatives such as the OCP renewal. Flexibility should be considered to enable short term support can be provided across teams.

B. **Ensure that BP application submissions are thoroughly reviewed for potential DP or rezoning requirements. (Effort: High | Benefit: Medium)**
   - Ensuring that rezoning checks are comprehensive and complete upon the submission of BP applications will help prevent BP applications triggering unexpected DP or rezoning processes.

C. **Leverage interdepartmental collaboration and community consultation to clarify ambiguous language in bylaws. (Effort: High | Benefit: Medium)**
   - Provide a forum for communicating changes/updates to bylaws to create a common understanding and interpretation across departments. Similarly, the SCRD should consult with community members to further identify and narrow down collective pain points across staff and applicants.

Timeline

Q4 23	Q1 24	Q2 24	Q3 24	Q4 24	Q1 25	Q2 25	Q3 25
					A		
					B		
							C

Supplementing in - house resources

What We Heard

- Limited budgets, increasing cost of living, and relatively low application processing fees constrain the SCRD's ability to meet increased demand for development services with additional resources.
- External stakeholders are open to collaborating with the SCRD to help the Regional District access additional resources via collaboration.
- External referral approvals depend on the services of professionals (i.e., QEPs, Archaeologists, geotechnical consultants).

Opportunities

- Additional in-house resources could be used to help address internal resource constraints or to facilitate quicker external referral approvals.
- The SCRD's existing development application fees do not recoup the current cost of processing applications.
- Common resource challenges for regional districts across BC presents an opportunity for cooperation and collective problem solving.

Resource Requirements

- Managers of departments affiliated with development applications processes.
- SCRD Board and leadership team.

Prospective Outcomes

- Greater resources to help handle increasing demands for development services.
- Enhanced technical capacity and greater ability to process specialized knowledge.

Steps for Implementation

A. **Invest in additional resources and specialized skillsets to help streamline technical reviews.**
   (Effort: High | Benefit: High)
   - Onboarding resources such as an additional planning technician and a certified environmental planner could help improve the quality of applications, supplement external resources and reduce processing times. Additional resources can be added using a phased approach to address long and short term needs.

B. **Review and update current fees bylaw to support a full cost recovery model.**
   (Effort: High | Benefit: High)
   - Planning and development fees should be further reviewed to align with the true cost of service for the SCRD. This will potentially support the addition of resources to provide the desired level of service for the SCRD. Additional fee reviews and increases should be periodically considered in order to keep up with rising costs.

C. **Explore pooling resources with other regional districts to acquire strategic services that can be shared across participating local governments.**
   (Effort: High | Benefit: Low)
   - Collaborating for collective resource investment across similarly constrained regional districts could help participating local governments to circulate strategic resources and help alleviate bottlenecks on an as-needed basis.

Timeline							
Q4 23	Q1 24	Q2 24	Q3 24	Q4 24	Q1 25	Q2 25	Q3 25
	A Initial resource investments					Additional investments	
B							
	C						

07

3-Stage implementation prioritization

Implementation resourcing & change management

The successful implementation of all the recommendations set out in Section 6 will require sustained senior-level support, project leadership and effective governance. The SCRD should consider maintaining the current DAPR working group to oversee implementation.

Through our current state assessment it is evident that staff are already over-stretched. The proposed recommendations will require an additional investment in time from staff with ongoing support from senior leadership. Given the availability of grant funding the SCRD may wish to consider procuring temporary or external resources to support implementation.

A dedicated project manager should be assigned to coordinate the implementation of recommendations set out in this report. Having an additional full-time resource dedicated to driving the program of improvements forward will help sustain momentum and ensure that SCRD staff can remain focused on approving applications. The SCRD should also consider leveraging additional support for legislative services in order to help facilitate important and timely improvements to the SCRD's legislative framework. As outlined in our recommendations, the SCRD should look into further enhancing the planning department's technical capabilities by bringing an certified environmental planner in-house.

To maximize success, the SCRD should consider the importance of communication and change management. The graphic below highlights a set of success factors based on the lessons learned from peer municipalities.

Capitalize on momentum gained so far

Success is well defined, and progress is measured, tracked, and supported by data

Alignment with other strategic initiatives

How do you set up for success

There is senior sponsorship and governance

Staff are clear on their roles and responsibilities in driving the change and are bought in

There are resources dedicated to this change

Planning for change

Many transformation efforts often fail to deliver on their planned outcomes in the absence of a thoughtful, coordinated change management plan. A change management plan that is effectively carried out will obtain buy-in from all impacted stakeholders; facilitate and encourage standardization of processes and templates; and drive adoption and routinization of new ways of working

As a frame of reference and example, KPMG's Change Management methodology lays out a cadence of five steps across four dimensions to assist organizations is planning and setting up for cross-functional transformation which the SCRD could adapt as part of planning for implementation of opportunities identified from this study:

01	02	03	04	05
Make it Clear	**Make it Known**	**Make it Real**	**Make it Happen**	**Make it Stick**
Clear Align leaders around the strategic aims, ambition and scale of change	**Aware** Communicate the change vision and case for change and begin to create ownership of the solution	**Ready** Translate the change vision into reality for people in the organization and define what it means for them	**Willing** Move the organization towards the end state and equip people to work in new ways	**Able** Ensure there is capability in the organization to sustain the change

| Four dimensions |
|---|
| **Change Leadership -** Equipping and preparing leaders for change, mobilizing a network of change champions, and building change capability on the team. |
| **Communication and Engagement -** Developing personalized and open dialogue to listen, discuss, and monitor buy-in and build confidence on the team for change. |
| **Impact and Measurements of Change -** Creating and managing a data-driven strategy and plan to identify, monitor, and mitigate change risks, and progress reporting. |
| **Workforce Development and Transition -** Aligning the team with the future state vision among planned changes, disruptive technologies, and increasing customer demands. |

Implementation prioritization framework

The implementation prioritization framework below was used to phase recommendations and implementation steps in a layered and reinforcing manner. Implementation steps were then ordered based on their categorization and sorted into the implementation roadmap on the next slide (see Appendix B for detailed list). To determine the timing of our implementation road map, each step for implementation was assessed based on its upstream and downstream dependencies. Steps with the greatest number of upstream dependencies are prioritized first, followed by steps with fewer upstream dependencies. Our proposed implementation roadmap is divided into three phases or tranches of recommendations as defined below.

Resourcing & Capacity Enhancement

Once staff have adjusted to the new process routines and procedures, specific focus areas should emerge which could benefit from enhanced resources and capacity of its staff. Completing this stage last allows the Regional District to best understand the key challenges associated with its new approvals processes and to maximize the impact of its investment efforts.

Fundamental Supports

To maximize the benefits of the DAPR process, the first tranche of recommendations implemented should form a foundational platform and structure to build upon. Composed of foundational steps like mapping existing processes, clarifying roles and responsibilities, and establishing staff communication protocols, these supports represent the bedrock of our implementation plan.
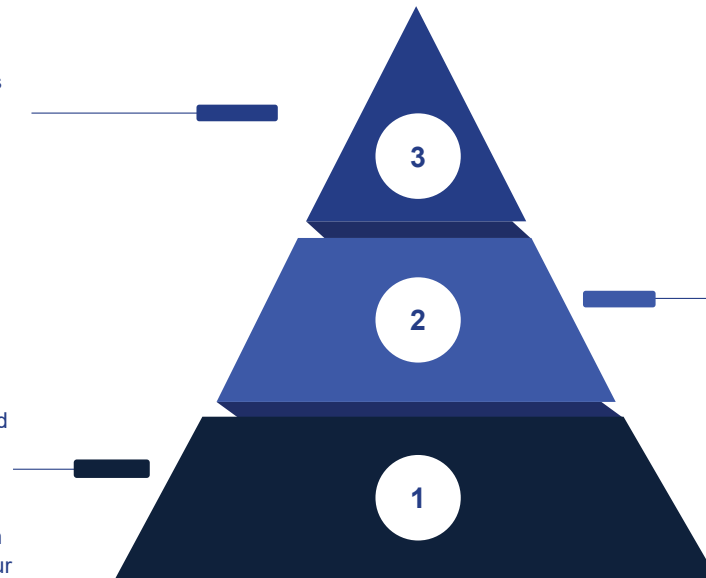
Stakeholder Action & Process Improvements

Once the foundation has been laid, staff and stakeholders can begin to implement concrete changes aimed at improving the efficiency and efficacy of the development applications review process. Examples can include solidifying a culture of refusing incomplete applications and using application tracking systems to identifying and address key bottlenecks.

Proposed implementation roadmap

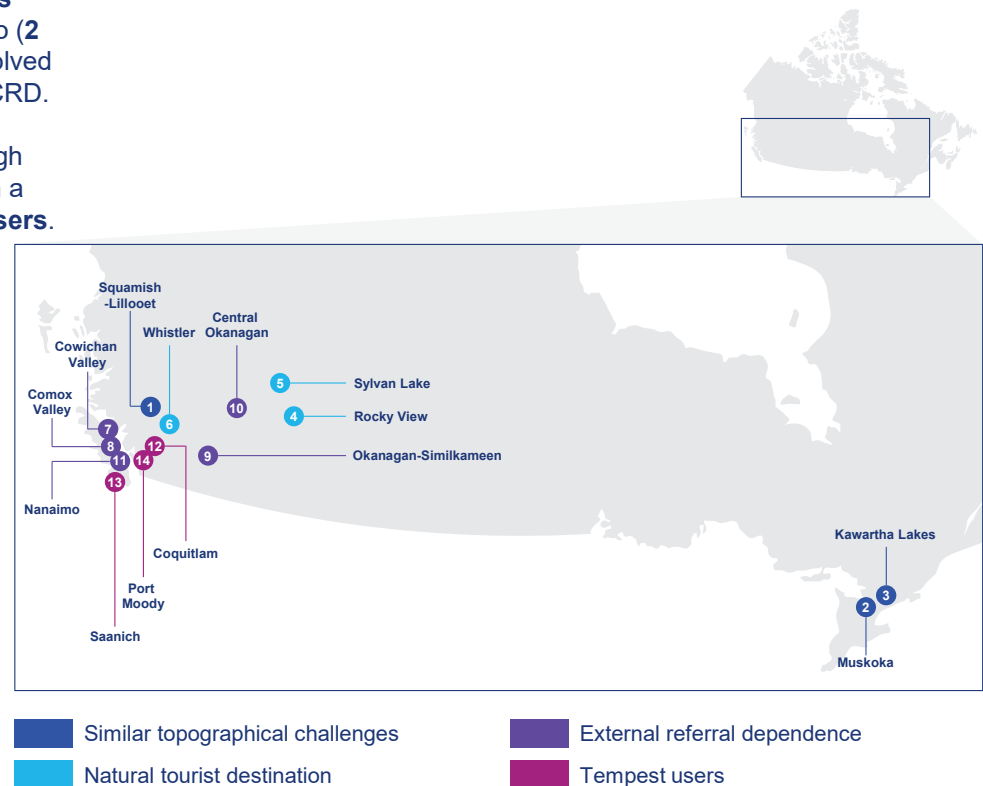|	Q4 23	Q1 24	Q2 24	Q3 24	Q4 24	Q1 25	Q2 25	Q3 25
Fundamental Supports	#1A	#1B						
		#2B						
		#8A						
		#2A						
			#3A					
			#3B					
			#4A					
			#5A					
			#8D					
Stakeholder Action & Process Improvements				#4D				
				#6A				
				#6C				
				#8C				
				#5B				
						#6B		
						#9A		
						#9B		
						#9C		
							#4B	
Resourcing & Capacity Enhancement			#4C					
			#8B					
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		#7B						
		#10A						
			#7C					
	#10B							
		#10C						
				#2C				
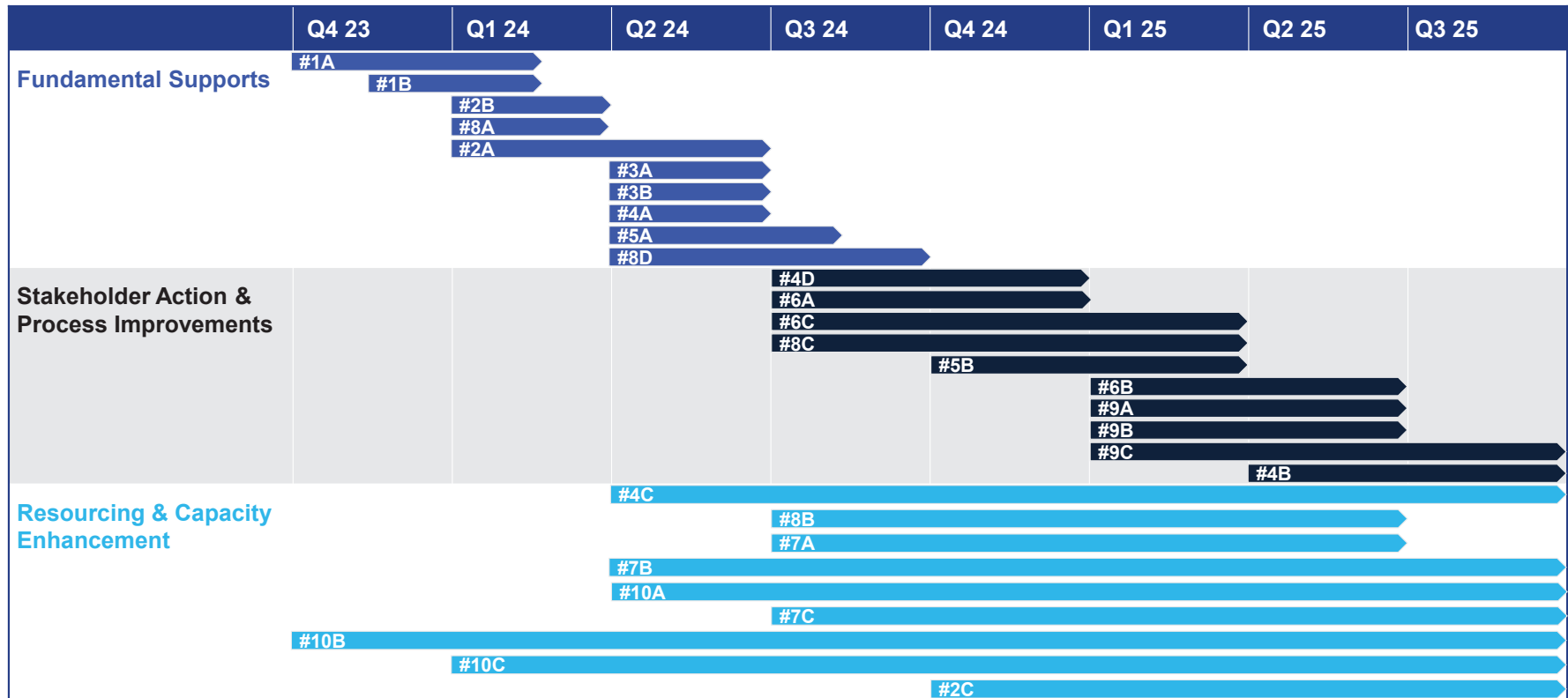
08

Appendix A. Jurisdictional scan

Candidates for jurisdictional scan

To begin our jurisdictional scan, we identified **14 local governments** across BC (**10 jurisdictions**), Alberta (**2 jurisdictions**), and Ontario (**2 jurisdictions**) for potential engagement. Our selection process involved identifying jurisdictions facing similar structural challenges to the SCRD. We focused our search on identifying jurisdictions that possess a complex and environmentally sensitive **topographical terrain**, a high **reliance on external referrals** for development reviews, areas with a large and growing **nature-based tourist industry**, and **Tempest users**.

Our initial list included the following jurisdictions:

1	Squamish-Lillooet Regional District (BC)
2	The District Municipality of Muskoka (ON)
3	The City of Kawartha Lake (ON)
4	Rocky View County (AB)
5	The Town of Sylvan Lake (AB)
6	The Resort Municipality of Whistler (BC)
7	Cowichan Valley Regional District (BC)
8	Comox Valley Regional District (BC)
9	The Regional District of Okanagan-Similkameen (BC)
10	The Regional District of Central Okanagan (BC)
11	The Regional District of Nanaimo (BC)
12	The City of Coquitlam (BC)
13	District of Saanich (BC)
14	The City of Port Moody (BC)

Legend:
- **Similar topographical challenges**
- **Natural tourist destination**
- **External referral dependence**
- **Tempest users**

Candidates for jurisdictional scan

Based on feedback from SCRD staff and conversations with local governments around BC, we narrowed down our list of 14 potential candidates to 6 comparator jurisdictions. This list includes one jurisdiction with similar topographical challenges, one natural tourist destination, two regional districts with external referral dependence, and two Tempest users. Of those KPMG contacted, the following four jurisdictions agreed to take part in the benchmarking exercise.

1. Cowichan Valley Regional District (BC)
2. The Regional District of Nanaimo (BC)
3. District of Saanich (BC)
4. The City of Port Moody (BC)
5. Squamish-Lillooet Regional District (BC)*
6. The Resort Municipality of Whistler (BC)*

Cowichan Valley Regional District

Squamish-Lillooet Regional District

Regional Municipality of Whistler

City of Port Moody

District of Saanich

Regional District of Nanaimo

- Similar topographical challenges
- Natural tourist destination
- External referral dependence
- Tempest users

*indicates non-response

Cowichan Valley Regional District

Common Challenges:

- Lack of consistency in the decision making by the Ministry.

- Many applicants are not familiar with the complexity of the subdivision approval process and layered DP requirements.

- Understaffing has caused delays and led to differences in the way referrals are processed.

- Response times from Nation are highly variable and can lead to delays in application processing.

- Province requires different QEP reports for different activities, which is difficult to conduct due to high variability of QEP consultations.

Insights & Solutions

- Local servicing agreement between smaller governments within CVRD and Indigenous groups to enhance collaboration.

- Combining all zoning bylaws into a single bylaw.

- Combined all OCPs into a single document and working to update various policy aspects.

- Application tracking system that integrates with existing systems to automate application submission and tracking.

- Public facing application tracking dashboard.

Cowichan Valley

Regional District of Nanaimo

Common Challenges:

- Long delays associated with subdivision application referrals to MOTI.

- Many applicants unaware of need for external referrals/ignorant of complexity of DAPs.

- Resource constraints can extend review times associated with First Nation referrals.

- Variability in QEP quality creates challenges with trusting third party RAPR assessments.

- Currently working to standardize and combine fractured zoning bylaw framework.

Insights & Solutions

- Strong relationship with external referral agencies reduces uncertainty surrounding review times.

- Regular team-building dinners with Nation leaders and elders helps to build familiarity across organizations.

- Planning team is split into current planning and long-term planning functions to help ensure resources are dedicated to long-term planning.

- Creating one, region-wide APC helps to streamline input and maximize impact.

Regional District of Nanaimo

District of Saanich

Common Challenges:

- Difficult to track applications and pull reports from Tempest.

- Uncertainty regarding the system's ability to maintain a 'digital audit chain' which would enable the use of documents stored in Tempest as legal evidence.

- Hardware issues causing inefficiencies and computers to crash.

Insights & Solutions

- Team of Tempest super-users who are also a part of the working groups focused on improvements, fixes and building new packages.

- Internal and external facing Tempest working groups consisting of IT managers and long-term super users.

- Integration of E-apply online submission portal as a module in Tempest.

- Using Bluebeam for digital plan checking software.

- Dedicated IT managers responsible for guiding implementation of Tempest across the district.

- Recent change in management resulted in cultural changes and the acceptance of digital development applications.

■ District of Saanich

City of Port Moody

Common Challenges:

- No online portal for public to interact and communicate with City staff about their applications, permits, licenses.

- Outdated permitting platform (Tempest) with a non web-based user interface.

- Tempest does not allow collaboration on working documents and multiple users to access documents at the same time.

- Lack of consistency in usage of Tempest amongst departments.

- Limitations to the granularity of user restrictions.

Insights & Solutions

- Port Moody has made use of privacy features that enables them to limit which employees can see what information on a file.

- Central Square has been responsive and supportive to when asked to assist with bugs and troubleshooting.

- Calls for Service is a module that bylaw enforcement can use to integrate their ticketing with Tempest.

- The eApply Dashboard model has helped to reduce administration time for application reviews.

■ City of Port Moody

09

Appendix B. Implementation Prioritization Categories

Implementation prioritization (1/3)

Recommendation	Steps for Implementation	Effort	Benefit
Fundamental Supports	Select an individual to act as a process improvement lead/champion.	Medium	High
	Compose a working group of staff and management that can help maintain process improvement momentum.	Low	High
	Clarify roles and responsibilities of staff across approval processes.	Low	High
	Determine technology needs and touchpoints across process lifecycle.	Low	High
	Document existing formal and ad hoc processes (i.e., remediation) and generate/publish process maps.	Medium	High
	Establish interdepartmental communication protocols.	Low	High
	Establish interdepartmental issue escalation protocols.	Low	Medium
	Formalize regular touchpoints with external referral agencies.	Low	Medium
	Standardize completeness checks when applications are first submitted.	Low	High
	Re-establish technology champions and technology working groups.	High	High

Implementation prioritization (2/3)

Recommendation	Steps for Implementation	Effort	Benefit
Stakeholder Action & Process Improvements	Create single point of contact for applicant and external stakeholder inquiries.	Medium	Medium
	Establish dedicated application managers responsible for monitoring individual cases.	Medium	High
	Make use of Tempest's automated application tracking functionality.	High	Medium
	Standardize the use Request Tracker and integrate information sharing function.	High	High
	Consistently enforce completeness requirements to increase the percentage of complete applications received over time.	Medium	High
	Establish and monitor key performance indicators (KPIs) for application processing.	Medium	Medium
	Create long term planning team to focus on strategic initiatives.	Medium	High
	Ensure that BP application submissions are thoroughly reviewed for potential DP or rezoning requirements. Consider including all departments in front counter reviews.	Medium	Medium
	Leverage interdepartmental collaboration and community consultation to clarify ambiguous language in bylaws.	High	Medium
	Integrate Font Counter BC in webmap-generated property reports.	Low	High

Implementation prioritization (3/3)

Recommendation	Steps for Implementation	Effort	Benefit
Resourcing and Capacity Enhancement	Explore working with external referral agencies to jointly publish and co-brand messaging about external referral requirements.	Medium	Medium
	Update Tempest workflows.	High	High
	Integrate development permit guidelines and decision making processes in the upcoming OCP renewal to align SCRD and shíshálh First Nation priorities.	High	High
	Invest in an RP Bio-certified environmental planner that can accurately and reliably assess environmental consulting reports.	High	High
	Invest in additional specialized skillsets to help streamline technical review (i.e., Geotech consultant, archaeologist).	High	High
	Create a seconding program where SCRD can support FN through temporary infusions of staff capacity.	High	High
	Update fees bylaw to support a full cost recovery model for development applications.	High	High
	Pool resources with regional districts for shared strategic services across participants.	High	Low
	Produce and maintain up-to-date how-to manual or internal wikis.	High	Medium

![KPMG]

![Twitter] ![LinkedIn] ![Facebook] ![YouTube]

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Eastbourne Groundwater Investigation

SCRD Committee of the Whole – July 27, 2023

The Eastbourne water system was found to be strained and at risk of not being able to meet the water demands

- The system currently uses three shallow and one deep well

- It nearly fully relies on rainfall

- It struggles to meet demand, especially in the summer

- A calculated supply deficit of 0.3 L/s, if met would more than double the available water to residents

- Three potential exploratory drilling sites were recommended

Introduction

2020 Feasibility Study

Integrated Expertise. Locally Delivered.

ISL

- Hydrogeological program:
  - Permitting (archaeological, First Nations, MoTI, Islands Trust)
  - Upgrading site access with temporary measures
  - Installing and conducting pumping tests at three test wells
  - Calculating long-term sustainable yields
  - Holding a public information session on February 6, 2023
- Conceptual engineering:
  - Watermain connections locations, pumps, and electrical works
  - Reviewing the water treatment plant capacity and potential upgrades
  - Evaluating future water storage options
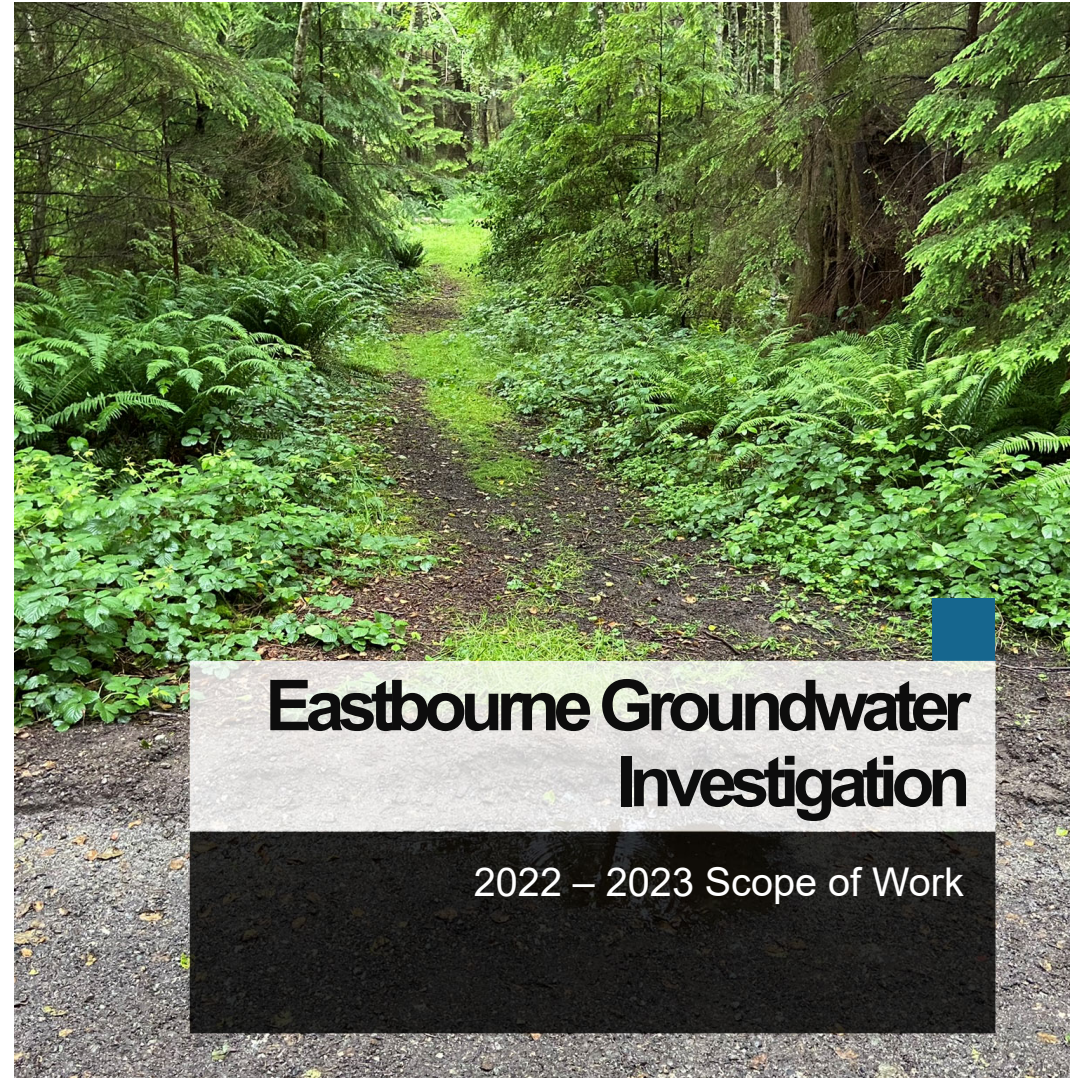
Eastbourne Groundwater Investigation

2022 – 2023 Scope of Work

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- Test wells were drilled in November and December 2022

- Reached depths of 49 to 152 m below ground surface

- Pumping tests were conducted in December 2022 and January 2023 to determine the viability of the wells
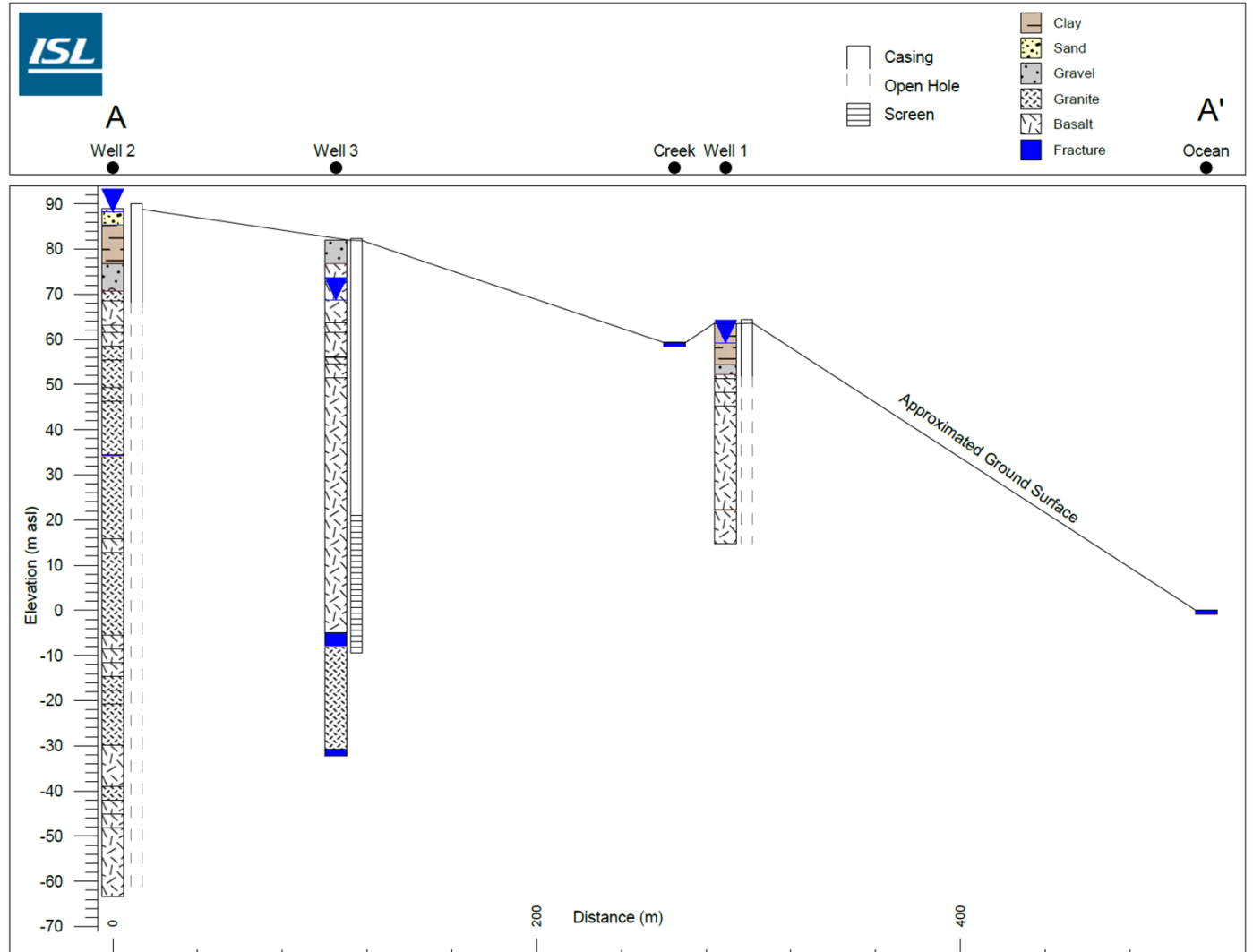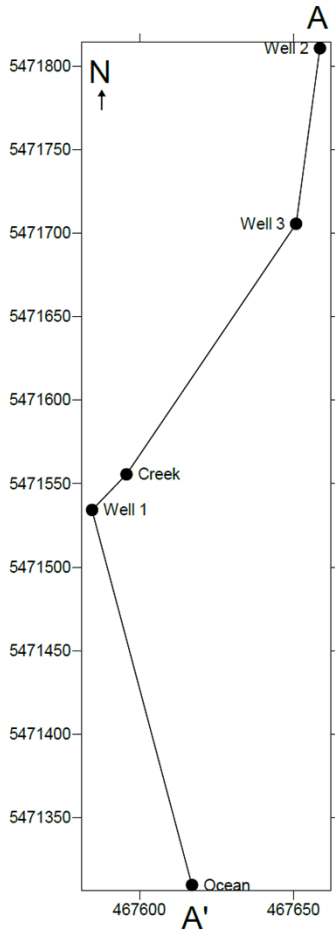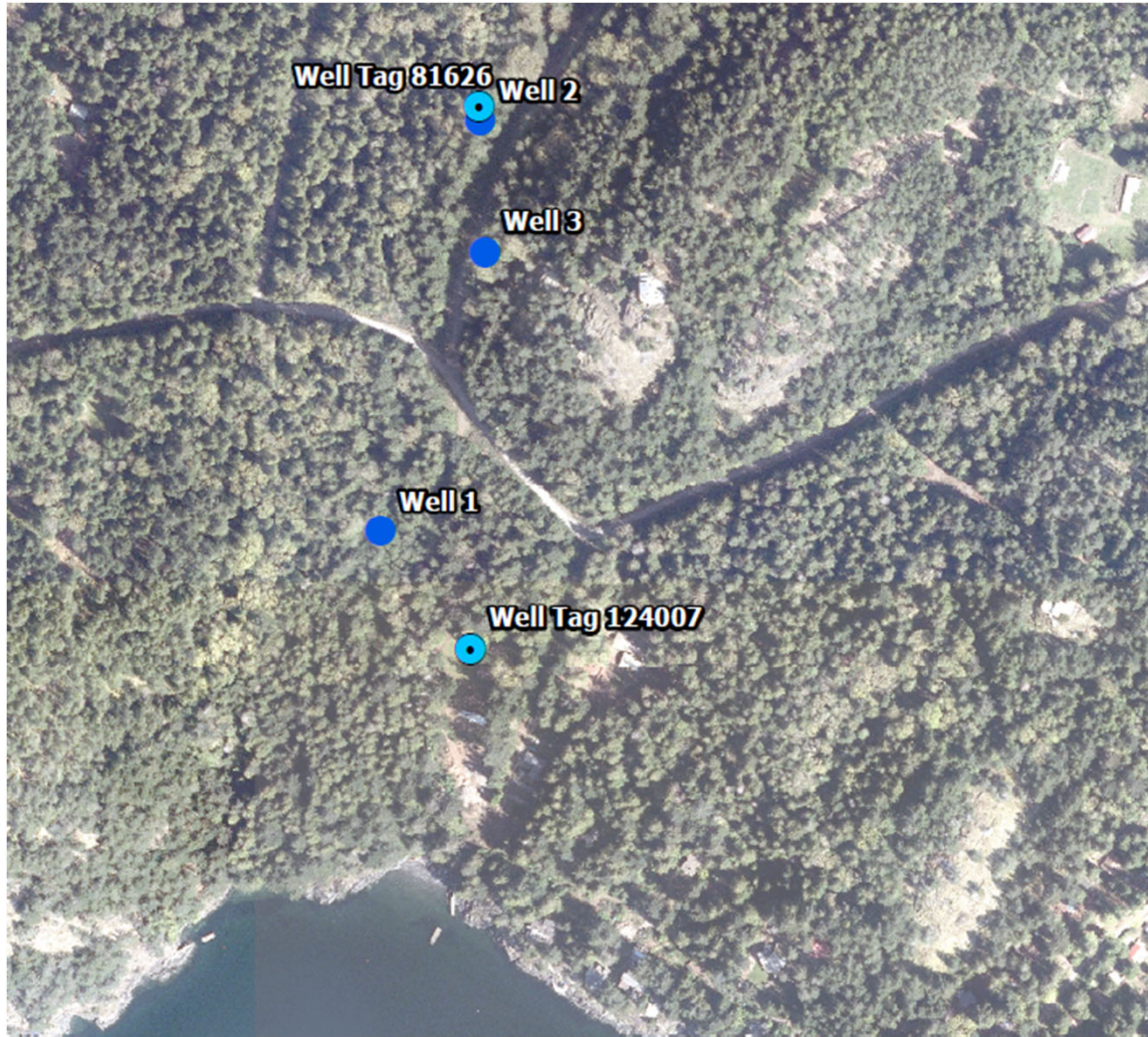
Long-Term Sustainable Yields and Groundwater Chemistry

Well	Estimated Q_{20} (L/s)
Well 1	0.20
Well 2	0.11
Well 3	0.12

- Exceedances of drinking water guidelines for:
  - Fluoride (intermittent)
  - Total coliforms
  - Antimony
  - Arsenic
  - Phosphorus (aesthetic objective)
- Arsenic removal is already occurring for the drilled well
- Antimony is not exceeded at the drilled well and treatment would need to be added.
- Filtration, UV disinfection and chlorination occurs at all wells

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Surrounding Registered Groundwater Wells
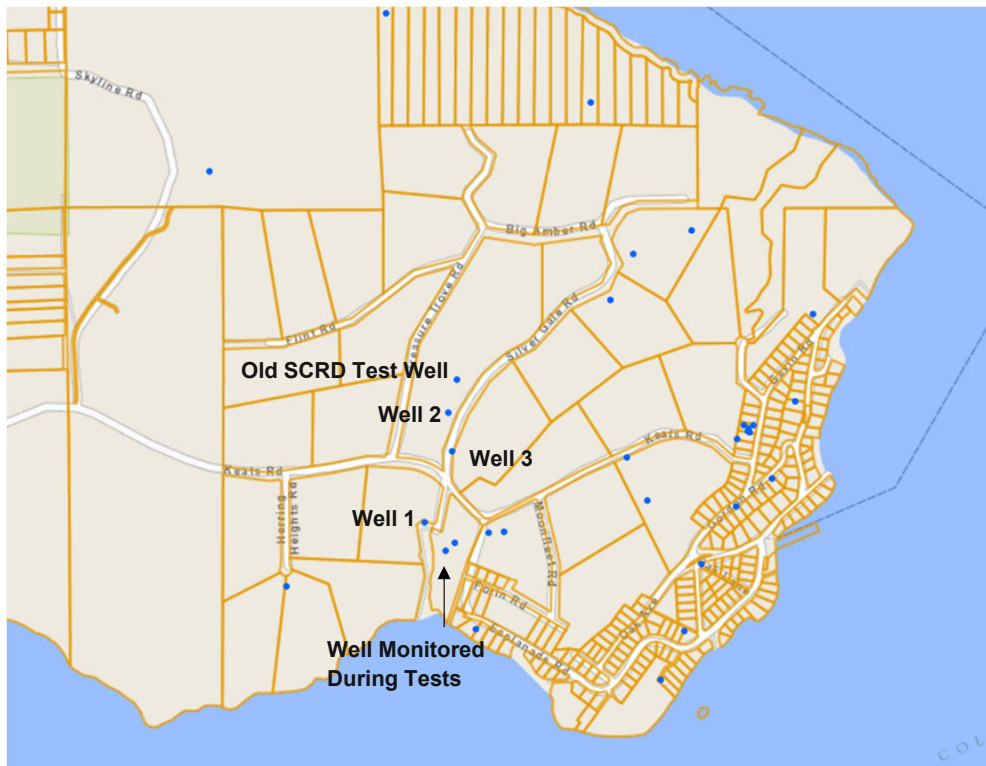
- 30 registered wells in the area, 19 of which may be active as private domestic use wells
- Nearest private use well to Well 1 was monitored during the tests
- No licensed groundwater users in the area
- Water level drops in the three closest private wells are predicted to be less than 30% in the worst-case scenario
- Water levels are not predicted to drop to the point where they would run dry

Sea Water Intrusion
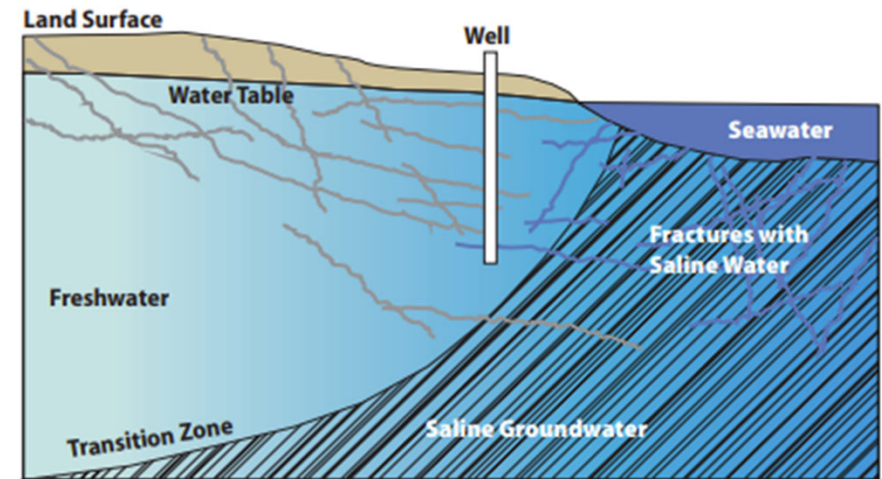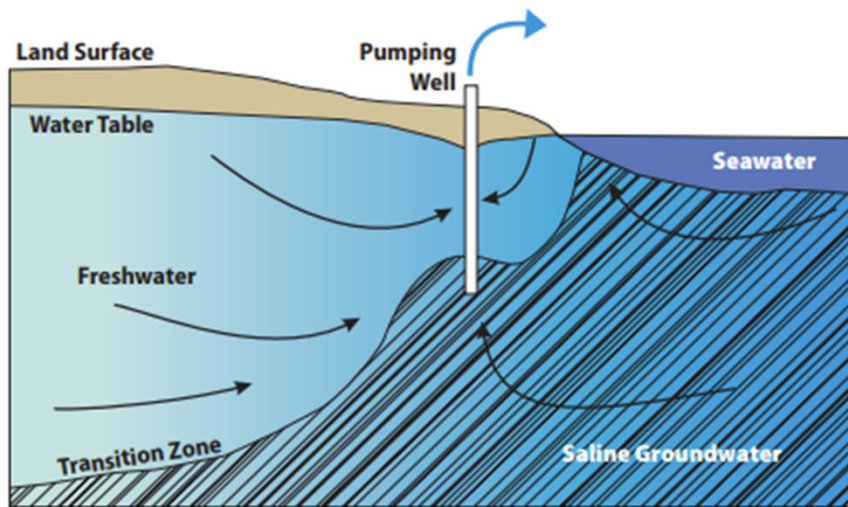
- Can result in the water in the well becoming overly salty and not drinkable

- Area is mapped to be at moderately low risk

- This was confirmed during the testing and based on the hydrogeological conditions

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Recharge and Creek Impacts
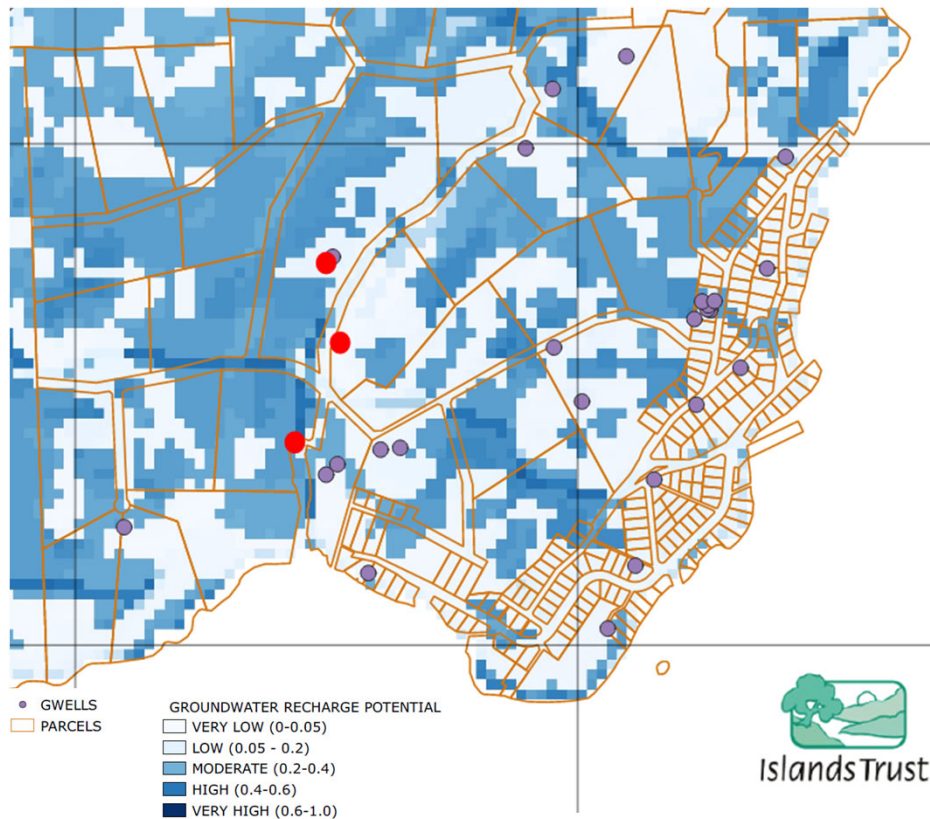
- Recharge potential around the test wells is low, but is medium to high along Bonner Creek

- Aquifer is still receiving water moving down from surface at the island-scale

- The aquifer is susceptible to drought, but less so than shallower wells

- The deep wells are not expected to affect the seasonally flowing Bonner Creek

GWELLS
PARCELS

GROUNDWATER RECHARGE POTENTIAL
VERY LOW (0-0.05)
LOW (0.05 - 0.2)
MODERATE (0.2-0.4)
HIGH (0.4-0.6)
VERY HIGH (0.6-1.0)

Islands Trust

ISL

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- Three wells combined can produce 0.43 L/s

- Groundwater quality is similar to the existing deeper well but has some metals needing treatment

- Impacts to other users is predicted to be low and Bonner Creek is not expected to be impacted

- The aquifer is less susceptible to drought than shallower aquifers

Hydrogeological Program Summary

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- Proceeded with conceptual engineering design of:
  - Watermain connections
  - Well infrastructure (pumps and electrical)
  - Water treatment plant capacity and upgrades needed
  - Water storage options

- Completed Class C cost estimates for construction

Conceptual Engineering

Integrated Expertise. Locally Delivered.
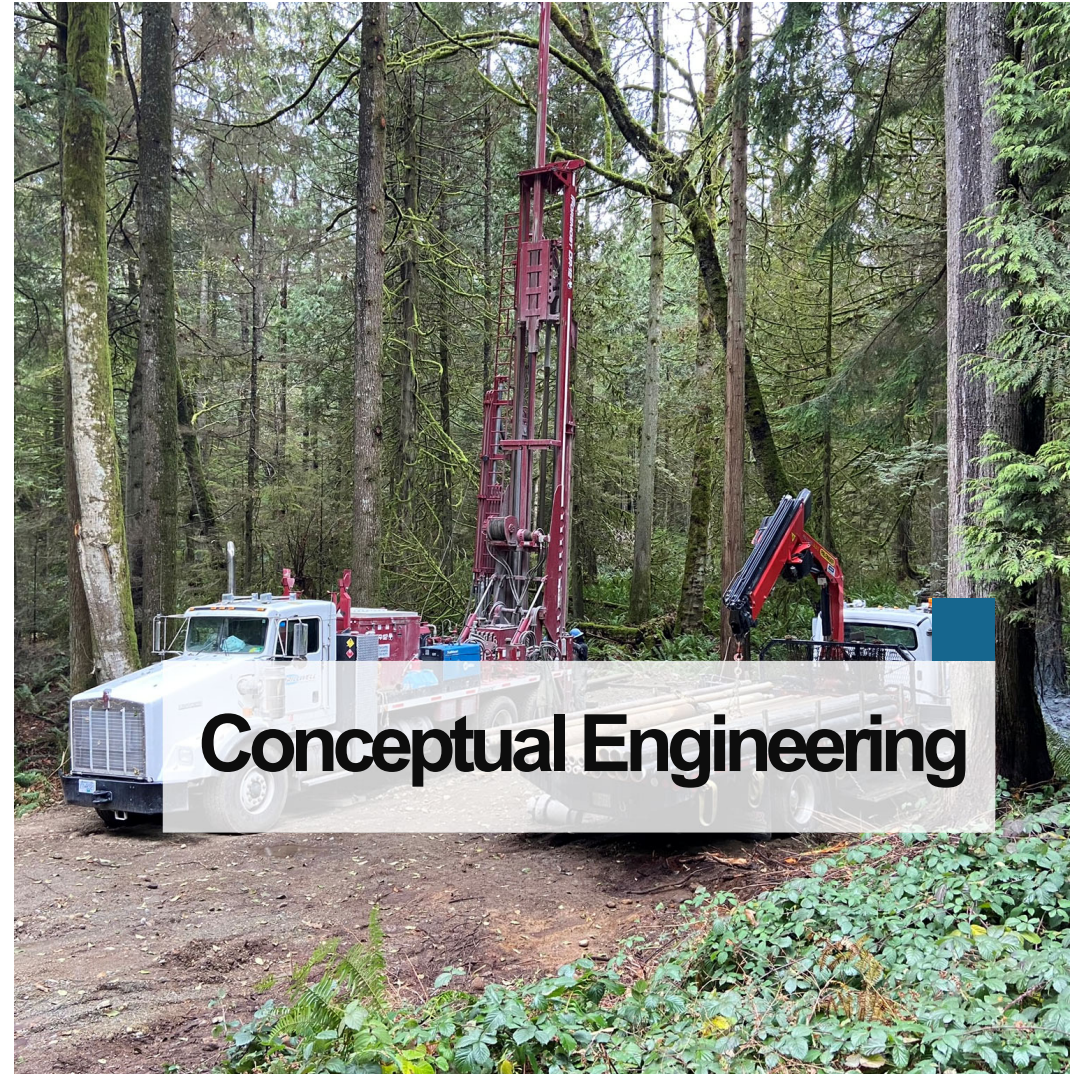
Conceptual Watermain Locations
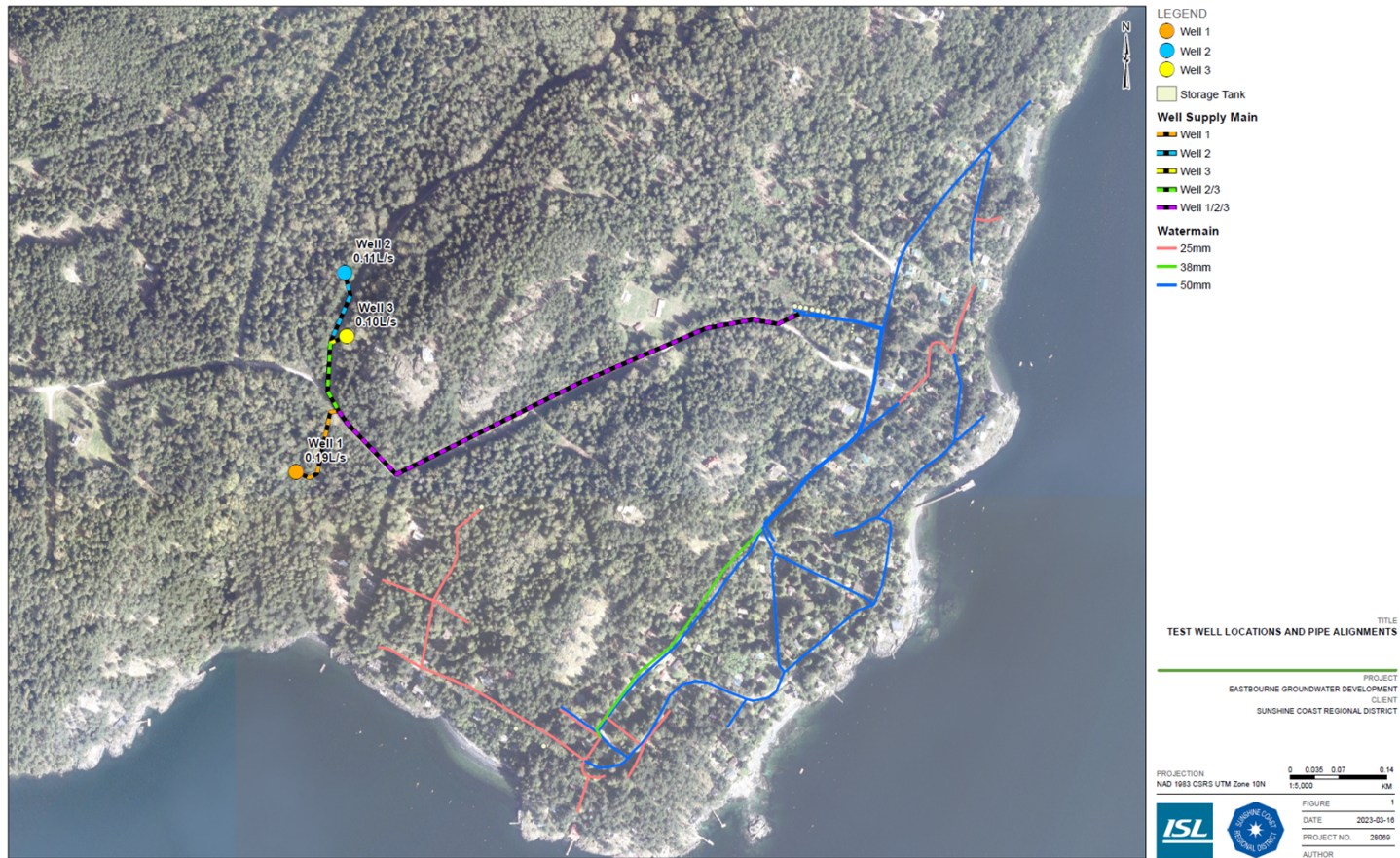
Well Infrastructure

- Pumps will be connected to the watermain underground

- Other needed valves and meters will be installed in a handhole at surface near the well, limiting the aboveground infrastructure

- Wells will pump water to the treatment plant when called for based on raw water reservoir levels, with the ability to work with the existing wells

- Pumps will be connected to the existing BC Hydro on Keats Rd.

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Water Treatment Plant Capacity Review and Upgrades

- The existing system can handle treatment of the existing water sources

- Treatment of iron, manganese, and phosphorus from the new wells is not required, pending further assessment in detailed design

- The new wells will require treatment for antimony, arsenic, and fluoride

- The existing arsenic treatment does not have capacity for more water and there is no existing treatment for antimony or fluoride

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Water Treatment Plant Capacity Review and Upgrades

- Multiple treatment options were developed:
- Blending of water sources
  - Not recommended as there is not enough water from non-bedrock sources to blend
- Pre-filtration and ion exchange
  - Same as the existing arsenic treatment, but adding capacity and fluoride treatment
  - Unknown if antimony can be treated this way
- Reverse osmosis
  - Can treat all the parameters of concern
  - Requires 25% more water from the sources, meaning there is 25% less supply for residents
  - Adds a waste stream to the treatment plant that would likely require off-island disposal

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Water Storage Options

- The existing storage is adequate

- Recommended to add six 7,500 L totes like the existing ones to be able to store more water during times of precipitation

Class C Cost Estimates

Class C Cost Estimate: Summary with Water Treatment Plant Upgrade to Pre-filtration and Ion Exchange

Item	Cost Estimate
Watermain Connections and Well Infrastructure	$827,000
Electrical	$240,000
Option 2 - **Pre-Filtration and Ion Exchange** (high end cost)	$200,000
Subtotal	$1,267,000
Contingency (30%)	$380,100
Engineering, Licensing, Project Management, and Permitting (20%)	$253,400
TOTAL (Rounded to Nearest $100k)	**$1,900,000**

Class C Cost Estimate: Summary with Water Treatment Plant Upgrade to Reverse Osmosis

Item	Cost Estimate
Watermain Connections and Well Infrastructure	$827,000
Electrical	$240,000
Option 3 – **Reverse Osmosis** (high end cost)	$550,000
Subtotal	$1,617,000
Contingency (30%)	$485,100
Engineering, Licensing, Project Management, and Permitting (20%)	$323,400
TOTAL (Rounded to Nearest $100k)	**$2,400,000**

The cost estimates do not include:

- New buildings or structures required at the wellhead or WTP
- Upgrades to existing utility power service and power distribution equipment if an RO system is chosen
- Backup generator
- Estimates of cost for removal of RO waste

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- Watermains will be buried within MoTI rights-of-way

- Above-ground infrastructure is limited around the wells

- The water treatment plant requires upgrades to treat metals in the groundwater from the new wells

- Additional storage totes are recommended

- Class C cost estimate was $1.9M to $2.4M, detailed design about $550,000

Conceptual Engineering Summary

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A complex permitting process will be required prior to any construction:

- **First Nations**
  - Consultation and ongoing work with Musqueam Nation, Sḵwx̱wú7mesh Nation and Tsleil-Waututh Nation.

- **Provincial**
  - MoTI – easements and highway use permits
  - Forests – groundwater licensing and archaeological permits
  - Environmental permitting

- **Islands Trust and SCRD Planning and Parks**
  - Zoning and approvals

- **VCH**
  - Drinking water system operating permit amendments

- **Fisheries and Oceans Canada**
  - May require studies for Bonner Creek

Permitting

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95

- Proceed with detailed design to connect the wells to the treatment plant and upgrade the treatment plant

- Pre-filtration with ion exchange is the recommended treatment option, to be confirmed during detailed design

- Connecting the wells would provide Eastbourne residents with more water and reduce the reliance on precipitation

Recommendations

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Questions?

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SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Committee of the Whole – July 27, 2023

AUTHOR: Allen van Velzen, Manager, Facility Services

SUBJECT: SUNSHINE COAST ARENA ICE OPERATIONS – WATER SOURCE

RECOMMENDATION(S)

(1) **THAT the report titled Sunshine Coast Arena Ice Operations – Water Source be received for information;**

(2) **AND THAT the installation and operations of ice (mid-September through mid-March) at the Sunshine Coast Arena continue to utilize the Chapman water system;**

(3) **AND FURTHER THAT a Budget Proposal for an Evaluation of the Well adjacent to the Sunshine Coast Arena be submitted as part of the 2024-2028 Financial Planning Process.**

BACKGROUND

On November 15, 2023 at a Special Meeting of the Sunshine Coast Regional District (SCRD) Board, a staff report "Request for Ice at Sunshine Coast Arena During a State of Local Emergency" was brought forward and the following resolution was adopted:

311/22   *Ice Installation*

THAT the report titled Request for Ice at Sunshine Coast Arena During State of Local Emergency be received for information;

AND THAT staff initiate Sunshine Coast Arena operations using water from the Chapman system;

AND THAT the SCRD request the Board Chair and District of Sechelt Mayor amend the Water Use Restriction Order 2 to facilitate operating the Sunshine Coast Arena with water from the Chapman system;

AND THAT the SCRD request the Town of Gibsons provide the SCRD with supplemental water until staff determine the viability of using an outside source of water;

AND FURTHER THAT staff report to an upcoming Committee meeting on the viability and financial implications for using alternative water sources at the Sunshine Coast Arena (amended November 24, 2022)

The purpose of this report is to provide information on the viability and financial implications of using an alternative water source for the operations of the Sunshine Coast Arena (SCA).

Services Levels – Provision of Ice

The SCRD has two arenas that provide both ice and dry floor surfaces for recreational use. Between the two surfaces ice is available approximately 9 months of the year.

Sunshine Coast Arena (SCA):

- Ice: End of September through Mid-March (~25 weeks including refrigeration plant start up and ice installation)
- Dry Floor: Mid-March through Mid-September

Gibsons and Area Community Center (GACC):

- Ice: Mid-August through mid-May (~40 weeks including refrigeration plant start up and ice installation)
- Dry Floor: Mid-May through end of July

During the "core" ice season, which aligns with the regularly scheduled SCA ice season, both sheets of ice are available.

Water Usage

Water for ice operations and domestic use at SCA is currently supplied from the Chapman water system. The table below outlines the estimated water requirements for ice installation, ongoing ice operations throughout the ice season, and domestic water usage. Domestic water usage includes showers, washrooms, and facility cleaning.

Estimated Average Water Usage (Litres)

Average Usage	Plant Operation	Ice Maintenance	Domestic	Plant Startup and Ice Installation (one time)
Daily	7,200	5,700	1,000	10,000
Weekly	50,000	40,000	7,000	70,000
Ice Season	1,250,000	1,000,000	175,000	80,000

*Based on a 25-week ice season

Water Quality

A key component of the ammonia refrigeration system is the evaporative condenser. Evaporative condensers utilize a combination of fans and water to condense ammonia from its vapour state back into liquid state. Operating efficiency and lifespan of evaporative condensers is significantly impacted by water quality. Dissolved solids in the water are left behind as the water evaporates in the condenser. This can lead to corrosion; scale build up and or biological fouling which impacts heat transfer and longevity. A water source with low levels of total dissolved solids is required for our evaporative condenser. Water treatment methods to mitigate the effects of the dissolved solids exist, however, access to the necessary sanitary wastewater

services at the plant end of the building at SCA does not currently exist and would be a costly undertaking.

Dissolved solids also impact the freezing point of the ice surface and elevated levels of dissolved solids will require additional refrigeration to maintain the ice surface. Jet Ice Ltd states "total dissolved solids should ideally measure between 0 – 85 PPM for excellent ice quality, or 85 – 125 PPM for ice quality that is skateable and requires minimal refrigeration or ice making adjustments". Water treatment such as reverse osmosis should be used to treat water for ice making with levels of total dissolved solids in excess of 125 PPM. The cost of a reverse osmosis system is unknown at this time.

The quality of water used for installation and maintenance of the ice also impacts the quality of the ice surface. Dissolved solids in water will migrate to the top of ice surface resulting in not only soft or 'slow' ice but also clouding which reduces the visibility of ice markings.

Water Conservation Measures

The following water conservation measures have been implemented at SCA to enhance water sustainable ice operations.

- 2018 installation of a closed loop ammonia compressor cooling system, this resulted in approximately a 30% reduction in water usage for ice operations.

- 2015 replacement of standard flow 2.5 gpm shower heads with lower flow 1.5 gpm in all change rooms.

- 2006 installation of timed automatic shutoff for ice resurfacer water reducing overfill.

Staff are currently in discussions with a refrigeration engineer to determine if further water conservation can be achieved through resequencing of the condenser operating parameters. Testing will be conducted during the plant start up this fall. It is believed that a reduction of water consumption for plant operation is possible, however, it will increase operating costs through additional electrical consumption. There is no estimate of water savings or increase in electrical usage available at this time.

DISCUSSION

In the fall of 2022, the SCRD had moved users of the Chapman water system to Stage 4 water regulations and by late fall a state of local emergency had been called. Bylaw No. 422 "Water Rates and Regulations" does **not** prohibit the use of water for arena operations at any water conservation regulation stage, however, in order to manage our own water consumption and water use, the SCRD did not install ice at the SCA as regularly scheduled in September. Based on a Board directive, ice was installed in late November, despite the ongoing state of local emergency and Stage 4 water regulations.

As early as Stage 3 Water Conservation Regulations for the Chapman water system, the SCRD is required to take steps to manage water consumption and use, including:

- No irrigation of sport fields

- Closure of the hot tub at the Sechelt Aquatic Centre (estimated weekly usage reduction of 23,000 litres per week)
- Increased water conservation awareness campaigns such as reduced duration showers at SAC and SCA.
- Closure of the water park at Shirley Macey Park
- No washing of SCRD fleet vehicles (including buses)

If service levels for the provision of ice are to be maintained this coming ice season, there are currently only two options, continue to use water from the Chapman system, or haul water from offsite.

Analysis and Options

Option A – Offsite Water Source – not recommended

Staff conducted preliminary research on the viability of trucking in water from off site for ice operations during Stage 4 Water Regulations. This option assumes that domestic water usage comes from the Chapman water system and outside of Stage 4 water restrictions ice operations can also utilize the Chapman system.

This option requires that water be trucked to SCA throughout the week, the construction of an on-site storage system, and modifications to the plant. Use of an offsite alternate water source needs to consider the following.
- Quality and quantity of alternate water source(s)
- Plant Modifications required to supply makeup water to condenser and ice re-surfacer (including piping, pump system, storage requirements)
- Logistics and Resources
  - Storage tanks and site preparation.
  - Pump systems at both source and arena, piping systems and measures to protect from freezing.
  - Regular (could be daily) trucking of water (truck tank size and availability) and back up plans.
- Approvals
  - Technical Safety British Columbia (dependent on water source).
  - Refrigeration Engineer (Plant Operations) – approval and testing of system.

Available Water Source(s)

The following alternate water sources were reviewed and could be used for ice operations.

- Ebbtide Well (District of Sechelt)
- Other SCRD Water System (i.e. Langdale)

Plant Modifications

Costs to complete detailed engineering design, install required infrastructure (e.g. storage tanks, pumps, etc) and modifications to the refrigeration system to facilitate the use of offsite water are estimated at $85,000. The estimated time to complete this work (including procurement) would be 4-5 months.

Logistics and Resources

Water delivery costs are estimated at $2,000 - $6,000 per week depending on location and flow rates of the water source. The cost of water (if any) is unknown, however, is expected to be offset by current operating budget for water consumption. Finally, increased operations staffing is expected to monitor the system and troubleshoot, however the cost is unknown at this time. As this has never been done before, there could be other incremental costs incurred. These costs are not factored into current approved budgets or the budget estimates provided in this report and would need to be tracked throughout the season. While staff would make best efforts for success, there is no guarantee that this option would be successful as it has not been attempted before.

Total estimated costs:

One time: $85,000
On-going (for up to 8 weeks): $60,000 (provides a contingency)

Pros	Cons
• Allows established service level to be maintained • Does not use water from the Chapman system for ice operations during stage 4 or higher water restrictions	• Additional one time and ongoing cost for ice operations • Requires modifications to existing building systems • Moderate risk of water supply interruption which could result in service interruptions. • Relies on an unproven system to provide water for ice operations • An interruption of water supply could result in loss of the ice surface • Water quality may result in substandard ice surface and reduced lifespan of condenser

Option B: Continue to Use Water from the Chapman System – staff recommended option

As previously mentioned, there are no restrictions for water use related to ice operations in Bylaw No. 422 "Water Rates and Regulations". Demand on the Chapman system for SCA ice operations would account for approximately 0.125% percent of the typical stage 4 daily usage target of 10 million litres per day, the equivalency of 31.25 homes at an average of 400 litres per day.

Until a permanent, onsite, alternate water source can be identified, staff recommend that ice operations at SCA continue using the Chapman water system.

Pros	Cons
• Allows established service level to be maintained • No additional cost for ice operations water • No modifications required to existing building systems • Water quality is known to meet requirements • Low risk of water supply interruption	• Continued use of a strained Chapman water system during stage 4 or higher water restrictions

Option C: Amend Ice Service Levels by Not Installing OR Operating Ice during Stage 4 – not recommended.

To reduce demand on the Chapman system the Board could direct that during Stage 4 water regulations, ice will not be installed or maintained. If Stage 4 is called prior to the installation of ice (mid September), then the ice season would be delayed until the water restrictions are lifted. Further, given that the ongoing weekly water usage for ice operations is greater than the amount of water used to install ice, this option would also assume that if Stage 4 water regulations are called while ice is operational, then the ice would be removed. The ice could then be reinstalled for the remainder of the season, once water restrictions are lifted. The estimated cost to install the ice surface is $10,000 including labour and materials and the cost to remove ice is $2500. Ice installation requires 8-10 days, and ice removal requires approximately 14 days and is dependent on outdoor temperature.

This option results in uncertainly for user groups and potential hardships. Groups plan their season well in advance (registrations begin in June and competitions/game schedules are produced at the beginning of each season) and any changes incurred have significant impacts that can also have a domino effect across user groups and the leagues/competition groups in which they participate. Changes to ice schedules is a significant administrative undertaking as well.

Pros	Cons
• Does not use water from the Chapman system for ice operations during stage 4 or higher water restrictions • No modifications required to existing building systems.	• Does not maintain current service level • Creates a possibility of hardship for ice users • Could result in more than one ice installation per season • Unpredictable ice season makes it difficult for ice users and staff to plan the ice season; mid season interruptions would result in a greater hardship

In addition to the staff recommended option of continuing to use water from the Chapman system for ice operations at SCA, staff would also recommend exploring the inactive well located at the SCA as a potential permanent alternative water source for ice operations. The well is currently decommissioned without an active license from the province. The physical condition, production potential and water quality of the well are unknown. To determine the suitability of the well for ice operations investigative work would need to be undertaken including the following:

- Inspection of the Existing Well
  - Assess the wellhead, sanitary surface seal and site constraints.
  - Video inspection of the well to confirm depth and structural conditions of the well infrastructure.
- Review of Aquifers and Nearby wells
  - Conduct a review of nearby wells to establish a high-level insight into the overall productivity the aquifer and wells in the vicinity.
- Pumping Test
  - Conduct a constant rate pumping test to determine the potential well capacity and draw water samples for water quality analysis.

Estimated costs for the investigative work are $52,000. Staff will prepare a proposal to undertake this work for the Board consideration in the 2024 budget deliberations.

If the evaluation of the well indicates it to be a viable water source for ice operations further work would need to be undertaken to determine the required infrastructure and licensing to bring the well online. Total costs to reactivate the well for ice operations are unknown and the estimated timeline is 2 to 3 years.

Financial Implications

There are no financial implications to proceed with ice operations for the regularly scheduled ice season using water from the Chapman system. Staff will prepare a 2024 budget proposal related to the investigation of the decommissioned well at the SCA.

Timeline for next steps or estimated completion date

Upon direction from the Board to proceed with further investigation of the decommissioned well at the SCA, staff will prepare a 2024 budget proposal to be brought before the Board during the 2024 budget process.

Communications Strategy

The Board decision will be communicated to impacted staff and ice users through e-mail, SCRD website and social media accounts.

STRATEGIC PLAN AND RELATED POLICIES

Staff recommendation aligns with current water usage restrictions in Bylaw No. 422 Water Rates and Regulations.

CONCLUSION

CONCLUSION

Staff were directed to investigate and report back to the Board on the viability and financial implications of using alternative water sources for ice operations at SCA. Due to the logistical challenges and unknown risks along with the estimated costs associated with using an offsite water source, staff recommend continuing to use the Chapman water system for ice installation and operations. Further, staff recommend further investigation regarding the viability of reactivating the well located at the SCA and that a 2024 Budget Proposal for this be submitted for the 2024 budget deliberations.

Reviewed by:			
Manager		CFO Finance	X– T. Perreault X - A. Taylor
GM	X – S. Gagnon X – M. Brown	Legislative	X – S. Reid
CAO	X – D. McKinley	Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Committee of the Whole – July 27, 2023

AUTHOR: Marc Sole, Manager, Solid Waste Services

SUBJECT: 2022 SOLID WASTE REGIONAL DIVERSION – ANNUAL UPDATE

RECOMMENDATION(S)

THAT the report titled 2022 Solid Waste Regional Diversion - Annual Update be received for information.

BACKGROUND

The BC Ministry of Environment and Climate Change Strategy (MoE) requires all Regional Districts in the province to have a Solid Waste Management Plan (SWMP). SWMPs describe how a region will manage garbage, recycling, and organic waste programs and services for a 10-year period, while identifying regional issues for the next 25 years.

The Sunshine Coast Regional District's (SCRD) current SWMP was adopted by the Board in 2011 and outlines 24 initiatives that contribute to reaching targets by 2016. There are two targets: diversion and per capita disposal. The diversion target is 69% and the per capita disposal target is 279-315kg. An update to the 2011 SWMP is currently underway, and a new plan is expected to be complete in early 2025.

The purpose of this report is to provide an update on the SCRD's regional diversion metrics from 2011 to 2022.

DISCUSSION

Region Diversion Data

The 2011 – 2022 diversion data is presented using the same format as the SWMP. This data was used for calculating waste generation, diversion rates, and per capita disposal.

Data was compiled from the Sechelt Landfill, Pender Harbour Transfer Station (PHTS), SCRD recycling depots, green waste program, Extended Producer Responsibility (EPR) programs, and the curbside collection services in the District of Sechelt, shíshálh Nation Government District, SCRD Electoral Areas B, D, E and F, and the Town of Gibsons.

A summary of the types of materials collected for diversion in 2022 is included as Attachment A.

A summary of the diversion data is provided in Table 1.

Table 1: SCRD Regional Diversion Data

SCRD Regional Diversion 2011 - 2022

Disposal and Diversion (tonnes)	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Disposal												
Pender Harbour Landfill/Transfer Station	1,246	1,155	1,158	1,338	1,816	1,183	1,155	1,197	1,279	1,290	1,201	1,022
Sechelt Landfill	10,923	10,524	9,071	10,447	10,545	11,493	11,820	11,697	12,285	12,071	12,411	11,217
Total disposal	**12,169**	**11,679**	**10,229**	**11,785**	**12,361**	**12,677**	**12,976**	**12,894**	**13,563**	**13,361**	**13,612**	**12,239**
Diversion												
At Landfill & Transfer Station	1,444	3,253	2,903	2,244	3,614	4,427	4,873	4,560	3,257	5,226	4,284	3,966
Green Waste *(all sites combined)*	2,499	3191	3,437	3,672	3,415	4,343	4,061	4,209	4,077	5,266	4,988	4,988
Curbside Collection Programs *(all combined)*	667	701	685	642	774	1,107	1,113	1,050	892	1,028	1,652	1,925
Depot Recycling	1,257	1,510	1,495	1,367	1,121	1,179	1,204	1,234	1,278	1,464	1,607	1,577
Books							33	26	18	33	37	41	41
Extended Producer Responsibility (EPR)	963	983	1,000	1,030	1,068	1,089	1,078	1,059	1,050	998	1,101	1,012
C&D Estimate (as per SWMP)	4,255	4,255	4,255	4255	4,255	4,255	4,255	4,255	4,255	4,255	4,255	4,255
Total diversion	**11,085**	**13,893**	**13,776**	**13,210**	**14,247**	**16,433**	**16,611**	**16,385**	**14,841**	**18,274**	**17,928**	**17,764**
Total waste generation (disposal + diversion)	**23,254**	**25,572**	**24,005**	**24,995**	**26,608**	**29,110**	**29,586**	**29,279**	**28,404**	**31,634**	**31,540**	**30,003**
Diversion rate (diversion/waste generation)	**48%**	**54%**	**57%**	**53%**	**54%**	**56%**	**56%**	**56%**	**52%**	**58%**	**57%**	**59%**
Population	**28,976**	**29,158**	**29,319**	**29,837**	**30,359**	**30,952**	**31,268**	**31,551**	**31,681**	**31,723**	**32,307**	**32,865**
Disposal per person per year (kg)	**420**	**401**	**349**	**395**	**407**	**410**	**415**	**409**	**428**	**421**	**421**	**372**

Notes

*Not all 2022 EPR data was available; 2021 was utilized for some programs

Population estimates updated *2011-2022 based on BC Stats BC RD and Municipal Population Estimates as listed on Feb 2023*
Landfill and Transfer station diversion does not include green waste or residential recycling as those are captured under green waste and depot recycling.

Waste Generation

Waste generation is the sum of waste disposed and waste diverted. Disposal includes waste buried in the Pender Harbour Landfill (until 2015) and at the Sechelt Landfill. Diversion includes waste diverted from the landfill, and consists of materials recycled, composted, or reused.

The trend from 2014 to 2022 is an overall increase in the total amount of waste generated. The total waste generation weights saw a decrease in 2022 over 2020-2021, although total generation is still higher than 2019. The weight of materials diverted in 2022 is lower than 2020-2021, but higher than years previous to 2020.

A summary of waste generation is provided in Figure 1.

Figure 1: Waste Generation
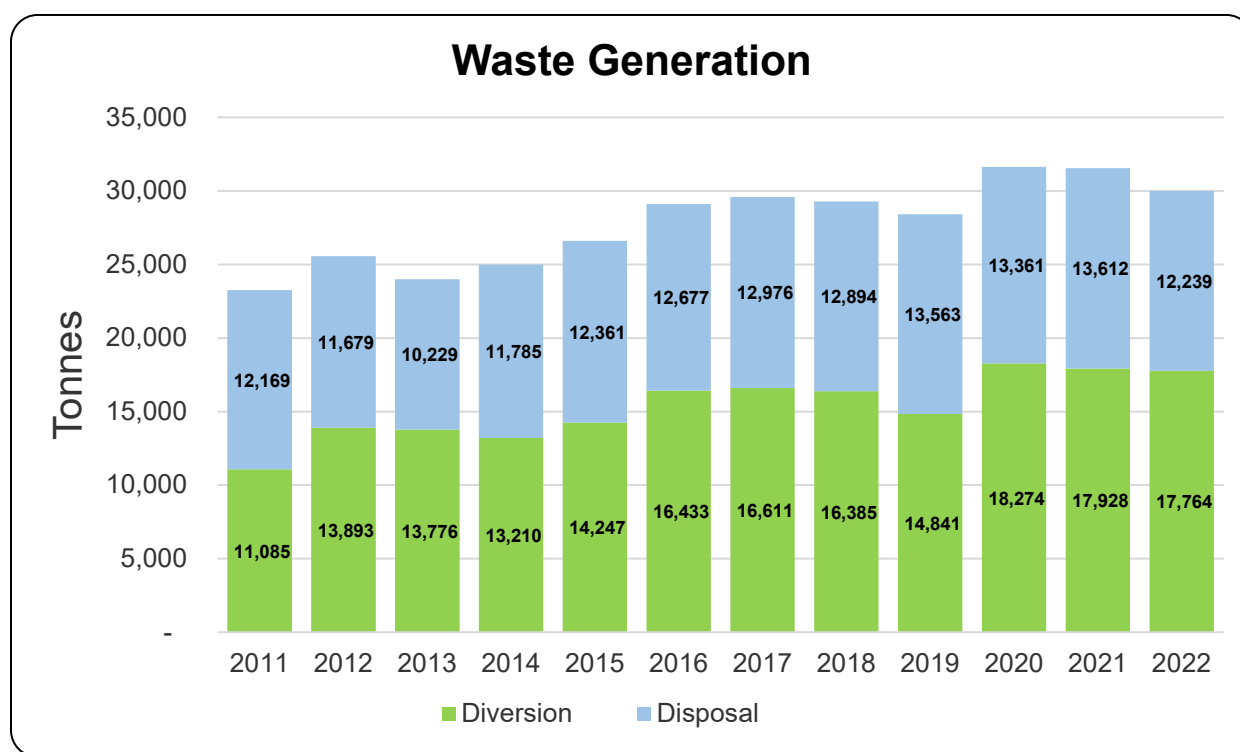
Diversion Rate

The diversion rate is calculated by dividing the weight of materials diverted by the total weight of waste generated. In 2022, the diversion rate increased to 59%, from 58-57% in 2020-2021. This increase can be attributed to diversion programs implemented part way through 2022, including the expansion of curbside food waste, yard waste, recycling in the District of Sechelt and the shíshálh Nation Government District, and food waste collection at the Pender Harbour Transfer Station. Additionally, there was increased diversion for some materials from the landfill, including increased weights of cardboard and mattresses. The overall diversion rate increased despite decreased weights collected for gypsum, metal, tires, depot recycling, and extended producer responsibility programs. A similar amount of green waste was collected in 2022 as in previous years.

The 2022 diversion rate is below the 2011 SWMP target of 69% by 2016. An annual diversion rate summary is provided in Figure 2.

Figure 2: Diversion Rate
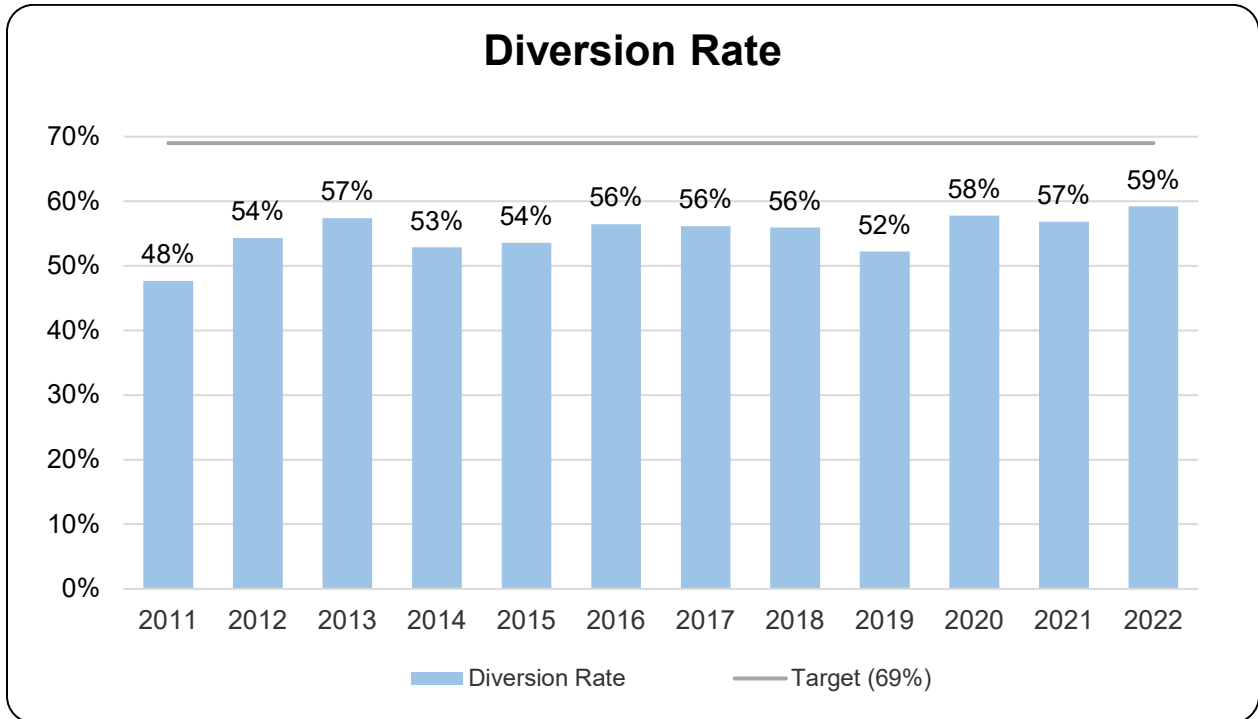
Per Capita Disposal

Per capita disposal rate is calculated by dividing the weight of waste disposed by the population and is expressed in kilograms (kg) generated per person.

The 2022 per capita disposal rate was 372 kg per person, which is still above the per capita disposal target of 279-315 kg per person in the SWMP.

An annual summary of per capita disposal is provided in Figure 3.

Figure 3: Per Capita Disposal

Disposal Per Person Per Year

(Bar chart titled "Disposal Per Person Per Year", y-axis "KILOGRAMS" from 0 to 450, x-axis years 2011–2022)

Year	Per Capita Disposal (kg)
2011	420
2012	401
2013	349
2014	395
2015	407
2016	410
2017	415
2018	409
2019	428
2020	421
2021	421
2022	372

Legend: Per Capita Disposal ◼ Target (279 kg) ——
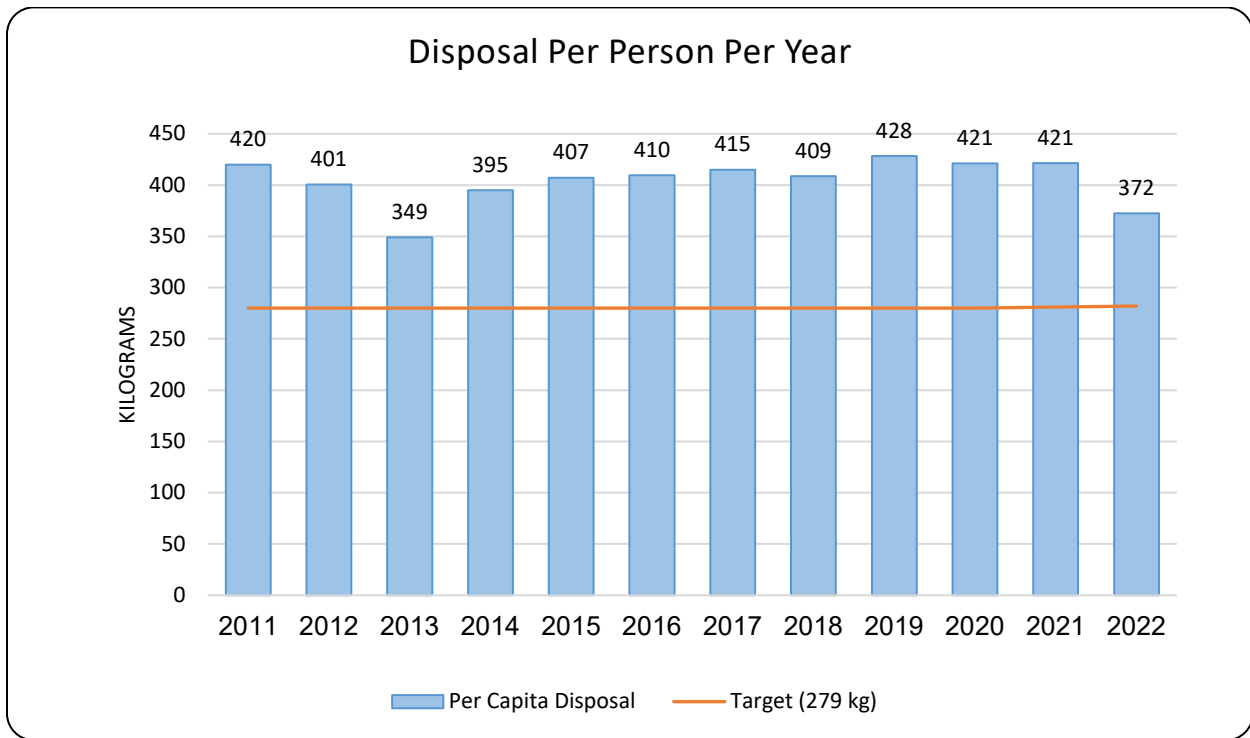
Residential Curbside Collection

Residential curbside collection services are provided by each local government on the Sunshine Coast. The exact materials collected, and their collection frequencies vary by jurisdiction.

The SCRD provides weekly food waste collection services and every-other-week garbage collection for residents within defined areas of Electoral Areas B, D, E and F. The District of Sechelt and shíshálh Nation Government District provide weekly collection for food waste and green waste and alternating biweekly collection for garbage and recycling. The Town of Gibsons provides weekly food waste collection and biweekly garbage collection.

The total amount of curbside garbage collected decreased in 2022. This is likely due in part to the expansion of curbside diversion programs (food waste, yard waste, and recycling) in the District of Sechelt and shíshálh Nation Government District.

Figures 4 and 5 summarize the weights collected at the curb and the estimated per capita disposal rates for curbside garbage collection. Note that the curbside recycling data for the District of Sechelt is based on a five-year average as data from 2022 was not provided in time for this report.

Figure 4: Summary of Residential Curbside Collection

Residential Curbside Collection Annual Tonnage

District of Sechelt, shíshálh Nation Government District, SCRD and Town of Gibsons Combined
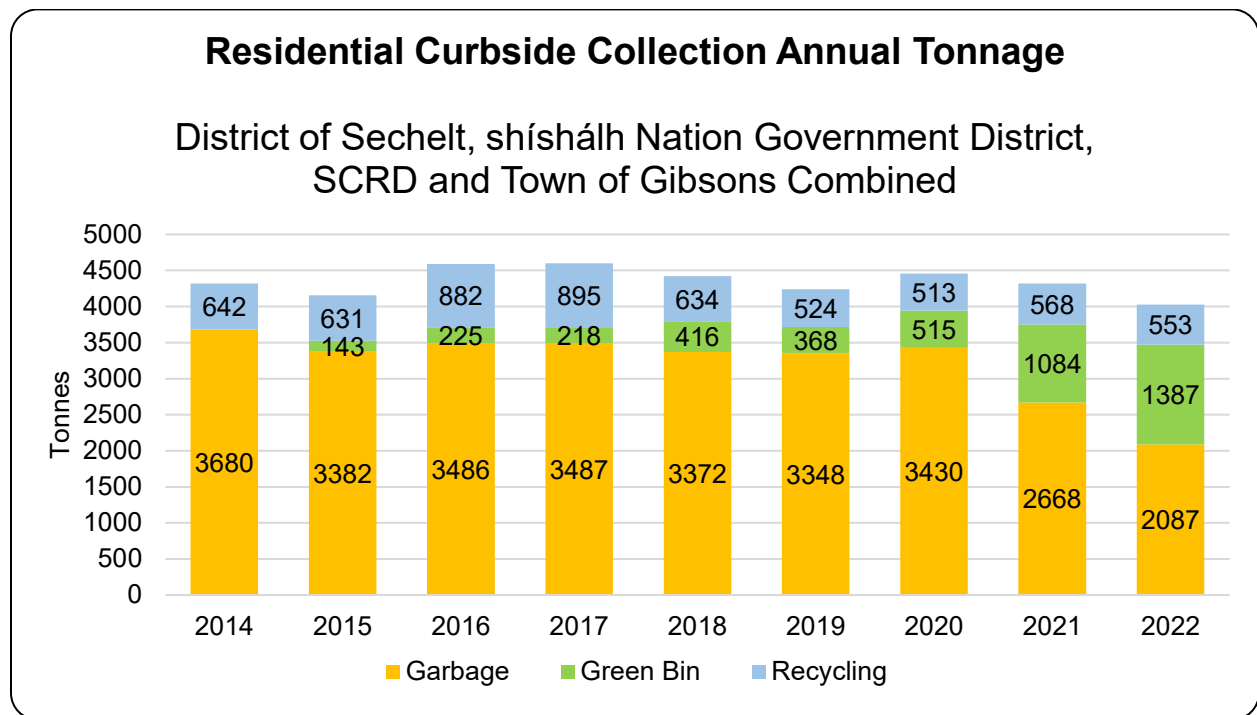
Figure 5: Per Household Disposal for Residential Curbside Garbage collection

Residential Curbside Garbage Collection by Local Government
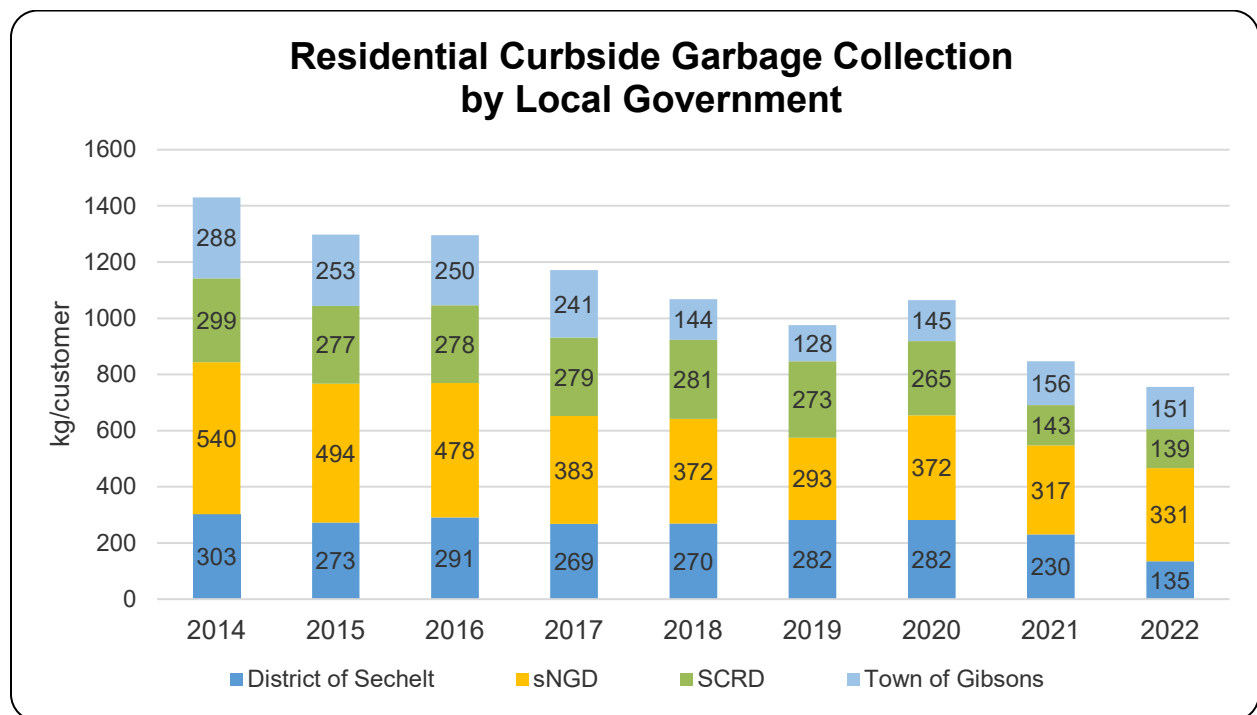
Figures 6 to 9 provide a summary of residential curbside collection by jurisdiction and service type. In 2022, the District of Sechelt had a decrease in the amount of garbage collected and an increase in the amount of food waste collected (recycling data for the District of Sechelt is based on a five-year average). The shíshálh Nation Government District started food waste collection and had increases in both recycling and garbage collected. The SCRD and Town of Gibsons experienced decreases in the amount of garbage and food waste collected in 2022 from 2021.

Figure 6: District of Sechelt Residential Curbside Collection (five-year average used for recycling)
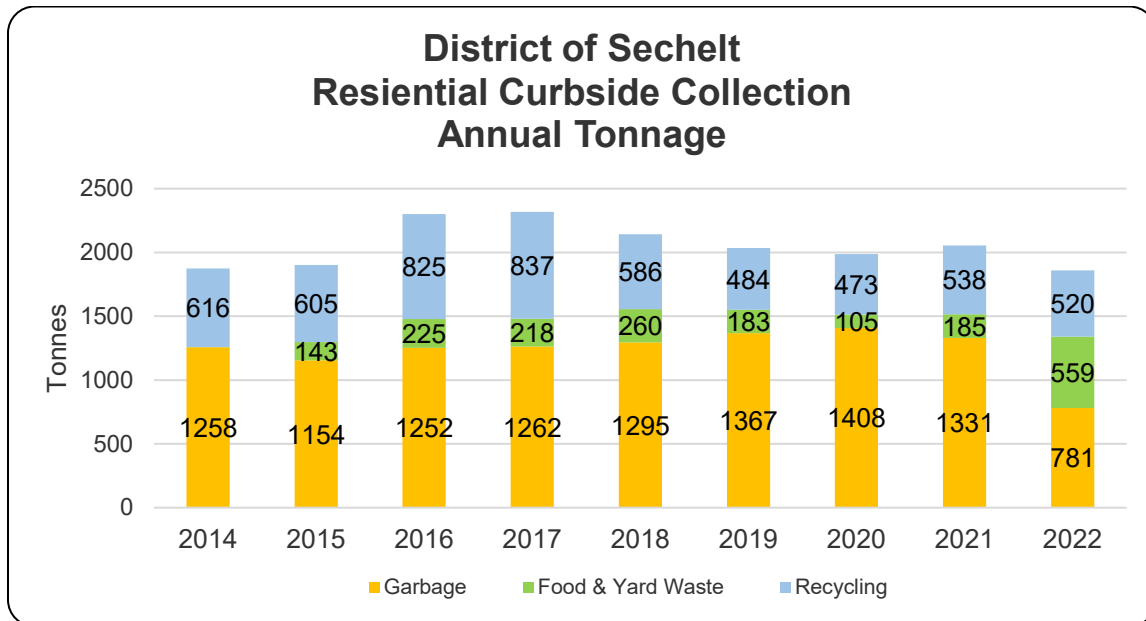
Figure 7: shíshálh Nation Government District Residential Curbside Collection

Figure 8: SCRD Residential Curbside Collection

SCRD
Residential Curbside Collection
Annual Tonnage
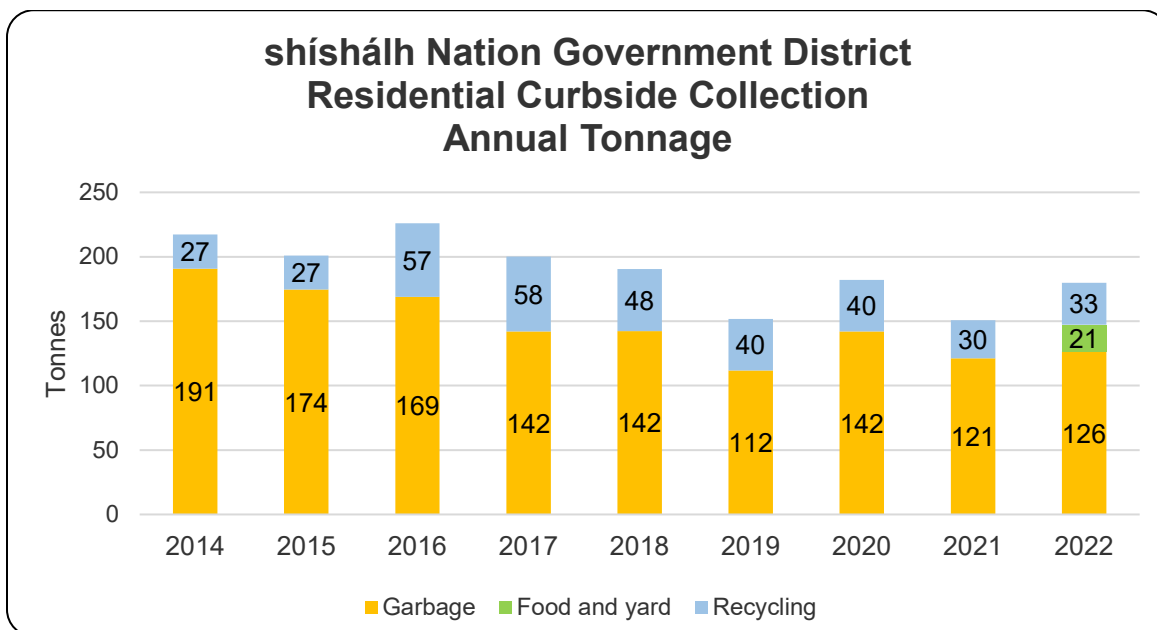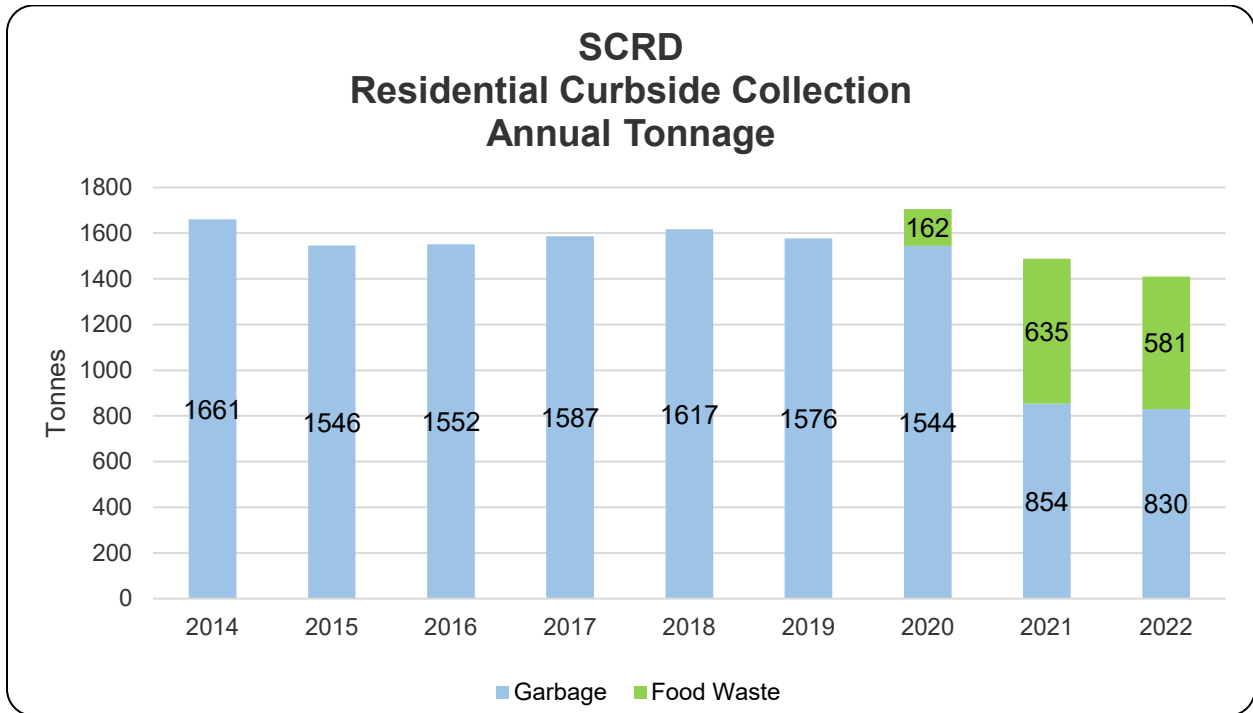
Figure 9: Town of Gibsons Residential Curbside Collection

Town of Gibsons
Residential Curbside Collection
Annual Tonnage

113
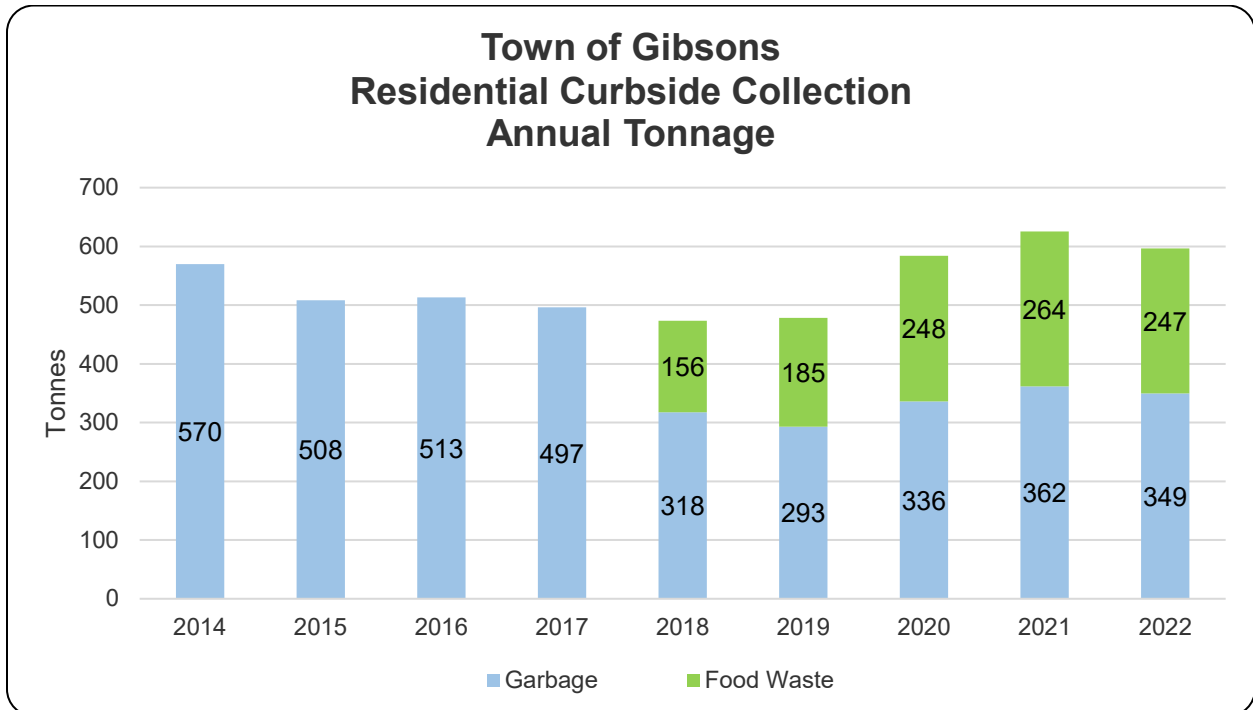
Landfill and Transfer Station Disposal and Diversion Trends

From 2011 to 2022, the total amount of waste landfilled has varied only slightly year over year. The top materials landfilled at each site continue to be residential municipal solid waste (MSW), commercial and construction waste, and durable goods. Durable goods include materials such as couches and chairs, which are bulky and take up considerably more landfill space when compared to garbage.

Figures 10 to 14 summarize the total amount of material landfilled and the top three materials disposed and diverted for the past five years.

Figure 10: Total Landfilled
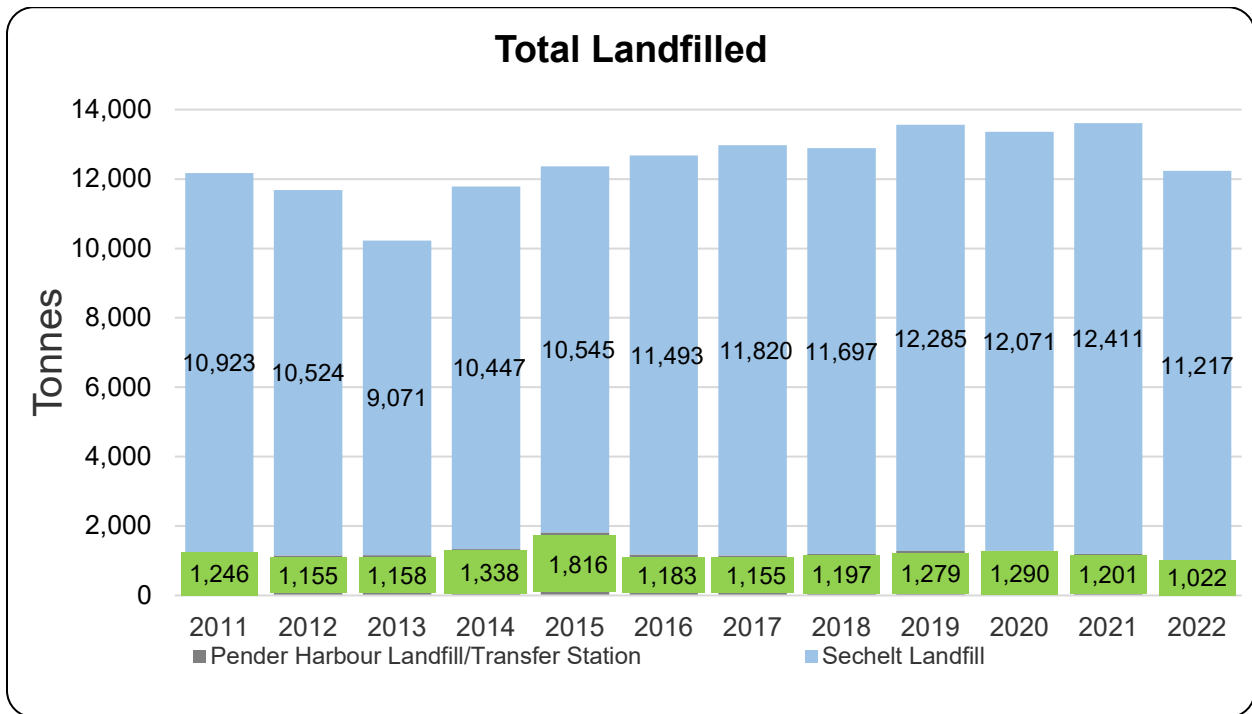
Figure 11: Top Three Materials Disposed at the Sechelt Landfill
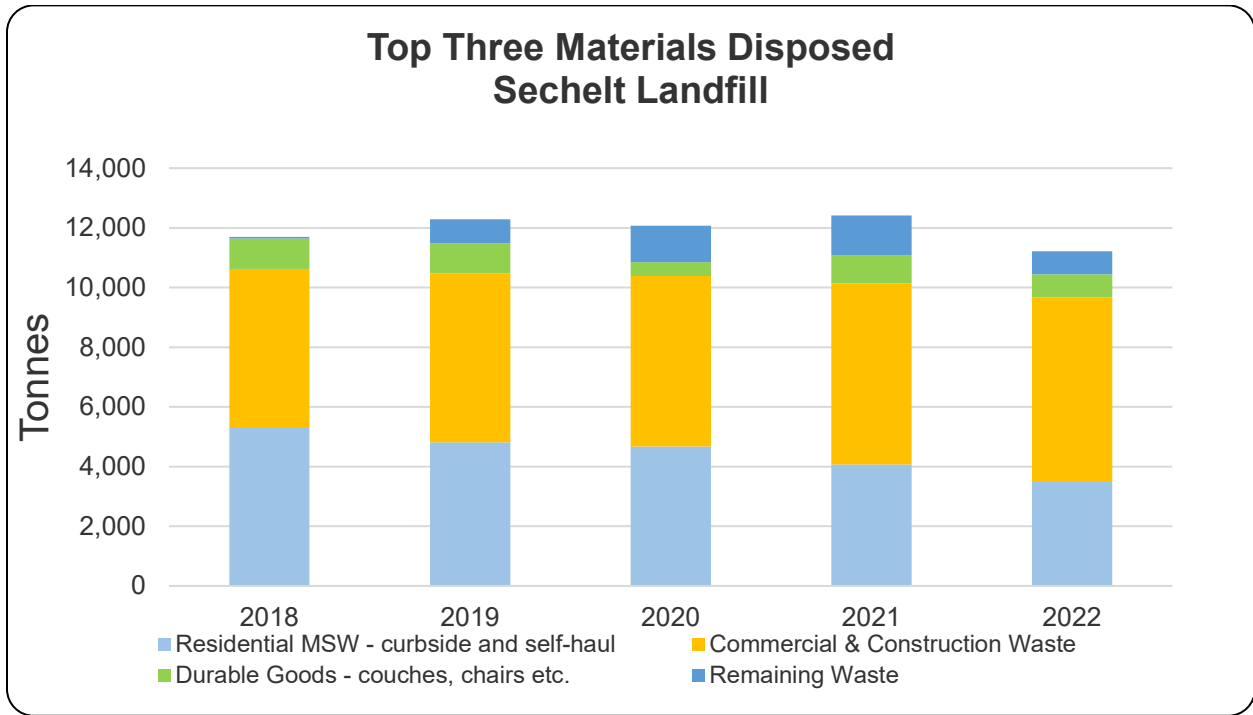
Figure 12: Top Three Materials Disposed at the Pender Harbour Transfer Station

115
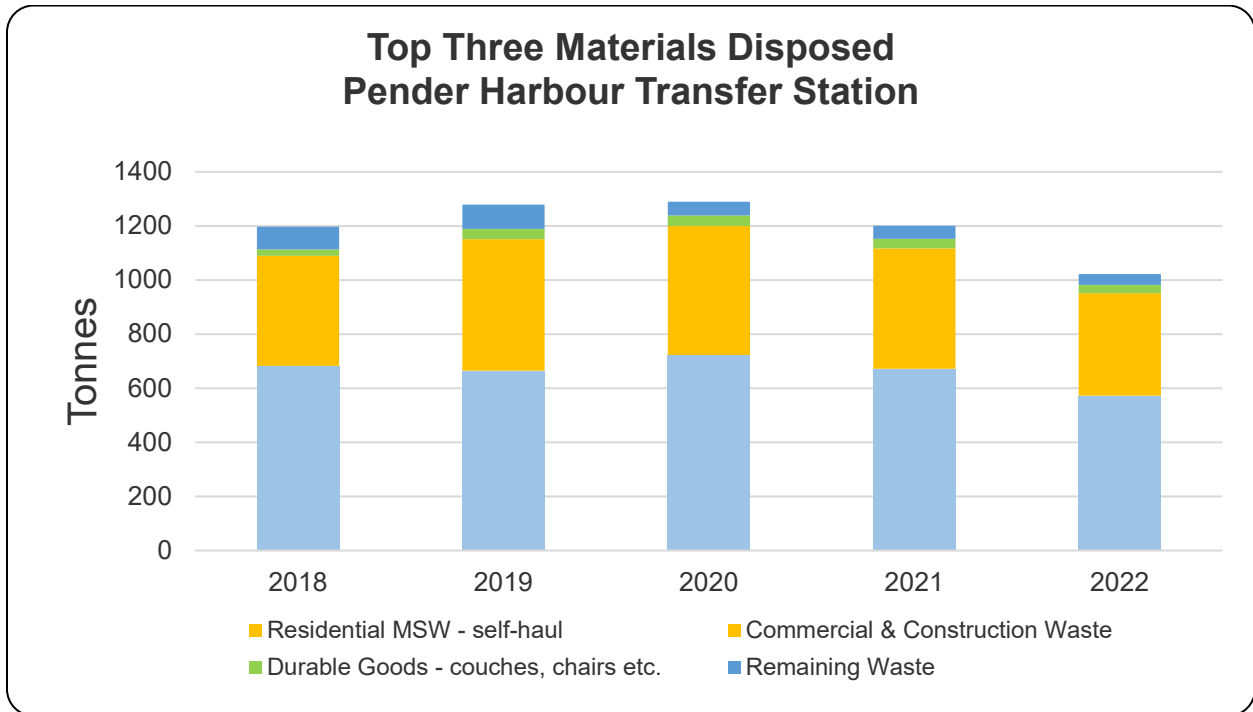
Figure 13: Top Three Materials Diverted at the Sechelt Landfill
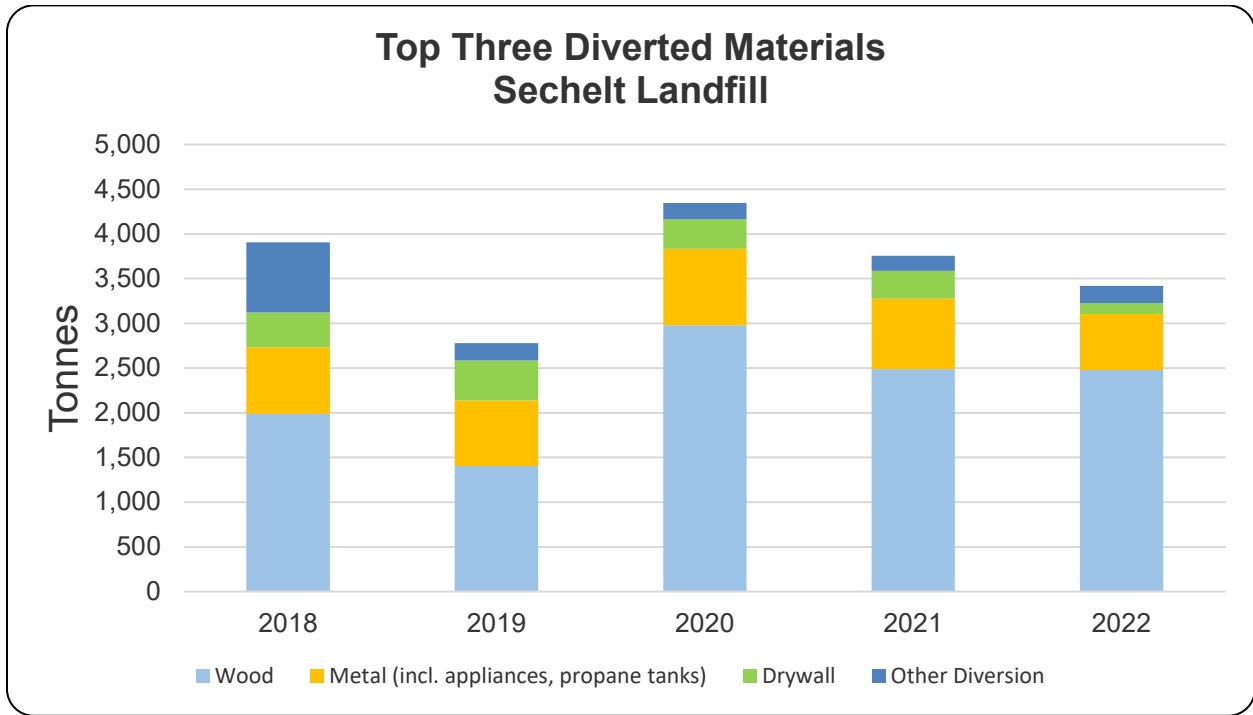
Figure 14: Top Three Materials Diverted at the Pender Harbour Transfer Station

116
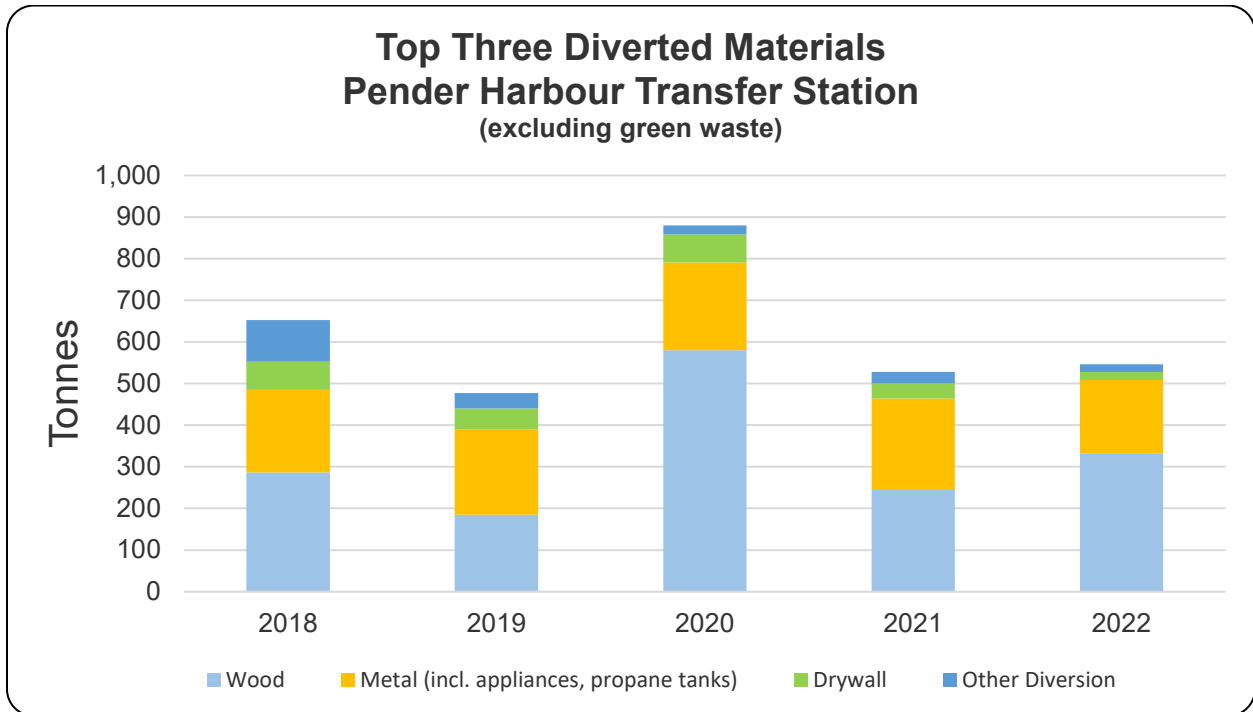
Landfill Capacity

Based on the most recent analysis by XCG Consulting Ltd., the estimated remaining site life of the Sechelt Landfill is approximately three years, to mid-2026. Work is underway to relocate the contact water pond to provide additional landfill capacity and construction of this project will be included in the 2024 budget process.

In 2023 the SCRD received provincial approval to add the temporary export of solid waste off coast to the 2011 SWMP. Should the Sechelt Landfill reach capacity before a new long-term disposal option is identified, approved, and operational, waste export will be needed to ensure the continued delivery of solid waste services.

Solid Waste Management Plan Update

The SCRD SWMP update is currently underway and in the initial stages of engagement and plan development. The update process includes a complete review and evaluation of the 2011 SWMP's guiding principles, waste reduction targets, and programs/services, as well as extensive consultation with the community. The provincial government requires that Regional Districts renew their solid waste management plans every ten years, and this process is anticipated to take two to three years.

Communications Strategy

Information related to diversion is being communicated as part of the SWMP update. A dedicated webpage https://letstalk.scrd.ca/trash is being used throughout the update process.

STRATEGIC PLAN AND RELATED POLICIES

This report supports the 2019-2023 Strategic Plan Strategy 2.3 of Achieving Sustainable Solid Waste Management.

Further, this report is in support of the SCRD's 2011 Solid Waste Management Plan.

CONCLUSION

The SCRD collects disposal and diversion data, and calculates annual waste generation, diversion, and per capita disposal rates.

The SCRD's current SWMP was adopted by the Board in 2011 and is oriented towards achieving two targets: diversion and per capita disposal. The diversion target is 69%. The diversion rate for 2022 was 59%. The target for total waste generated per capita is 279-315 kg. The 2022 per capita disposal rate was 372 kg.

Attachment

Attachment A - 2022 Diversion Materials Summary

Reviewed by:			
Manager		Finance	
Acting GM	X - M. Brown	Legislative	
CAO	X - D. McKinley	Other	

2022 Diverted Materials Summary

Service	Material Type Diverted
Landfill and Transfer Station	
Sechelt Landfill and Pender Harbour Transfer Station	Cardboard
	Green Waste*
	Gypsum
	Mattresses
	Metal
	Tires
	Wood – Clean**
	Wood – Dirty/Contaminated**
Sechelt Landfill only	Paint (ProductCare)
Curbside Collection	
District of Sechelt	Food waste, green waste & recycling***
shíshálh Nation Government District	Food waste, green waste & recycling***
Town of Gibsons	Food waste
SCRD	Food waste
SCRD Recycling Depots	
Gibsons Recycling, GRIPS, Salish Soils	As per Recycle BC - containers (plastic, metal, paper, glass) paper and cardboard, Styrofoam food containers and packing blocks, plastic bags and overwrap and other flexible plastic packaging
Gibsons Recycling Depot	Books
Extended Producer Responsibility Programs	
Electrorecycle – small appliances e.g., toaster, microwave	
Electronic Products Recycling Association (EPRA) – electronics e.g., TVs, computers	
Encorp – beverage containers e.g., juice boxes, pop cans	

Notes:

* Green waste is collected at the South Coast Green Waste Drop-off Depot and at Salish Soils (on behalf of the Sechelt Landfill).

** Wood is collected at Salish Soils on behalf of the Sechelt Landfill.

*** Curbside collection for recycling includes: containers (plastic, metal), paper, and cardboard. The remaining materials accepted for recycling, such as glass or polystyrene, must be taken to a depot as per Recycle BC.

The Pender Harbour Transfer Station and Sechelt Landfill share-sheds were closed in 2020 due to COVID-19, and due to ground disturbance at the Sechelt Landfill. In 2023 the Share Shed at the Pender Harbour Transfer Station was reopened.

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Committee of the Whole – July 27, 2023

AUTHOR: Ian Hall, General Manager, Planning and Development

SUBJECT: PLANNING AND DEVELOPMENT DEPARTMENT 2023 Q2 REPORT

RECOMMENDATION(S)

THAT the report titled Planning and Development Department 2023 Q2 Report be received for information.

BACKGROUND

The purpose of this report is to provide an update on activity in the Planning and Development Department for the Second Quarter of 2023 (Q2 – April 1 to June 30, 2023).

The report provides information from the following Planning and Development Department divisions:

- Planning and Development Services
- Building Inspection Services
- Sustainable Development
- Protective Services

PLANNING AND DEVELOPMENT SERVICES DIVISION

Regional Planning [500]

Progress on Priorities from 2023 Service Plan Lite

Objective	Strategies	Timeline	Progress
Planning Enhancement Project 1 (PEP 1): Development Application Process Review (DAPR)	Review application processing procedures to shorten timelines, provide improved predictability, reduce barriers, and encourage quality development submissions that contribute to key community building initiatives. The work will further evaluate staffing and technology resource needs and seek to ensure fees that reflect the average cost of providing service.	Q3 Note: implementation of this work will be ongoing.	A staff report including the consultant's final report on SCRD's Development Approvals Process Review is on target for July 27 Committee of the Whole meeting.

Planning Enhancement Project 2 (PEP 2): OCP Renewal	Renew all 7 SCRD OCPs with the aim of policy harmonization and strengthening of Development Permit Areas. This project will involve significant consultation and involve several micro-policy projects	Project scoping continue through Q3, 2023 and direction sought on next steps Q3 or Q4. This is a multi-year project, with renewed OCPs targeted for 2025, noting several implementation items will likely result from this work.	Project scoping is underway.
Development regulation and approval.	Timely, quality service to applicants while working to modernize our rural and regional planning frameworks. 2022 Stats: • 95 development applications $67,630 in application revenue • 17 intergovernmental referrals 2,660 public enquiries received through in-person/online/email	Ongoing	Ongoing
Regional growth	Complete regional growth baseline framework Also continue to coordinate and respond to referrals from BCTS.	Staff to prepare a set of options for next steps/ implementation to consider, beyond integration with plans and OCPs, following receipt of referral comments and Let's Talk input with a timeline of Q3/Q4, 2023.	Referrals and Let's Talk page development underway.
Hillside Industrial Park Development Project	Continue to advance planning work for Hillside Industrial Park and undertake headlease renewal	This ongoing work will also be coordinated with PEP2 OCP Renewal work.	Project scoping initiated. Coordination with SCREDO started.

Key Performance Indicators

In 2023, staff will research and implement additional performance indicators following the Development Approvals Process Review, using results of that process to inform design.

Regional Planning [500]

Key projects in Q2 included:

- Regional Growth Baseline Research: At the direction of the Board's Strategic Plan, staff undertook the process of investigating and evaluating the potential of proceeding with a regional growth framework baseline research project.

  Recap: the general goals of the project are as follows:

  o Develop a shared understanding between Coast local governments of historical growth patterns and anticipated future growth needs.

      o   Understand adequacy and sustainability thresholds for servicing capacity.

      o   Foster dialogue about opportunities (building blocks, roadmap) to ensure future growth aligns with/contributes to community goals as described in Official Community Plans and other high-level plans and strategies. Potentially, a collective vision can be defined for how best to sustainably manage anticipated growth in a way that advances livability and reflects shared goals, objectives and values.

The contract was awarded to MODUS consultants in Q2, 2021. A project team including staff from all local governments was established to support the project.

MODUS presented the final Phase 3 Report to SCRD Board in Q2, 2023 and staff have been directed to complete referrals and continue work on the development of a Let's Talk SCRD page to gather additional ideas and feedback. The Regional Growth Baseline Framework Research Reports have also been referred to SCRD's Strategic Planning process and SCRD staff have been directed to use the research to inform PEP2 (OCP Renewal). Other local governments have also been requested to use the research as a key input for any upcoming OCP updates or renewals. Staff will be preparing next steps/ implementation to consider, beyond integration with strategic plans and OCPs, following receipt of referral comments and Let's Talk input for Q3/Q4, 2023.

- The Regional Housing Coordinator (contracted role, funded through Municipal-Regional Destination Tax revenue sharing) has completed a regional housing action plan. Intergovernmental meetings, convened by SCRD, have supported this work. The plan was presented to the SCRD Board in Q4 2022 and has been referred to municipalities and First Nations following Board direction.

Rural Planning [504]

Key projects in Q2 included:

- Development Approvals Grant: The Province developed a Local Government Development Approvals program. A total grant allocation of $15-million (Province-wide) is part of the Province's ongoing work to give local governments the tools necessary to meet development needs in their communities. SCRD was awarded requested grant funding and KPMG Consulting has been retained as the consultant to lead the project along with staff. The project is titled Planning Enhancement Project Phase 1 (PEP 1), and seeks to shorten timelines, provide improved predictability, reduce barriers and encourage quality development submissions that contribute to key community building initiatives. The work will further evaluate staffing and technology resource needs and seek fees that reflect the average cost of providing development services. While the project and grant funding specifically look at SCRD Planning processes, there is a lens of adding regional value through the findings of this work.

  The project was formally kicked off on February 24, 2023. The work has engaged SCRD staff, external stakeholder interviews (including provincial agencies, developers, applicants, consultants, Town of Gibsons, District of Sechelt), APCs and shíshálh Nation. Regional scans have also been completed to inform appropriate steps towards enhancing SCRD's development approval process. Staff are now in receipt of the final report from KPMG that includes key findings and recommendations on SCRD's

Development Approvals Process Review. A staff report that includes the consultant's final report is scheduled for the July 27 Regular Committee of the Whole Meeting. This work requires several implementation items that will follow and require future Board decisions beyond Q3.

• With Board direction and project funding to renew SCRD OCPs (approved in 2022 budget), project scoping is underway. The project is titled Planning Enhancement Project Phase 2 (PEP 2) and also referred to as OCP Renewal. The aim of the project is to seek harmonization of OCP policies and consideration of new policies to address changing community needs, while additionally ensuring area-specific character and values are individually supported. A 'launch report' to SCRD Board, for information, was presented in mid-Q2.

• 2022 was a challenging year with key positions being vacant amidst unprecedented demand for development and long-range planning services. Throughout Q1 and Q2, 2023 new staff filled vacancies and P&D's front-counter services were reopened on selected days and times. Staff have been working through the backlog of work and have been delivering on two key long-range planning projects, PEP1 and PEP2, as noted above. A new Assistant Manager, Planning & Development position has recently been recruited to start July 31, and staff are excited to welcome this new expertise to the team. While a surge of development applications in this strong development cycle continues to have impacts on the P&D workplan, this new position builds resource capacity to help to lead change in how we serve our community with planning services.

• The cost of providing rural planning development-related services has risen drastically in recent years. After more than a decade since the last fee update, in Q4 2022 SCRD Board adopted new fees and charged application types for development planning services that are aimed at getting closer to capturing the cost of providing each separate service. New fees and charged application types are reflected below in the quarterly report on development application statistics. With an aim of striving for cost recovery of development planning services, the Q2 2023 statistics are reflective of a successful first step in moving towards a user-pay model for development related business decisions. This model is intended to help fund future positions to meet the demand for development-related planning services. Future fees and charges update work for planning services will be informed by the Development Approvals Process Review (DAPR) project that is currently underway. Q1 2023 saw $81,115 in projected revenues associated with development planning work, compared with just $14,155 for the same quarter in 2022. Similarly, Q2 has yielded $85,550 in projected revenues, compared to $25,535 in Q2 2022.

• SCRD Planning is currently working collaboratively with Bylaw staff on the handover of a total of 59 REM files to remediate unlawful land alteration in advance of Development Permit applications. Most of these files are in riparian areas, are complex, costly, and time-consuming to resolve for both property owners and staff. The majority involve additional approvals from other agencies before Development Permits can be issued. Consequently, REMs have a long processing lifespan compared to regular Pre-applications. At the time of this report, there are 16 REM files that have moved from pending to active status, having been assigned file numbers and invoiced. Currently, there are a total of 28 active REM files and 31 pending. The below graph illustrates the current and pending 59 REM files by Electoral Area.

OPERATIONS

Development Applications and Inquiry Statistics

Development & Inquiry Applications Received	Area A	Area B	Area D	Area E	Area F	Q2 2023
Pre-Applications (regular)	7	7	4	8	3	**29**
Remedial Pre-Applications (REM)	6	2	4	2	2	**16**
Sub Total – Pre-Applications	**13**	**9**	**8**	**10**	**5**	**45**
Development Permit	4	3			2	**9**
Development Variance Permit	2	1			1	**4**
Subdivision	1	1	1			**2**
Rezoning/OCP			1			**1**
Board of Variance						**1**
Agricultural Land Reserve						**0**
Frontage Waiver						**0**
Strata Conversion		1				**1**
Tree Cutting Permits						**0**
Sub Total – Full Development Applications	**7**	**6**	**2**	**0**	**3**	**18**
Sub Total – Complex Property Information Requests						
Grand Total	**20**	**15**	**10**	**10**	**8**	**63**

There were 63 Development and Inquiry Applications received in Q2 2023 compared to 35 in Q2 2022.

- The 2022 annual total for Development Applications was 95.

- The 2021 annual total for Development Applications was 122.

- The 2020 annual total for Development Applications was 77.

- The 2019 annual total for Development Applications was 96.

Development Applications and Inquiry Revenue

Development Applications Received	Area A	Area B	Area D	Area E	Area F	Q2 2023
Pre-Applications (regular)	$2,200	$2,700	$3,100	$4,800	$600	**$13,400**
Remedial Pre-Applications (REM)	$15,000	$5,000	$10,000	$3,000	$5,000	**$38,000**
Sub Total – Pre-Applications	**$17,200**	**$7,700**	**$13,100**	**$7,800**	**$5,600**	**$51,400**
Development Permit	$6,000	$1,600			$1,600	
Development Variance Permit	$8,200	$3,000			$3,000	
Subdivision	$1,700	$2,000				
Rezoning/OCP			$6,400			
Board of Variance						
Agricultural Land Reserve						
Frontage Waiver						
Strata Conversion		$650				
Tree Cutting Permits						
Sub Total – Full Development Applications	**$15,900**	**$7,250**	**$6,400**		**$4,600**	**$34,150**
Sub Total – Complex Property Information Requests						
Grand Total	**$33,100**	**$14,950**	**$19,500**	**$7,800**	**$10,200**	**$85,550**

The Development and Inquiry Applications revenue in Q2 2023 was $85,550 compared to $25,535 in Q2 2022.

- The 2022 total for Development Applications revenue was $67,630.

- The 2021 total for Development Applications revenue was $89,642.

- The 2020 total for Development Applications revenue was $58,270.

- The 2019 total for Development Applications revenue was $60,625.

Provincial and Local Government Referrals

Referrals	District of Sechelt	Town of Gibsons	Shíshálh Nation	Islands Trust	Skwxwú7mesh Nation	Province	Other*	Q2 2023
Referrals						2		2

There were 2 Referrals received in Q2 2023 compared to 0 in Q2 2022.

- The 2022 total for Referrals was 17.
- The 2021 total for Referrals was 10.
- The 2020 total for Referrals was 25.
- The 2019 total for Referrals was 26.

Planning Division Public Inquiries

2023 Public Inquiries	#	2022 Public Inquiries	#
January	151	January	278
February	164	February	238
March	189	March	257
April	137	April	235
May	153	May	272
June	132	June	244
July		July	196
August		August	209
September		September	247
October		October	171
November		November	152
December		December	161
2023 Year to Date Total	**926**	**2022 Total**	**2660**

The table above lists the number of "new" public inquiries per month via email, front counter and phone. Inquiries range from being quickly resolved with a quick answer to having many parts and remaining open for some time depending on the complexity. At the time of publishing this report, planning staff are managing 251 active inquiries.

There were 422 public inquiries in Q2 2023 compared to 751 in Q2 2022.

- The 2022 total for Public Inquiries was 2660.
- The 2021 total for Public Inquiries was 3246.
- The 2020 total for Public Inquiries was 2029.

BUILDING INSPECTION SERVICES DIVISION

Progress on Priorities from 2023 Service Plan Lite

Objective	Strategies	Timeline	Progress
Delivery of permitting and inspection services	Timely, reliable, professional and courteous service aligned with provincial and local regulations	Ongoing	Ongoing
Building sector knowledge	Support professional development of staff and of the Coast's building sector through training, information sharing, and dialogue with builders, etc. Areas of focus include energy efficiency, alternative energy, and the reduction of greenhouse gas emissions.	Ongoing	Ongoing
Renew service delivery model with sNGD	Review and improve communication, coordination and documentation of service delivery agreement	Completed	Service delivery agreement executed. Documentation review and update complete.
Development Approval Processes Review	Grant-funded project to review processes and assess opportunities for streamlining/online services.	Q3 2023 completion	Review complete. Recommendations to be presented.

The Building Division completed the review and update of all relevant building permit documentation to reflect the recently executed service delivery agreement with the sNGD at the end of Q2. Plans are to continue with intergovernmental discussions and monitor outcomes of the changes in support of identifying possible process and communication improvements.

2023 Q2 Monthly Building Statistics

Q2 Building Revenue Comparison (2013 – 2023)

Building Permit revenues generated in Q2 of 2023 exceeded the $300,000 mark. This level of quarterly revenues has been surpassed only three times over the past thirteen years. This may have been in part due to the significant increase of the number of permits issued for new single-family dwellings in advance of the anticipated provincially mandated minimum Energy Step Code target increase from Step 1 to Step 3. Similarly to Q1, a large portion of the revenues were generated from new permits issued in Electoral Area A.

Building Revenue Comparison 2nd Quarter 2013 - 2023

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Q2 2023 Building Permit Revenue by Electoral Area
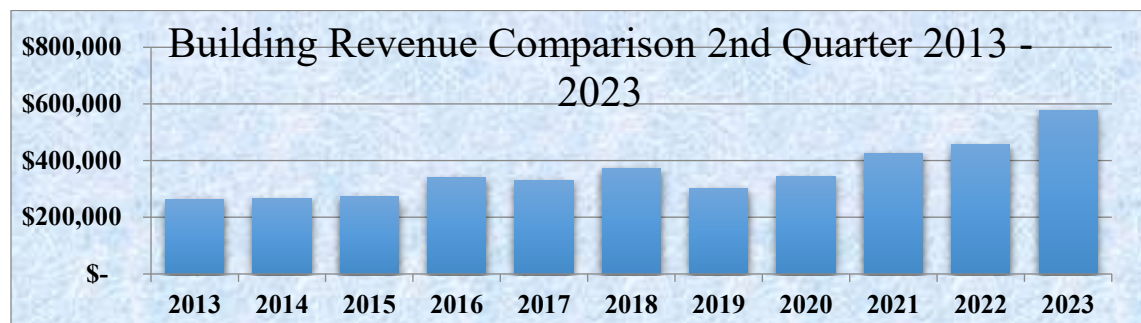
Building Permit Revenue by Electoral Area
Second Quarter 2023
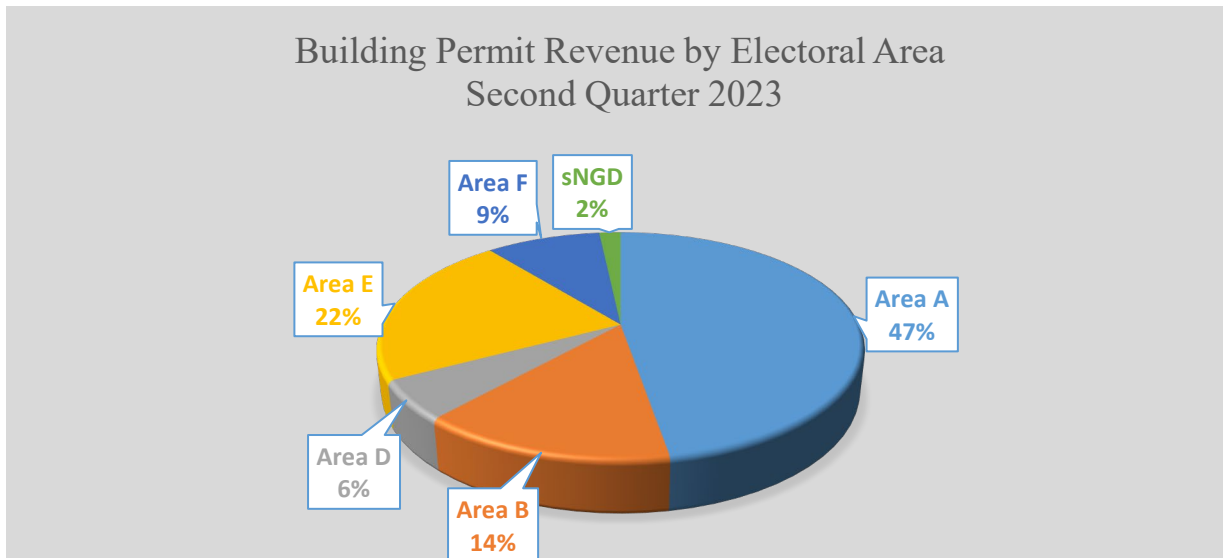
Q2 2023 Average Building Permit Processing Times

Processing time is calculated based on the length of time between the date that a building permit application is received, and the date on which the applicant is notified that the permit is ready for issuance. This average does not include the processing times of building permit applications that are subject to additional development application approvals outside of the Building Division's control.

Period	Q1	Q2	Q3	Q4	Year
Average Processing Time (weeks)	5.14	3.64	-	-	4.39

Q2 2023 Number of Dwelling Units Created vs. Number of Dwelling Units Lost

The statistics provided in the table below provide an overview of the net gain / loss of dwelling units based on the number of building permits issued within all Electoral Areas and the sNGD. For this measurement, *dwelling unit* includes single family dwellings, halves of duplexes, auxiliary dwellings, and suites contained within both single-family dwellings and multi- unit residential buildings. The demolition of a dwelling is considered a dwelling unit lost. In the case that it is replaced, the replacement is considered a dwelling unit created resulting in no net loss or gain.

Period	Q1	Q2	Q3	Q4	Year
Dwelling Units Created	19	40	-	-	59
Dwelling Units Lost	1	2	-	-	3
Net Gain / (-) Loss	18	38	-	-	56

Q2 2023 Number of Inspections Conducted

The number of inspections conducted accounts for the total number of site inspections conducted by the Building Division within all Electoral Areas and the sNGD.

Period	Q1	Q2	Q3	Q4	Year
Inspections	322	410	-	-	732

Q2 2023 Number of Building Permits Issued

The number of building permits issued reflects the total number of building permits issued by the Building Division within all Electoral Areas and the sNGD.

Period	Q1	Q2	Q3	Q4	Year
Permits Issued	62	98	-	-	160

SUSTAINABLE DEVELOPMENT DIVISION

Progress on Priorities from 2023 Service Plan Lite

Objective	Strategies	Timeline	Progress
135 – Corporate Sustainability			
Corporate GHG emissions inventory	Completed annually as part of BC's Local Government Climate Action Program (Climate Action Charter)	Q3 2023	Materially complete pending a few data sources reporting their fuel use.
Corporate Carbon Neutrality Plan	Will outline targets and process for steps SCRD will take to reduce GHG emissions in 6 areas, carbon neutrality and accountability mechanisms, buildings, fleet and equipment, supporting each other, contracted services, out of boundary emissions	Q1 2023	GHG emissions reductions analysis and targets pathways completed. Report coming to a Committee shortly.
Corporate emissions assessments	Increase ability to hire consultant to calculate emissions impacts and carbon offset potential of various projects.	Q1 2023	Emissions being calculated.
EV Charging Program Phase 2	Complete Phase 2 funded project	Q2 2023	Phase 2 RFP drafted and EVs being integrated into fleet.
Support Services	Energy audits of rec centres and support for EV planning.	ongoing	Energy studies completed.
136 – Regional Sustainability			
Develop Community Climate Action Plan	Complete ICLEI Building Adaptive and Resilient Communities (BARC) Milestone 3 (Action Planning), set community GHG emissions reduction target and action plan. Complete Community Climate Action Plan development, public engagement, and begin implementation.	ongoing	Draft Community Climate Action Plan completed and referred to Strategic Plan development.
Coastal flood risk mapping	Complete detailed coastal flood risk mapping with District of Sechelt, Town of Gibsons, and Islands Trust.	Q2 2024	
Support Services and strategic opportunities	Regional Growth Strategy and OCP review, Bylaw review (eg. Water rates and regulations) Supporting community emission reduction initiatives (eg. Step Code, awareness of rebates, active transportation…), Supporting community climate adaptation opportunities (eg. Emergency Management Program, Water Strategy and Emergency response plans…)	ongoing	Supporting utility services on climate impacts to water supply and demand. Liaising with a variety of agencies and ministries on flood risk mapping. Exploring ways for SCRD to contribute to reduction in transportation emissions.

PROTECTIVE SERVICES DIVISION

Fire Protection Service

A draft report on firefighter honoraria was provided by Dave Mitchell and Associates in Q1. The Manager of Protective Services and the fire chiefs met during Q2 to develop a plan to establish a system of payment for the volunteer firefighters. Work on this will continue in Q3 with the expectation that a budget proposal will be developed for the 2024 budget to reflect amended honoraria criteria and in support of equity, recruitment and retention.

Open Burning Restrictions

In cooperation with the BC Wildfire Service (BCWS), a campfire ban was issued on June 8, 2023 across the region, until rescinded on June 21, 2023. It is worth noting that the BCWS uses data and analytics when determining if a ban is necessary. This includes fuel moisture, drought conditions and weather forecasting. Even though conditions may seem "dry", there is a great deal of analysis done to determine the risk level before issuing, or rescinding, open burning restrictions. Given the change in conditions, including the upcoming weather forecast, the campfire ban was reinstated on June 29, 2023. It can be expected that open burning restrictions will be in effect for most of the summer season this year.

Gibsons and District Volunteer Fire Department (GDVFD)

Progress on Priorities from 2023 Service Plan Lite

Objective	Strategies	Timeline	Progress
Improve readiness to respond to climate-related emergencies.	Increase budget for fire department training.	Q2 2023	Complete – Base Budget has been increased.

Key Performance Indicators

1. Number of training hours completed by volunteer firefighters in Q2 is 1,904

2. Number of callouts attended in the second quarter of 2023 is 82

3. The GDVFD currently has 45 members:

    a. 33 are fully certified as full service level firefighters according to the British Columbia Structure Firefighter Minimum Training Standards
    b. 33 are trained to the interior level or higher
    c. 35 are trained to the exterior level or higher

4. The average estimated response time to emergency incidents in 2022 was 8 minutes 45 seconds.
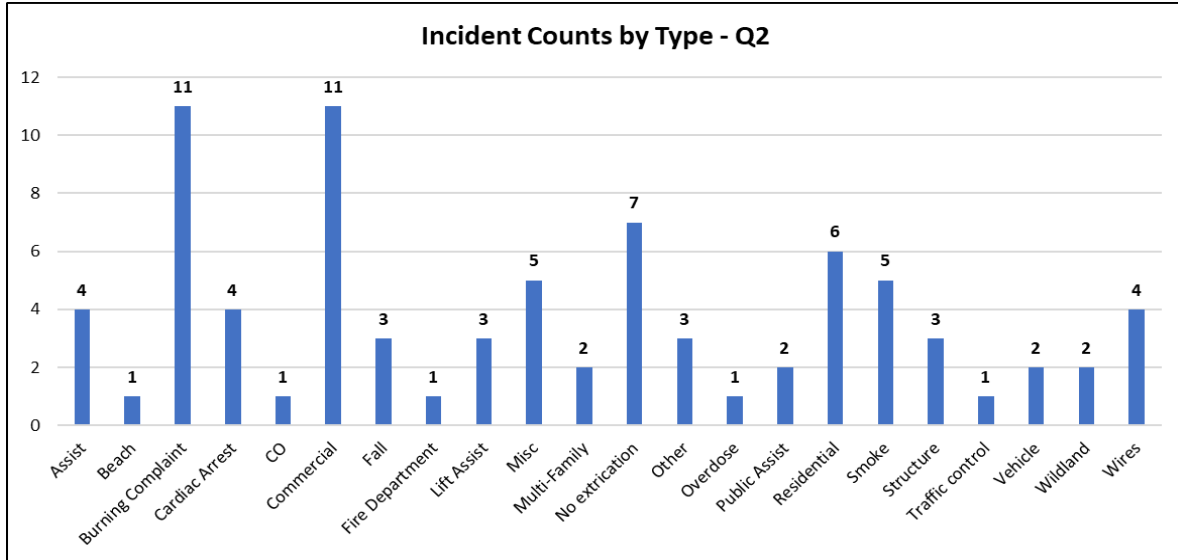
The focus of training for this quarter was emergency scene management, hazardous materials operations and first responder medical.

The department also hosted a firefighter fitness challenge one evening and invited family and friends to observe.

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Notable incidents this quarter included: a vehicle into a building, an x-ray machine on fire, a mutual aid call to assist Roberts Creek with a fire and a structure fire that closed the highway for a little over an hour.

On May 14th, three local fire departments were requested to send apparatus and crew to assist with structure protection for a wildfire threatening communities near Fort St. John. The GDVFD sent an engine with a crew of three for 10 days, returning on May 23rd. The crew was released once the wildfire no longer posed a threat to the community. This was the earliest in the season that the GDVFD has been deployed and has also the furthest they have travelled. It is likely that our apparatus and crew will be requested for additional wildfires this season, given the ongoing drought conditions throughout the province.

Staff and volunteers were able to attend a number of conferences and training sessions in the second quarter. The annual fire chief, training officer and fire prevention conferences were attended by staff members. Networking and information sharing is extremely valuable and staff are able to bring back their learnings and incorporate them into the department. The same benefits were recognized from attendance at the Wildfire Resiliency and Training Summit where both local staff and volunteers were able to attend. Lastly, volunteer firefighters were able to attend the spring training seminar.

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Annual preventative pump maintenance was completed on the fleet in May. As part of the preventative maintenance, comprehensive testing is done to ensure that all fire apparatus are functioning at peak performance. Pumper 1 was unsuccessful during the testing phase of the process on the first round. Some adjustments were made and the apparatus was successful on the second attempt where the apparatus was cleared for another year of operation. Pumper 1 is the oldest apparatus in the fleet and may require some additional work to ensure its continued reliability until a replacement is ordered.

This Quarter, firefighters hosted several fire hall tours and visited a local Sparks group to discuss how women can become firefighters.

Xwesam / Roberts Creek Volunteer Fire Department (XRCVFD)

Progress on Priorities from 2023 Service Plan Lite

Objective	Strategies	Timeline	Progress
Improve responder's & the public's readiness to respond to fire & climate-related emergencies	Increase budget for fire department training.	Q3 2023	Completed, base budget increase.

Key Performance Indicators

1. Number of emergency callouts attended in Q2 2023 to date**: 52**

2. The average response time to emergency incidents in Q1 2023 is 7.5 minutes

3. We currently have **18 members**

   a. **7** are fully certified as full service level firefighters according to the British Columbia Structure Firefighter Minimum Training Standards
   b. **4** are trained to the interior level
   c. **4** are trained to the exterior level.

d. 2 officers have achieved their Fire Officer1 certification level and are currently progressing in Fire Officer 2.
e. 1 Officer completed the Fire Inspectors course.

4. Training hours completed by volunteer firefighters in Q2 of 2023 was **740**.

INCIDENTS Q2
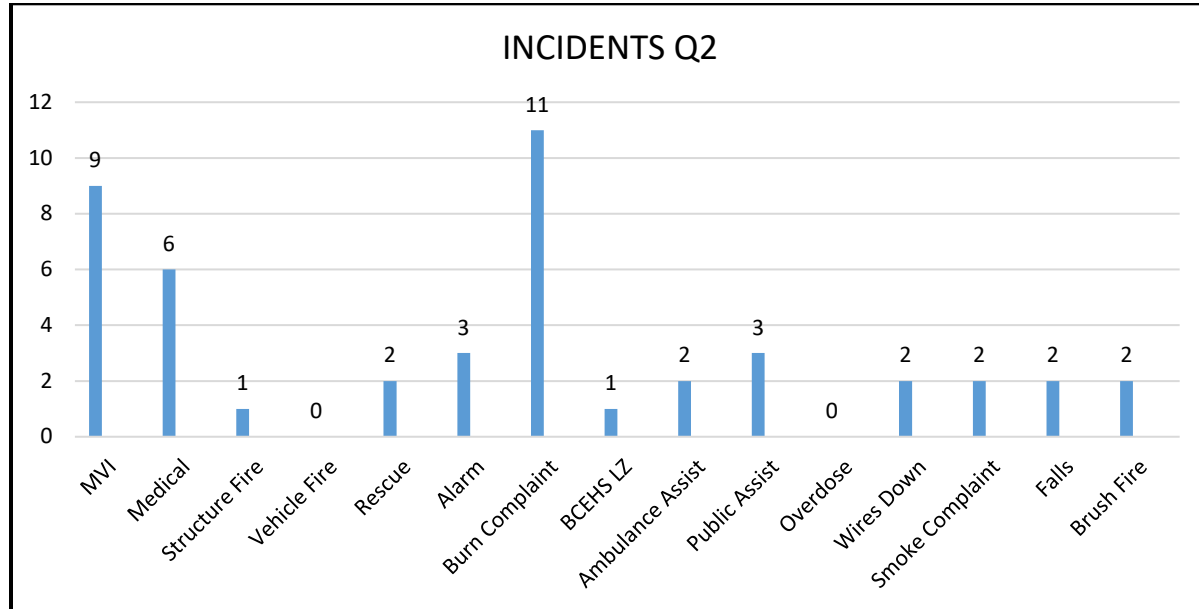
2023 Q2 Training Review

April:

The quarter began with a productive Business Meeting on April 5, where important matters related to the fire department's operations and upcoming training activities were discussed.

On April 8-9, Roberts Creek hosted a First Responder Instructor course. In addition to 2 RC officers, members of other SC fire departments trained and achieved instructor certification.

On April 12, an apparatus familiarization session was conducted, focusing on cleaning, set-up, and personal protective equipment (PPE), particularly self-contained breathing apparatus (SCBA) usage. This training was specifically tailored for members and recruits to become more confident and efficient when tasked to grab gear and tools from the apparatus.

On April 19, the training session revolved around pumps and pumping techniques for effective fire control. Firefighters were trained on managing water flow, pressure, and various pump operations to enhance their skills in controlling and extinguishing fires.

Another significant training session took place on April 26, where firefighters received comprehensive auto extrication training. This session focused on the safe and efficient removal of individuals from damaged vehicles. Firefighters were trained on various tools, techniques, and safety protocols required for successful auto extrication operations.

May:

On May 3 and 10, the Structural Protection Program (SPP) training sessions were held, specifically targeting Wildland Firefighter Level 1 (WFF1) skills. These sessions aimed to enhance firefighters' knowledge and capabilities in combating wildland fires, including strategies for structure protection and wilderness firefighting tactics. The second session on the 10th included a certification assessment to ensure that firefighters meet the required standards for wildland firefighting operations.

On May 17, a training session focusing on PPE was given, particularly regarding SCBA usage, through a confidence maze. This practical exercise aimed to increase firefighters' familiarity and confidence in handling their personal protective equipment in challenging situations.

Beach fire suppression and beach rescue operations were the primary focus of training on May 24. The session included training on the use of specialized equipment such as the rescue wheel. This training aimed to equip firefighters with the necessary skills to handle emergencies in beach environments effectively.

On May 31, first responder scenario training was conducted, which encompassed CPR, AED, and OPA techniques. This hands-on training simulated real-life emergency situations, allowing firefighters to apply their skills and knowledge in a dynamic and challenging environment. Along with this training we also continued Resilient Minds training and talked with members about mental health and wellness, how to manage it and how to support each other.

June:

On June 7, training session centered around driving, navigating, and spotting techniques. This session emphasized safe and efficient movement of emergency vehicles, proper navigation in challenging conditions, and effective spotting procedures to ensure the safety of personnel and the public during emergency responses.

Building on rope rescue capabilities, on June 14, the focus was on rope rescue knots and rigging. This training aimed to enhance the firefighters' skills in utilizing ropes for rescue operations, including proper knot tying and rigging techniques. The following practice on the 21st, we put all the practiced skills and technique in play while conducting a scenario-based exercise.

Concluding the quarter on June 28, another auto extrication training session was conducted, reinforcing our firefighters' skills and knowledge in safely extricating individuals from vehicles involved in accidents. This practice focuses on effective and efficient work to rapidly access patients from vehicles.

In addition to regular training sessions, several officers continued to work on moving Officer Certifications forward. Furthermore, we actively participated in SPP-115 and Hazmat Ops courses on the coast, further enhancing our expertise in specialized areas of emergency response.

Overall, the second quarter was marked by a comprehensive range of training sessions, fostering professional development, and strengthening our capabilities as a dedicated volunteer fire department.

Q2 Highlights

Roberts Creek Fire responded to 52 incidents in the second quarter. At 79 calls at the 6 month mark, we are on par with 2022. Nine motor vehicle incidents in the second quarter is an increase for which we are prepared for with increasingly complex vehicle extrication training.

A fire in a shed spread to a vehicle and some surrounding vegetation in May. Notable elements of this incident are the value of mutual aid partners. Gibsons Fire responding through automatic aid agreement. Sechelt Fire and BC Wildfire responded through mutual aid request. BC Hydro attended as a primary service appeared threatened. As can be seen in the photo, a breeze was directing smoke and flame toward a treed area. Conditions were not very dry at the time and the fire was extinguished without spread.

A BC Hydro primary wire contacted a tree branch, igniting and dropping it on the ground. A surface fire resulted with some burn on the tree. Fire smart treatments on this property and general cleanliness prevented further spread.

A motor vehicle incident at the intersection of Roberts Creek Rd and the highway resulted in a driver trapped in an overturned vehicle. Off duty Gibsons firefighters travelling through the area stopped to provide patient care until Roberts Creek rescue technicians made access to the driver and extricated with the assistance of BCEHS. The medivac set down on Roberts Creek FD tarmac.

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The early provincial deployment saw Gibsons, Halfmoon Bay and Roberts Creek provide apparatus and crews. Roberts Creek Tender was part of a Strike team in an area called Wonowon. This team of six tenders moved large volumes of water quickly and efficiently in changing conditions.

The second burn in the month of June on the trail next to Flume Creek was extinguished quickly and did not spread despite drying conditions. The first burn, extinguished by residents, contained a visible cigarette butt. Due to the location of the second burn, it is believed to be caused by smoking material as well.

Halfmoon Bay Volunteer Fire Department (HBVFD)

Progress on Priorities from 2023 Service Plan Lite

Objective	Strategies	Timeline	Progress
Improve readiness to respond to climate-related emergencies.	Increase budget for fire department training.	Q2 2023	Budget increase completed; training underway

Key Performance Indicators

Events

The department responded to **30** events in Q2. The department spent **23.73** hours on scene for a total of **204.1** person hours. Our average response time was **9.16** minutes. Of the 30 calls, 18 were medical, 1 mutual aid call during Sechelt Fire's Annual dinner, 6 burning complaints, 3 smoke alarms, 1 wildland call and 1 duty officer call.
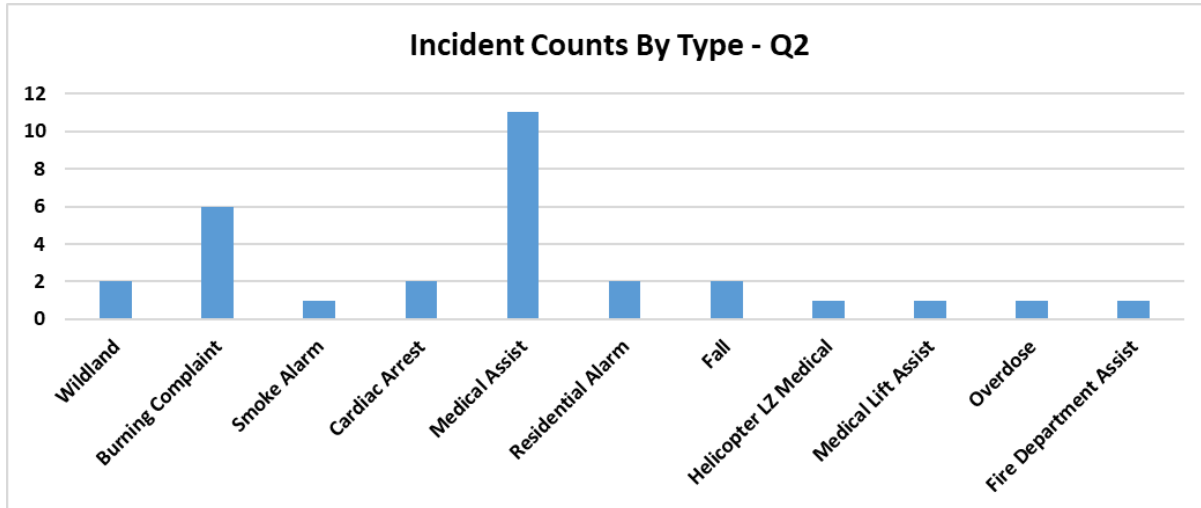
On May 15, the Tender 1 apparatus was deployed to Fort St. John by the BC Wildfire Service. Chief Ryan Daley and Lieutenant Kaiden DeRoon drove to the incident at the North Peace Complex and were immediately put to work protecting structures in the area. They employed many different tactics to ensure the safety of the infrastructure and residents' homes. They were released on May 22 due to heavy rains in the area and arrived home on May 23.

Training

This quarter we had success getting our membership trained and certified at many different levels. As our older members retire, we lose a lot of experience and knowledge. We can only gain that back with time, which we cannot speed up, or through education and training which we can expedite with the availability of ample funding. We have 3 of our newer recruits nearing completion of NFPA 1001. We had 2 of our Lieutenants complete Fire Officer 1, and 1 of our Lieutenants complete Fire Officer 2. Our Deputy Chief is nearing completion of Fire Officer 3.

Department Wednesday night practice hours: 26
Department total membership Wednesday night practice hours: 510
Department extra training course hours: 305
Department total membership extra training course hours: 642

Department membership total training hours Q2: 1152

The department was able to send multiple members to different training events this year, and the membership took many different courses in Q2. The training that was supplied was:

3 members – Fire and Life Safety Educator (16 hours)
1 member – ICS 100 (7 hours)
4 members – Live Fire 1 (14 hours)
2 members – First Responder Train the Trainer (16 hours)
4 members – Engine Boss (10 hours)
1 member – Incident Safety Officer (19 hours)
5 members – Hazmat Awareness (7 hours)
4 members – Hazmat Operations (28 hours) Hosted at Halfmoon Bay Firehall 1
2 members – Fire Service Instructor 1 (21 hours)
5 members – Spring Training Oliver BC (16 hours)
1 member – First Responder Certification (40 hours)
1 member – Frontline Leadership 1 (14 hours)
1 member – Fire Service Administration 1 (14 hours)
2 members – Air Brake endorsement (20 hours)
1 member – Leading People 1 (21 hrs)
1 member – Fire Inspector 1 (42 hours)

Trail rescue training Smuggler's Cove June 7, 2023
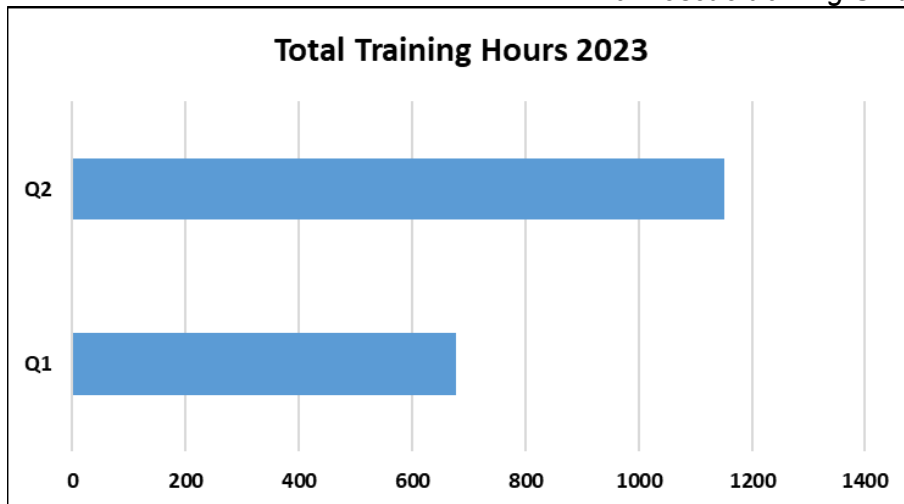
Equipment

Bylaw No. 742 went out for Alternative Approval Process for a replacement Rescue Apparatus. The deadline for elector response is Monday, July 17th, 2023.

All Halfmoon Bay Fire apparatus went through pump testing by C.G Mechanical on Thursday, May 18th.

The department took delivery of the replacement command vehicle in April to replace Car 1. It is a 2022 Ford F250 Super Duty pickup with a canopy. It was built by HUB Fire Engines and will serve as the Fire Chief or Deputy Fire Chief's vehicle. It is stocked with medical supplies, traffic control supplies and incident command gear.

Engine Boss Training May 13, 2023, North Vancouver

Pictured Below: Hazmat Operations course hosted by Halfmoon Bay Fire Department June 23rd, 24th and 25th with members from Gibsons, Robert's Creek, Sechelt and Halfmoon Bay.

Egmont and District Volunteer Fire Department (EDVFD)

Pictured above: EDVFD Volunteers at Fire Hall

Progress on Priorities from 2023 Service Plan Lite

Objective	Strategies	Timeline	Progress
Improve readiness to respond to climate-related emergencies (wildfires).	Train all members to the exterior operations level.	Q4 2023	Ongoing

Key Performance Indicators

The EDVFD responded to twelve calls in the second Quarter of 2023:

Type of Incident	Responses
Smoke	3
Medical	1
MVI	2
Wire down	1
Residential Alarm	1
Fall	2
Mutual Aid (structure fire)	1
Traffic control (MVI)	1

Incident Counts by Type - Q2
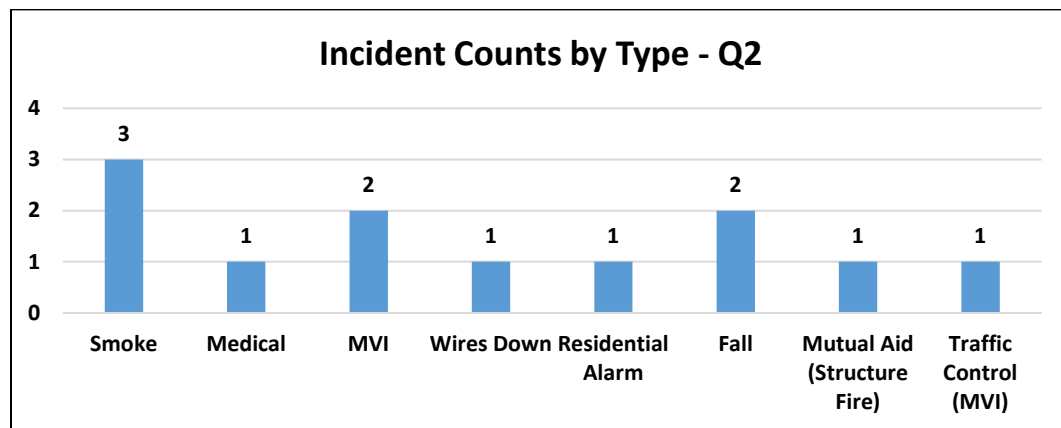
These calls combined make up 19 hours of emergency response hours, with a total combined emergency response Firefighter hours of 79.

The firefighters from the Egmont and District Volunteer Fire Department combined for over 236 hours of training in the Second Quarter of 2023.

EDVFD weekly practices in Q2 consisted of extinguisher training, drafting skills, CAF operations, hall cleanups, bladder fills at ruby lake, Pump 2 (new apparatus) set up and training, truck checks, emergency scene management training setting up a float for the community at Waugh Lake.

In addition to the regular, weekly training, two members were certified in First Responder (FR) Train the Trainer and can now get fire department members their First responder licenses.

One FR Trainer has volunteered their time to the Gibsons Fire department to put their members through Practical testing for FR certification.

EDVFD received a new apparatus from Gibsons Fire Department. It had been registered as Pump 2. We are grateful to the other departments on the coast for helping us keep our budget low and still be able to get new (to us) equipment.

Egmont and District Volunteer Fire Department has 19 members and is going to start certifying member with ICS 100 and have 2 members booked in for Incident Safety Officer in quarter 3.

Egmont has had some difficulties with connecting with Ecomm on the radio. This was an issue with almost 50% of the calls during the second quarter of 2023. It is hoped that with the continuing upgrades to the 911 system, this problem will be alleviated.

Sunshine Coast Emergency Program (SCEP)

Progress on Priorities from 2023 Service Plan Lite

Objective	Strategies	Timeline	Progress
Strengthen ESS Team	Formalize (and compensate) ESS Director role/tasks	Q2 2023	Two individuals have been hired to share the role of ESS Director.
Strengthen Foundation of Emergency Program	Review and update hazard, risk and vulnerability assessment; review and update emergency management bylaws	Q4 2023	A vendor was selected to complete the HRVA; budget review and award forthcoming. An RFP was completed for the EM Bylaw review and is currently in pre-release review.
Reduce the impact of wildfires on local communities.	Continue and expand grant-funded FireSmart Program	Q2 2023	A FireSmart Coordinator has been hired.
Further expand Emergency Program to deal with climate change	Develop an Extreme Heat Response Plan Develop Evacuation Plans for the Sunshine Coast	Q3 2023	A vendor has been selected to complete the Extreme Heat Response Plan. Three evacuation plans completed

Key Performance Indicators

In 2023, staff will initiate measurement and reporting on:

1. Number of EOC activations **(year-to-date) 1 – continuation from 2022 Water Shortage Activation**
2. Cumulative days of EOC activation (year-to-date) **37**
3. Cumulative hours work in EOC (year-to-date) – SCRD staff and others – 103
4. Number of members in ESS team **14 Active members**
5. Number of properties receiving FireSmart evaluations (grant-funded program) **None to date**
6. Number of FireSmart public engagement events (grant-funded program) **None to date**
7. Completion of HRVA and EM bylaw updates – **RFPs in progress**

Completion of Heat Response and Evacuation Plans **RFP being developed for Heat Plan.**

Three evacuation plans have been completed (Egmont, Tuwanek and Gibsons- Bay Area)

FireSmart Program

The Community Resiliency Investment (CRI) program was announced by the provincial government in 2018 and is intended to reduce the risk of wildfires and mitigate their impacts on BC communities. The FireSmart Community Funding and Supports program provides funding to local governments and First Nations in BC to increase community resiliency by undertaking

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community-based FireSmart planning and activities that reduce the community's risk from wildfire. Funding is provided by the Province of BC and is administered by the Union of British Columbia Municipalities (UBCM). The SCRD was successful with a regional grant application for $750,000 towards the revitalization of our region's FireSmart program.

As a first step, a full time FireSmart Coordinator was hired to manage the program: David McIlwraith starts on July 4th. David is currently a Lieutenant with the Roberts Creek Volunteer Fire Department, initially joining as a volunteer in 2013. Since that time, David has taken a number of fire service and FireSmart-related courses, including local fire representative and resilient minds peer instructor. David was also involved in the FireSmart program as a casual administrator while simultaneously rolling out a mass communication system, Voyent alert, with the emergency program. David brings a vast amount of corporate leadership experience to the role and is excited to begin building his FireSmart team. David has submitted 30, 60 and 90 day goals for the program, which includes extensive stakeholder and community involvement.

Emergency Program Initiatives

SCEP has hired two people as casual exempt employees to fill the role as Co-Directors for Emergency Support Services (ESS). The ESS program has increased its capacity and experience to support the Sunshine Coast. Monthly team meetings were held in April, May and June and well attended by the volunteers. Training was conducted in responding to families in need, in addition to setting up a reception centre for a larger event. ESS will continue to train and build capacity for responding to larger events. New equipment was purchased from funding received from the ESS Grant. New kits were assembled for new and existing volunteers, equipment required for group lodging / reception centre was catalogued and moved to emergency storage containers at Elphinstone School. Ongoing updating of potential reception centre locations and suppliers continues. Emergency Program Coordinator (EPC) and ESS Directors received training for "onboarding" the SSC ESS to the Electronic Registration Application (ERA); the provincial tool where the public can register in advance and online for ESS support due to fire, evacuation etc. ERA provides a faster response than the traditional in-person voucher process.

Pictured Right – ESS Volunteers assemble kits

EPC provided a presentation on emergency preparedness for the Sunshine Coast at the 'round table discussion" at Roberts Creek Fire Hall on wildfire risk.

EPC participated in a community emergency preparedness discussion for Gambier Island.

EPC facilitated and hosted three community discussions on Evacuation Planning for Egmont, Tuwanek and Gibsons – Bay area. In addition the draft plans were electronically available on "Let's Talk" for community review and feedback. Contractor (Calian) provided a final presentation to the Board on the Evacuation Plans.

Emergency Response and Recovery / Emergency Operations Centre

EPC is working with SLT and HR to prepare for staffing future EOC activations. Consideration is being undertaken of hiring emergency operations centre / incident command experienced casual personnel to work in the EOC, to lessen the EOC workload of permanent staff in order to protect core service delivery and provide a better work/life balance for all parties.

EPC continues to work through and implement recommendations from the EOC Drought After Action Report.

Met with other SCRD personnel and Vancouver Coastal Health to meet and debrief/discuss future Heat or Drought Activations for vulnerable populations.

911 Service – Upgrades

Progress on Priorities from 2023 Service Plan Lite

Objective	Strategies	Timeline	Progress
Upgrade communication towers	Construct new radio tower at the Chapman water treatment plant.	Q3 2023	Finalizing quotes for construction
Acquire additional frequencies	Work with Innovation, Science and Economic Development Canada to acquire new radio frequencies	Q2 2023	Five new frequencies were acquired
Improve redundancy in communication	Upgrade antennas and repeaters	Q4 2023	No progress yet. This will involve a budget proposal for the upcoming budget.

Key Performance Indicators

In 2023, staff will initiate measurement and reporting on:

1. Number of times fire department communication interferes with other fire departments' communication

   During Q2, there have been no reports of any radio interference between fire departments.

2. Number of times that communication from E-Comm is interrupted.

   Egmont had numerous issues communicating with E-Comm during Q2. It is estimated that six of the calls involved a temporary loss of communication between the Egmont FD and E-Comm.

3. Number of times that fire departments are unable to use their radios for communication due to poor or an absence of service

The Roberts Creek and the Halfmoon Bay fire departments both reported this issue. HMBFD reported one occurrence, while RCFD did not have an accurate count of occurrences. These problems are generally related to the geographic location of the call.

The SCRD has been informed by the Pender Harbour Fire Department that they are going to have to rebuild their fire hall in Garden Bay. This has implications for the SCRD as that fire hall houses radio equipment for the 911 dispatch system. During the reconstruction process, that equipment will have to be temporarily housed at a new location, most likely in a shipping container. There will be some minor costs associated with the moving and set up of the equipment and the leasing of space, as well as the cost of moving the equipment back to the fire hall once the rebuilding is complete – research and investigation underway.

Bylaw Enforcement Division

Progress on Priorities from 2023 Service Plan Lite

Objective	Strategies	Timeline	Progress
Enhance bylaw enforcement with regards to development impact on the environment	Hire an additional full-time bylaw officer and support enforcement team with environmental education/training.	Q2 2023	Interviews were conducted for a BEO I. Selection process underway.
Maintain overall bylaw enforcement capability	Increase operating budget to support expanding bylaw staff.	Q2 2023	Completed.

Key Performance Indicators

In the Second Quarter of 2023, the Bylaw Enforcement Department received a total of 111 Bylaw Enforcement and Dog Control complaints broken down by Electoral Area as follows:

Electoral Area	Bylaw Enforcement Files Opened	Dog Control Files Opened
Electoral Area A	16	N/A
Electoral Area B	21	9
Electoral Area D	14	3
Electoral Area E	19	4
Electoral Area F	11	6
District of Sechelt	6*	N/A
shishalh Nation Government District	N/A	2
Total	**87**	**24**

*All Bylaw Enforcement Files within the District of Sechelt are related to illegal water use.

Number of Files Opened and Tickets Issued by Infraction Type
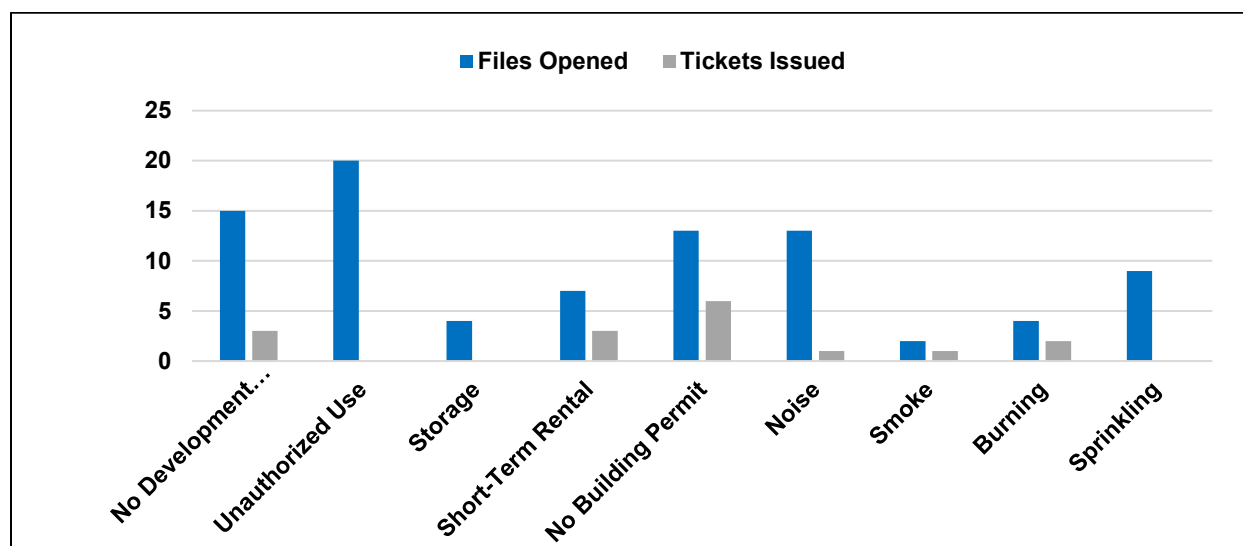
Percentage of Files Closed by Infraction Type

Legend:
- No Development Permit
- Unauthorized Use
- Storage
- Short-Term Rental
- No Building Permit
- Noise
- Smoke
- Burning

Values shown on pie chart: 31%, 24%, 6%, 12%, 11%, 11%, 5%
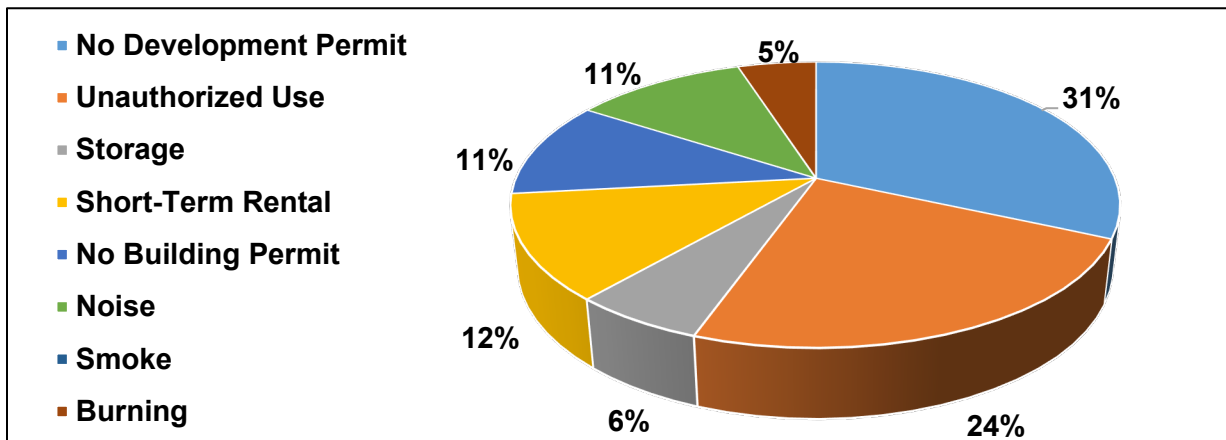
There have been 16 Bylaw Enforcement Notices (Tickets) issued in the Second Quarter of 2023.

Value of Tickets Issued: $5,450.00

Value of Tickets Collected: $2,625.00

At this time, the Bylaw Enforcement Department is currently dealing with 14 active Riparian and Land Alteration files. These files are generally very complex and time consuming, and typically involve cooperation and coordination with other SCRD departments and provincial and/or federal agencies.

(Right) SCRD Bylaw Enforcement Officers sporting rainbow patches in honour of pride month

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Animal Control

Progress on Priorities from 2023 Service Plan Lite

Objective	Strategies	Timeline	Progress
Continued quality service delivery	N/A	Ongoing	Ongoing

Key Performance Indicators

In the Second Quarter there were no dogs apprehended and no tickets issued.

Number of Dog Control Files Opened by Infraction Type
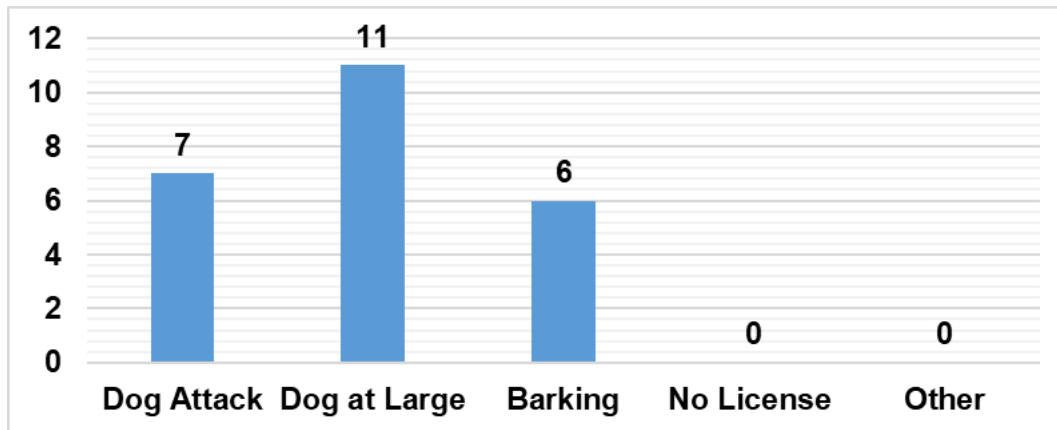
Reviewed by:			
Manager	X – B. Kennett X – J. Jackson X – R. Shay X – M. Treit	Finance	
GM	X – R. Shay *Acting* X - I. Hall	Legislative	
CAO	X – D. McKinley	Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Committee of the Whole – July 27, 2023

AUTHORS: Dean McKinley, Chief Administrative Officer
                   Sherry Reid, Corporate Officer
                   Gerry Parker, Senior Manager, Human Resources
                   Tina Perreault, General Manager, Corporate Services and Chief Financial Officer

SUBJECT: CORPORATE AND ADMINISTRATIVE SERVICES – SEMI ANNUAL REPORT FOR JANUARY TO JUNE 2023

RECOMMENDATION(S)

THAT the report titled Corporate and Administrative Services – Semi Annual Report for January to June 2022 be received for information.

BACKGROUND

The purpose of this report is to provide an update on activity in the Corporate and Administrative Services (CAS) Divisions for the first half of 2023 (January to June 2023).

This report provides information from the following Corporate and Administrative Services Divisions for which Service Plans were provided as part of the 2023 Financial Planning Process updated Plans will be presented as part of the 2024 Budget:

- General Government [110]
  - ❖ Legislative Services
  - ❖ Records and Information Management
  - ❖ Communications and Engagement
- Asset Management [111]
- Finance [113]
- Human Resources [115]
- Purchasing and Risk Management [116]
- Information Services [117]
- GIS / Civic Addressing [506, 510]

General Government - Administration / Legislative [110]

PROGRESS ON PRIORITIES FROM 2023 SERVICE PLAN

Core Service/Project	Goal	Timeline	Progress
Meeting Management Software	Implement meeting management software to support hybrid meetings	In progress	eScribe has been awarded the contract to bridge remote and in-person meeting rooms for hybrid Board and Board Committee meetings. A kick-off meeting with the contractor, Legislative Services and Information Services staff was held mid-July to confirm the implementation plan and timeline. Expected go-live date is January 2024.
Electronic and Hybrid meeting solutions and Boardroom modifications	Implementation of solutions for SCRD public meetings	In progress	Work is underway to develop a permanent electronic and hybrid meeting solution in the Boardroom. Staff are working with Soundwerks to develop a solution that contemplates hardware, sound, cameras, electrical, and space needs to facilitate a range of hybrid meetings for Board, Board Committees, Advisory Committees / Commissions, Public Hearings, and Intergovernmental meetings. Supply chain challenges related to the procurement of certain A/V equipment has been identified as a factor that may affect the timely delivery of a solution. The scope of this project also incorporated costs for Boardroom furniture reconfiguration, including furniture replacement, which may be necessary to facilitate the installation of new A/V hybrid technology in the Boardroom. The staff table and delegation table have both been replaced to accommodate expanded space needs resulting from the Boardroom modifications.
Unified AAP (Alternative Approval Process)	Conduct a 'bundled' elector approval process to seek community approval for long-term borrowing which was necessary to fund 3 capital projects.	Complete	Complete. The unified AAP closed on July 17, 2023.

Core Service/Project	Goal	Timeline	Progress
Board Policy Review	Support the work the Board's Policy Review standing committee by bringing forward recommendations that prioritize Board policies for review, revision, repeal as well as new policy areas for development.	In progress	Board Policy Review Committee established. Inaugural meeting held July 20. The second Board Policy Review Committee meeting was held June 1, 2023. A Corporate Policy and Procedure Framework was adopted and the Committee reviewed and made recommendations on 26 policies that staff brought forward for amendment.
Information and Privacy Program	Respond to new legislative requirements for privacy impact assessments, privacy breach notification rules, and the duty for public bodies to develop and implement privacy management programs.	In progress	Development of a privacy management program is underway. Basic privacy training is currently provided when onboarding new staff.
To develop and implement a Vital Records Program	Identify vital records, determine best method to protect them and to recover in case of disaster. Vital Records Program to be incorporated into the SCRD's Corporate Business Continuity Plan	In queue	On hold until Q4 – will revisit as part of the Business Continuity project
Electronic Documents and Records Management System (EDRMS)	Resolve outstanding Records Management functionality issues with Content Server and develop enhanced functionality for users.	Completed	Work to develop enhanced functionality for users is underway.
Virtual Collaboration Project (SharePoint and Teams Implementation)	Development of governance structure, policy, procedure, and process to administer and support collaborative document workspaces, online platforms and digital business processes to support remote and hybrid work.	In progress	This is a co-led IT / Records initiative. Work to configure and implement SharePoint as EDRMS, to support collaborative document workspaces and improve staff remote and hybrid work experience is under development. Microsoft Teams App has been rolled out to most staff. Training on using Teams is ongoing. Implementation of SharePoint (branded Project MARS – Managing All Records in SharePoint) for the pilot group is in progress. Design & analysis phase is complete. Development configuration and migration phase is starting. Pilot project scheduled for Go Live in Q4.
Records and Information Management Procedures Update	Develop processes for the accelerated transition from physical (paper) to electronic/digital media	Ongoing	Path to digital established. Implementation of standards, policy and process under development to demonstrate integrity and authenticity of electronic as documentary evidence.

Core Service/Project	Goal	Timeline	Progress
Information Governance Policy	Develop Information Governance Policy for SCRD Information Assets	In queue	Development of an Information Governance Policy suite is pending completion of other Records Management and Information Services priorities.
Electronic conversion/scanning of SCRD vital (permanent) records	Electronic conversion/scanning of SCRD vital records (e.g.) Board minutes and bylaws, and other permanent records such as Building Permits.	In Progress	Historical Board minutes – 100% complete; Historical bylaws – in progress; Historical water applications and connections – in progress; scan paper building permits – ongoing.
SCRD Website redesign and replacement	Develop a new service focused website for the SCRD which focuses on accessibility and user experience.	Complete	Completed. Website soft-launched on April 17, 2023. The website is an ongoing work in progress. Further work to upload key documents to the document library is underway.
Newsletter Updates	The look of the SCRD's Coast Current Newsletter will change in 2023. We will begin utilizing a different platform to produce the newsletter. This platform will ensure the newsletter is more accessible and easier to read.	Q4	Under development
Style Guide	A new style guide for the organization will be developed and launched in Q2. This will include updates for approved fonts, colours, presentations and other publicly facing materials.	Q4	Work scheduled for fourth quarter.
Emerging Issues	In 2022, the communications team spent roughly 25% of their time on emerging issues. This resulted in a considerable number of additional hours spent working outside of regular hours. In 2022, the communications team aims to build a 25% contingency into their workload so that emerging issues can be included.	Ongoing	Placeholder for emerging issues.
Engagement Activities	In 2023, the SCRD will launch several engagements in the community. These include engagements on official community plan amendments, the solid waste management plan, the water strategy, and the water meter	Ongoing	Under development.

Core Service/Project	Goal	Timeline	Progress
	installation program. The communications team with work with other SCRD departments on these initiatives.		
Community Group Outreach	The communications team will conduct further proactive outreach to community groups through 2023. This will be done both in person and through inclusion on a mailing list for major initiatives and news items.	Ongoing	Further outreach scheduled for Fall 2023.
First Nations relations and reconciliation	Process improvements for ongoing collaboration; Joint Watershed Management Agreement; Heritage Protocol Agreement; education and knowledge sharing	Ongoing	Elected and staff have participated in three joint Water Summits with shishalh and other local governments on the Sunshine Coast. An MOU was developedand approved with shishalh Nation to jointly apply for the Disaster Mitigation Adjustment Fund.
Increase opportunities for intergovernmental	Identify and implement opportunities for joint initiatives, collaboration and information sharing between local governments	Ongoing	Several examples of success include: planning process improvements, upcoming water system optimization, collaboration on water projects, continuing to look at possibilities for building process harmonization, bylaw consistency and other opportunities.

This remains operationalized within our day-to-day operations. |
| Corporate Work Plan and Priorities | Working with SLT to develop and implement a corporate work plan that is informed by the Board's Strategic Plan. | | Corporate Workplan Development is planned to follow the completion of the new Board Strategic Plan. |

STATISTICS / KEY PERFORMANCE INDICATORS

Number of communications campaigns executed

Year	Q1	Q2	Q3	Q4	Annual Total
2023	12	15			

Number of news releases issued

Year	Q1	Q2	Q3	Q4	Annual Total
2023	19	17			
2022	17	25	37	36	115

Visits to www.scrd.ca

Year	Q1	Q2	Q3	Q4	Annual Total
2023	NA	Coming soon			
2022	50,494	53,521	57,464	55,110	216,589

Visits to letstalk.scrd.ca

Year	Q1	Q2	Q3	Q4	Annual Total
2023	5161	6591			
2022	732	3.9k	3.9k	3.8k	12,332

Records and Information Management - Legal Compliance with Records Retention Schedule
(International Generally Accepted Recordkeeping Principles – Compliance, Retention and Disposition)

Year	Records Dispositioned	Records Scheduled for Disposition	% Compliance*
2023	5015* (Q1&Q2)	6793 (Q1&Q2)	74% (Q1&Q2)
2022	12642	14864	85%
2021	6652	7626	87%
2020	3859	5577	69%

*The SCRD has reached Level 4 (Proactive) of 5 levels of the Information Governance Maturity Model meaning the organization is at low risk of adverse consequences from poor information management and governance practices. Legal compliance with the records retention schedule assures that records and information in all media are disposed of in a manner appropriate to the information content and retention policies and demonstrates effective records management.

Records Retrieval Time and Accuracy Ratio – Physical Records*:
(International Generally Accepted Recordkeeping Principle – Availability)

Year	Average Response Time and Accuracy Ratio	
	Response Time (Minutes)	Records Successfully Produced
2023	15(Q1&Q2)	96%
2022	8	95%

* This KPI is meant to demonstrate that records and information are consistently and readily available when needed and that appropriate systems and controls are in place for legal discovery and information requests. Success with respect to the Generally Accepted Recordkeeping Principle of "Availability" is reliant upon organized training and continuous improvement program across the organization as well as support from senior management and the board who have provided support to continually upgrade the processes that affect records and information availability.

EMERGING ISSUES

SharePoint implementation is diverting Records Management resources from other departmental priorities.

Information Requests (FOI)

Summary of Information Requests by Topic	2022	2023 (Q1&Q2)
Building permits, inspections, etc.	9	1
Bylaw complaints	4	2
Legislative, Administrative (e.g. agreements, etc.)	1	0
Financial information	0	0
Fire incidents / emergency response	6	6
Parks and recreation related reports, etc.	0	1
Personnel (HR/Payroll) information	6	1
Planning documents (incl. planning processes, zoning amendments, OCP amendments, etc.)	7	4
Waterline servicing/maintenance information	3	0

Summary of Information Requests by Volume			
Year	Total Requests for Records	Average Number of Pages Released per Package	Total Page Count of Records Released
2023 (Q1&Q2)	*14**	40	559
2022	29	70	2016

* One request spanned 2 program areas
All requests were completed within legislated timelines and no reviews by the Information & Privacy Commissioner's office were sought.

Asset Management [111]

PROGRESS ON PRIORITIES FROM 2023 SERVICE PLAN

Core Service/Project	Goal	Timeline	Progress
Capital Plan Continuous Development/Update (22 Services)	a. Facilitate annual review of existing capital plans with departmental staff b. Assist in improvement of known data gaps c. Review process for improvement opportunities	Q1 2023 – Q4 2023	Review process underway Process review of development and validation of projected budget initiated. On Schedule
Water Services Capital Plan Development	a. Validate existing inputs with departmental staff b. Assist development of communication strategy for Water Services Capital Plan c. Present capital renewal projections d. Integrate capital plan with Water Strategy	Q1 - Ongoing	Well-developed draft capital plan is complete. Resource availability of the Utility Department has impacted that ability to complete final review of capital plan and to move forward with engagement and Asset Management Plan development. Preliminary target to present findings through Q4 2023. Integration with water strategy ongoing
Review Corporate Asset Management Plan	a. Conduct review of 2015 CAMP b. Literature review of peer LG CAMP c. Present findings	Q1 – Q2	Review of SCRD CAMP and Literature Review of Peer LG CAMP completed. Report regarding next steps not yet initiated

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Core Service/Project	Goal	Timeline	Progress
Provide Project Management Services	a. Halfmoon Bay Community Hall Project	Ongoing	Project undergoing scope change resulting from unfavorable siting constraints. Community engagement underway to facilitate development of conceptual design for alternative location
Develop Capital Plan for IT	a. Develop Asset Registry b. Define Operational vs Capital c. Project 10-year capital renewal needs	Ongoing	Project has been paused due to departmental resource prioritization. Restart anticipated for Q3.
Facilitate Asset Retirement Obligation Requirements	Provide support for ARO identification and quantification	Q1-Q2	Completed – standing by for further requests
Cityworks Expanded Implementation	a. Facilitate improved usage of Work Management software b. Assist implementation of Cityworks in Parks and Recreation departments	2022-2024	Completed review of existing processes Hosted multiple sessions to align expectations and establish departmental expectations. Initiated process to migrate to field application usage. Ongoing
AM Training/Community of Practice	a. Establish AM Working Group b. Develop AM Training Modules/Workshops c. Deliver Internal AM Workshops	Q1-ongoing	AM working group established, hosted inaugural meeting Training material under development Delivered presentation on AM to regional working group of Peer LGs
Operational/ Maintenance Review	a. Review PM activities w/ Facilities Maint. and departmental staff b. Develop preliminary O&M LoS c. Project annual cost to implement defined LoS	Ongoing	Draft LoS for GDVFD facilities completed with FM staff. Review of Parks/Dakota O&M ongoing Development of supporting documentation ongoing

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Core Service/Project	Goal	Timeline	Progress
Policy Development	Research and develop policy to provide direction on capital planning	Ongoing	Coordination with Finance dept ongoing Impact Analysis/Review of proposed policy considerations ongoing
Incorporate Natural Assets into Asset Management Plans	Factor Natural Assets in AM Plans	Ongoing	Ongoing. Efforts to identify and catalogue Natural Assets that support SCRD services continue.
Incorporate Asset Criticality into AM Planning	Initiate review of asset criticality and incorporation of criticality into asset registry	Ongoing	Ongoing. Concurrent effort with other projects ie. conceptual review of implementation through Cityworks
Professional Governance - Engineering	Establish and maintain compliance with EGBC Permit to Practice Requirements	Ongoing	Completed Annual Update / Submitted to EGBC Established Engineering Working Group

EMERGING ISSUES

Capital Project significant unavoidable scope change has required unanticipated level of effort. Departmental resourcing availability continues to delay progress on Water Service Capital Plan.

Finance [113]

PROGRESS ON PRIORITIES FROM 2023 SERVICE PLAN

Objective	Strategies	Timeline	Progress
Adopt the 2023-2027 Financial Plan	Annual cyclical planning process concludes with public meeting and participation process. Legislated deadline for adopting the annual five year financial plan is March 31.	Year Round	Financial Plan Bylaw 740 adopted March 23, 2023 Amended Financial Plan 740.1 scheduled to be adopted July 27, 2023
Prepare Government Finance Officers Assoc. (GFOA) Budget Book and Award Submission	The budget book is a comprehensive forward looking document which includes detailed information about the SCRD's annual five year financial plan and corporate priorities.	January - April	Final budget book submitted May 2023

Objective	Strategies	Timeline	Progress
Complete Statutory Processes for Year end	Transfer outstanding utility billing levies to taxes Complete parcel tax process and requisition Local Government Data Entry filing Statement of Financial Information	Q1-Q2	Completed
Complete and submit Annual Tax Requisitions to Surveyor of Taxes and Member Municipalities	Requisitions are finalized after adoption of the financial plan and must be submitted no later than April 10.	March/April	Completed
Independent Financial Audit and Adoption of Annual Financial Statements		Q1-Q2, Q4 (2023 interim)	Completed 2023 interim audit to commence in Q4
Water Rate Structure Review	Plan for the development and implementation of a new water rate structure	Q1-Q4 and ongoing through to 2025	In progress, consultant's report being finalized for presentation late in Q3
Prepare Annual Report and GFOA award submission	This is the SCRD's comprehensive Financial Plan document that is produced through each round and finalized after Budget Adoption. It is then submitted to the International Government Finance Officers Association for review and feedback.	Q1 & Q2	Annual Report completed and distributed Submitted to GFOA June 2023
Complete interim financial reporting	2022 Year-end/Q4 reporting for Round 2 budget 2023 Quarter 2 variance reporting for Committee of the Whole 2023 Quarter 3 variance reporting for Committee of the Whole	Q1, Q3, Q4	2022 year end and 2023 Q2 variance reporting completed. 2023 Q3 variance to be presented in October
Develop and Enhance ERP Management Reporting Tools	Develop reporting outputs to enhance management decision making	2022-2023	This is an ongoing continuous improvement project. Much of the effort to date has been focused on enhancing cost center level reporting such as recreation facilities.
Develop new and improved ERP software training and support program.	Develop a new and improved ERP software training and support program.	2022-2023	Monthly drop-in open houses are available to all staff. Specific tailored training for defined roles (ie, budget manager, project lead etc.) still to be developed.

Objective	Strategies	Timeline	Progress
Implementation of new Accounting Standard - Asset Retirement Obligation & Financial Instruments	Develop a project plan and identify resource requirements (complete) Review and identify assets subject to the new standard Retain external experts as required Calculate initial asset retirement obligations for financial statements Develop procedures for ongoing maintenance For the new Financial Instruments standard, we are reviewing all investment holdings and working with MFA on implementation	2021-2023	In progress, methodology and preliminary calculations for identified assets have been reviewed by the SCRD's independent auditor. Implementing changes in Financial ERP and development of procedure for ongoing maintenance is planned for Q3 2023.
Review of payment processing services	Review of credit/debit card payment options, online payment options and associated fees	2023	
Recreation Software Review	Represent financial linkages	2023	In progress, requirements identified, and RFP has been drafted
Structure Recreation Budgets to Report of Per Facility Basis	Work with IT and Recreation to amend ERP structure to report per facility.	Q1	Reports have been developed. Refinement of overhead allocations and budgets is ongoing.
Policy items from Board Policy Review	**Review and Minor Amendments** • Support Service Allocation • Debt Management Policy • Directors-Reimbursement of Travel & Other Exp. • Constituency Expenses • Independent Power Production Development in the Sunshine Coast Regional District **Reaffirm:** • Financial Sustainability • Electoral Areas' Grant-in-Aid	2023	
Centralize Grant Funding Process in Finance - Formalize Operational Policy and Procedures		Q3-Q4	In progress, procedures toward a centralized process have been developed and are currently being refined

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Objective	Strategies	Timeline	Progress
Analyze impacts to Long-Term Debt levels in accordance with new Capital Renewal and overall Capital Plan for next 20 years	As the SCRD plans to take on more debt through the capital renewal plans, an analysis on the debt servicing per service and overall is require to see the affordability of these plans. This information will be brought forward to Board as part of the annual Capital Plan reviews and Reserve Policy.	2023	In progress, capital plans are continuing to be developed for more functions.
Review options for improvements to budgeting software to enhance efficiency / effectiveness.	Begin internal needs assessment with the eye to implement in 2024.	2023	In progress, a scope of work for a desired software have been developed and are currently being refined
Fees and Charges Review	Per the Financial Sustainability Policy, Fees and Charges are to be reviewed on a regular basis. Several services have not had a review for many years and we are working to bring forward proposed changes. Finance also does regular review and prepares utility rate changes which is a large undertaking in Q3-Q4.	Q2-Q4	In progress, target Q4 for services not reviewed in past 5 years.
Sechelt Landfill Cost Analysis (Res. 404/20 #14)	This is a Board directive that requires significant resourcing for Finance.	tbd	
Develop a Reserve Policy	As the SCRD now has a significant amount of Asset Management/Capital Plans developed, there is enough information to develop reserve policies and standards.	2023	
Fire Fighter Honorarium Review	Consultant has been engaged and review and implementation planned for Q2	Q1-Q2	Finance provided input for the RFP but has not been directly involved in the review. Implementation of recommendations are expected to impact Payroll processes; however, the scope and impact at this time is unknown.
Transit Budget Orientation	With new Transit manager onboarding, orientation and training is needed on BCT budget process and timeline.	Q1-Q2	Completed. Review of BCT budget process, decision analysis tools and timelines reviewed.

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Objective	Strategies	Timeline	Progress
Business Continuity Plan	This is legislatively mandated by the Province and will require input from Finance	2023	
Corporate Fleet Strategy	As this will likely change the way the SCRD apportions costs, this will require a significant undertaking for Finance (and IT) to develop and implement.	2023	
Connected Coast Feasibility Study	Finance will be required to provide support for the feasibility study for this proposed new service.	Q2-Q4	
Cemetery Service Expansion	Any change to cemetery plot structure or changes in fees will require input from Finance.	2023	
Public Lands Review	This project will require support from Finance as it maintains the land register through the Tangible Capital Assets	2023	
Building Inspection Services - Digital Plan Review Preparedness - Hardware, Software and Training	Any change to software configuration requires Finance input and resources to implement.	2023	
Hillside Development Project - Headlease Renewal	Finance assists in administering the Hillside headleases. This project will require Finance input.	2023	
Future Waste Disposal Options	This project will require review and analysis on options, especially on funding and financial implications	2023	
Regional Solid Waste (Sechelt) - Sechelt Landfill Extending Useful Life	Any change in the estimated useful life will impact the closure/post-closure liability. Context of this will also impact the overall landfill funding analysis.	2023	

STATISTICS / KEY PERFORMANCE INDICATORS

# of Invoices and Payments Issued

Year	January to June		July to December		Totals	
	Accounts Receivable Invoices	Accounts Payable Payments	Accounts Receivable Invoices	Accounts Payable Payments	Accounts Receivable Invoices	Accounts Payable Payments
2023	2,216	2,939				
2022	1,845	2,682	1,656*	2,660	3,501*	5,342
2021	1,907	2,276	2,153	2,603	4,060	4,879
2020	2,096	2,525	2,018	2,354	4,114	4,879
2019	2,195	2,757	2,540	2,667	4,735	5,424
2018	802	2,918	2,003	2,436	2,805	5,354

BC Transit automated invoicing process was non-functional for a portion of the period resulting in a need to manually invoice for combined amounts that would otherwise have been invoiced separately.

$ Value of Utility Accounts with Balances Outstanding December 31

	2023* (as of June 16)	2022	2021	2020	2019	2018
$ Outstanding	1,808,609	551,595	425,355	389,389	339,685	273,175
Total Billed	10,709,645	8,845,183	8,416,942	7,232,508	5,531,193	5,070,099
Percentage Outstanding	**16.9%**	**6.2%**	**5.1%**	**5.4%**	**6.1%**	**5.4%**

2023 value is as of bill due date of June 16

Human Resources [115]

STATISTICS / KEY PERFORMANCE INDICATORS

Job Postings and Applications – HR creates ads, posts jobs electronically and in print, receives electronic and paper applications, reviews, shortlists, supports interviews, checks references, extends job offers, receives signed offers back and creates employee files.

Year	1st Quarter		2nd Quarter		3rd Quarter		4th Quarter		Total Posts	Total Appl
	Posts	Applicants.	Posts	Appl	Posts	Appl	Posts	Appl		
2023	29	548	36	631						
2022	30	452	51	578	30	480	17	210	128	1720
2021	35	503	48	779	31	447	34	301	148	2,030
2020	8	114	18	350	23	389	18	240	67	1,093
2019	14	131	21	371	28	222	23	274	86	998
2018	15	79	20	265	18	223	14	166	67	634

Training and Development (BEST - Building Essential Skills for Tomorrow). Held throughout the year that include such topics as communication skills, leadership development, purchasing, risk management, project management, Word, Excel, emergency preparedness, and safety training. New this year was Kairos Blanket Exercise, Mental Health First Aid, and 'Not Myself Today' mental health training.

Year	1st Quarter		2nd Quarter		3rd Quarter		4th Quarter		Total Sess.	Total Att.
	Sessions	Attendees	Sess.	Att.	Sess.	Att.	Sess.	Att.		
2023	5 + 15	176	4 + 15	227						
2022	14	148	11	122	10	27	19	140	54	437
2021	3 + 6 online	17 + 41 online	2 + 5 online	4 + 121 online	5 + 2 online	20 + 101 online	2 +7 online	5 +63 online	32	372
2020	6 online	82	20 online	*285 (144 COVID -19 Training)	2	2	3	80	31	449
2019	3	30	3	27	3	55	7	137	16	248
2018	2	14	9	40	3	42	1	20	15	116

Grievance Activity - HR receives directly or through managers, investigates, coaches and provides expert advice on the communication and management of grievances through to resolution, including referrals to third parties (e.g. arbitration or mediation).

Year	# of Grievances Received			Total	# to Arbitration	Status
2023	Q1 – 0	Q2 - 0				
2022	Not previously tracked by Quarter			2	0	Abandoned
2021				1	1	Abandoned
2020				8	1	7 Resolved, 1 Abandoned
2019				5	1	Resolved
2018				24	3	Resolved

First Aid and WorkSafeBC Injury Claims. HR reviews and ensures appropriate follow-up occurs with Joint Health and Safety Committees for all reported staff injuries, time loss, and/or medical attention resulting in creation of a First Aid report or WSBC claim

	1st Quarter			2nd Quarter			3rd Quarter			4th Quarter			Total Rec'd	Total Rec'd
	First Aid	WSBC	GRTW's (New 2022)	First Aid	WSBC	GRTW's (New 2022)	First Aid	WSBC	GRTW's	First Aid	WSBC	GRTW's	First Aid	WSBC
2023	22	11		19	4								ytd	ytd
2022	8	6	3	7	3	4	8	4	2	19	5	3	42	18
2021	7	4		2	8		10	2		14	8		33	22
2020	2	9		0	4		7	1		1	3		10	17
2019	2	8		7	9		7	7		7	3		23	27
2018	6	4		8	11		4	8		8	8		22	31

EMERGING ISSUES

First Aid Reports – Significant increase in First Aid reports attributable partly to raised safety awareness and reporting, but primarily with multiple challenges with chlorine concentration as part of routine cleaning practices that were swiftly investigated and addressed.

Collective Agreement Negotiations - 2023 Q3 and Q4 – Initial discussions with Unifor Local 466 as to the upcoming term of the Collective Agreement concluding December 31, 2023, and the anticipated timeline for commencing and concluding negotiations this fall/winter. The Board can anticipate an in-camera report this fall seeking a bargaining mandate to guide negotiations.

Wellness and Emotional Health – Workplace absences are not tracked or reported by type of sick leave, however, HR is in a position to have a greater understanding as to the nature of what is prompting disability. SCRD, District of Sechelt, and Town of

Gibsons staff collectively attended workshops called "Mental Health First Aid" focusing on de-stigmatizing mental health concerns, normalizing a two-way conversation about how people are doing, and recognizing the signs of burnout or other stressors impacting others. Two additional workshops are scheduled for Q3 and Q4. Additionally, the SCRD rolled out the "Not Myself Today" training and online platform encouraging increased workplace dialogue as to how staff are doing.

Purchasing and Risk Management [116]

PROGRESS ON PRIORITIES FROM 2022 SERVICE PLAN

Core Service/Project	Goal	Timeline	Progress
Scope of Work Solicitation drafting workshop	Host division sessions for project specific on how to draft a solicitation scope of work requirements	Q1-Q2 2023	Completed
Vender procurement awareness sessions	Host sessions to support our vendor communities to support community business in responding to solicitations	Q2-Q4 2023	On-going
Social Procurement	Staff training on using social procurement in complete processes	Q2-Q4 2023	In-progress
Procurement Review	Develop framework for Internal Audit review for informal procurement processes	Q1 -Q2 2023	In-progress 75% complete
Development Business Continuity Management Program	Develop framework Create charter and committee of internal parties	Q1-Q3 2023	In-progress
Business Impact Assessments	Develop process for conduction and completing division business impact assessments for the Business Continuity Plan	Q3-Q4 2023	On schedule to start Q3
Social Procurement	Support community vender with social procurement awareness sessions	Q2-Q3 2023	On-going
Internal Risk Assessment Plan for 2023	Work with division on planning Loss Control (Property and Liability) inspections priorities	Q1 2023	Completed
Work with Finance on PO invoice workflow	Meet with Finance on continuous improvement to PO management	Q1-Q4 2023	In-progress
Understanding Risk Management	Host division sessions on what is Risk Management	Q1-Q2	Completed

Core Service/Project	Goal	Timeline	Progress
Inventory Management	Inventory team streamline inventory practices for efficiency and loss control	Q2-Q4 2023	On hold
Risk Management	Review/support opportunities for enhanced cyber security	Q1-Q2	In-progress
Asset Disposal	Continue to develop asset disposal processes, work with Finance and Asset Management on process for capturing asset disposal items	Q2-Q3 2023	Support Recovery

STATISTICS / KEY PERFORMANCE INDICATORS

Purchase Orders Issued

	January to June Processed	July to December Processed	Total
2023	270		**270**
2022	340	229	**569**
2021	350	219	**569**
2020	321	286	**607**
2019	350	259	**609**
2018	314	349	**663**

Solicitations Tendered

	January to June	July to December	Total
2023	36		**36**
2022	47	38	**85**
2021	26	37	**63**
2020	21	26	**47**
2019	19	27	**46**
2018	16	27	**43**

of Solicitations with Social Procurement Factors

	January to June	July to December	Total
2023	33		**33**
2022	44	37	**81**

# of Support Request Tickets

	January to June	July to December	**Total**
2023	878		**878**
2022	796	799	**1595**
2021	167	490	**657**

EMERGING ISSUES

Supply chain challenges continue to be an obstacle for procurement activities. As a result, the SCRD continues to see delays and rising costs.
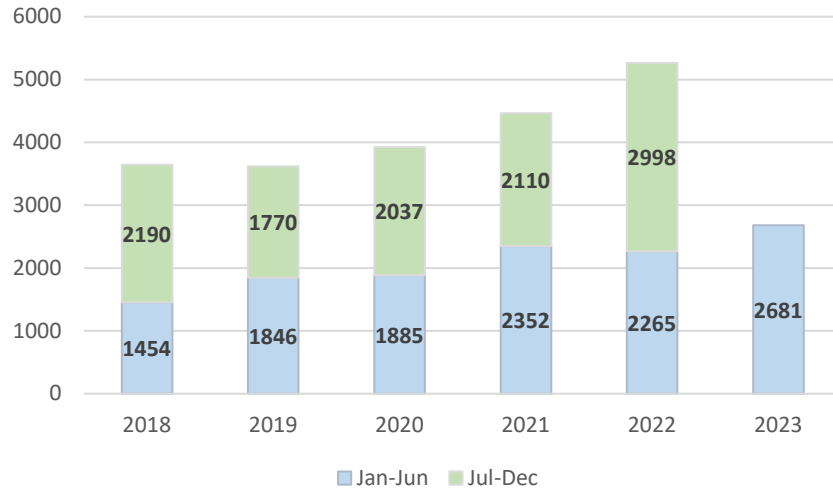
Information Services [117]

PROGRESS ON PRIORITIES FROM 2022 SERVICE PLAN

Core Service/Project	Goal	Timeline	**Progress**
Device refresh for Board: Laptops and Cell Phones	1. Upgrade Board devices according to asset management refresh cycle.	Q1	Complete
Device refresh meeting rooms	1. Device refresh for Hybrid meetings AV upgrades for Board room and all proper meeting rooms	Q3	In-progress
Build out Digital (Converged) Collaboration platform	1. MS Office 365 Cloud Azure replaces legacy on-Prem 2. MS Teams Phone replaces legacy Nortel telephones 3. MS SharePoint replaces legacy Content Server EDRMS 4. Cell phone refresh roll out with ROGERS	Q1 Q3 Q4 Q1	Complete In-Progress In-Progress Complete
Cybersecurity Awareness culture campaign	1. Educate and support staff to harden response to malware, social eng. scams, and cyberthreat attacks.	Q1	Held - Trial contract not renewed for performance. Awaiting hiring of IT Security Analyst.
Security Architecture projects	1. Recruit and hire Cyber Security Analyst 2. Implement Intrusion Detection System (IDS) – VMWare Carbon Black. 3. Migrate webmail to hosted Office365 Exchange with 2 factor identification 4. Implement PureStorage SafeMode. 5. Harden Password management solution 6. Audit EndPoint protection services	Q2 Q1 Q1 Q2 Q2 Q4 Q2	In-Progress Complete Complete Complete Held pending resourcing Held pending resourcing

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Core Service/Project	Goal	Timeline	**Progress**
	7. Improve internal network topology to prevent broadcast storms. 8. Strengthen network access controls 9. Increase compute on DRP Data Centre cluster 10. UPS batteries test and replacement 11. Refinement of backup set and retention schedule 12. Refinement and audits of patch set	 Q2 Q4 Q1 Q2 Q3	Complete Complete Business Continuity planning Complete Complete In-Progress

Business Systems Improvements	1. Re-establish Continuous Improvement teams and governance structures for core business systems:
	   a. ERP Financials (Unit4 Agresso)
	   b. Asset/work management (Cityworks)
	   c. Recreation booking needs and RFP (ActiveNet)
	   d. Cemetery
		
		Q1
		Q2
		Q2
		Q2
			
			In-Progress
			In-Progress
			In-Progress
			In-Progress

Virtual Desktop Infrastructure (VDI)	1. Replace PD06 clients with 10zig clients 2. Migrate virtual machines to instant clones 3. Capacity plan for infrastructure to support VDI (compute location, network, storage)	Q1 Q2 Q2	Complete Complete In-Progress

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STATISTICS / KEY PERFORMANCE INDICATORS

IT Helpdesk Ticket Volume

Year	Jan-Jun	Jul-Dec
2018	1454	2190
2019	1846	1770
2020	1885	2037
2021	2352	2110
2022	2265	2998
2023	2681	

Adoption of MySCRD Online Access

Year	MySCRD Users	Paper Bills Only
2018	2274	10699
2019	2868	10181
2020	3883	9258
2021	4806	8392
2022	5499	7774
2023 YTD	5869	7453
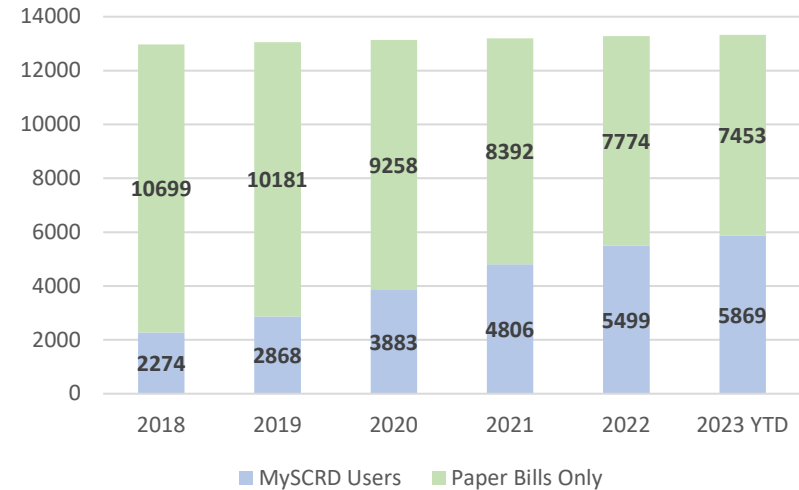
EMERGING ISSUES

Recruitment of IT Security Analyst position in progress but reposted to identify candidates with increased on-site availability.

Temporary leave of IT Coordinator, now backfilled by existing acting staff, presents some work plan delays but also opportunities for staff cross-training.

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GIS / Civic Addressing [506 / 510]

PROGRESS ON PRIORITIES FROM 2023 SERVICE PLAN

Core Service/Project	Goal	Timeline	Progress
Public Development Permits App	Develop web app highlighting active development applications for the public.	In Progress (Q1-Q3)	Integration between parcels and Prospero folders in Tempest is set up. Map design and dashboard development is underway in consultation with Planning staff.
Water Service Area Interactive Map	Upgrade online Water Service Area Map with interactive features and information about service areas.	Complete	Will launch with new SCRD website
Service Lookup App	Develop address lookup app for residents to quickly identify who provides services in their area (e.g. Planning, Building, Water, Roads etc)	In Progress (Q1-Q3)	Consultation with Communications Team and front counter staff underway. Draft version of app developed.
Cemetery Map integration with Stone Orchard	Build integration between Stone Orchard and GIS database to enable automatic map updates.	In progress (Q1-Q3)	Data schema is developed. GIS cemetery plots layer to be adapted to Stone Orchard data. Interactive map will be linked to new map service once published. Possible to link photos.
Upgrade ArcGIS Server to 10.8.1	Upgrade ArcGIS Server to version 10.8.1.	Q1-Q3	Met with staff and GIS consultant to determine needs. Completed required Cityworks upgrade to compatible level.
Property Viewer platform upgrade	Build SCRD Property Viewer map in VertiGIS studio platform.	Q1 2023 – Q2 2024	VertiGIS Studio software suite installed on prem. Staff training completed. Testing and planning for transition over Q3 and Q4..

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Staff Report to Committee of the Whole – July 27, 2023
Corporate and Administrative Services – Semi Annual Report

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STATISTICS / KEY PERFORMANCE INDICATORS

Geographic Information Services (GIS) mapping and Information Technology (IT) Statistics

# of Addresses Assigned

	January to June	July to December	Total
2023	141		
2022	111	97	208
2021	194	196	390
2020	150	241	391
2019	239	200 (not including 150 re-numberings)	439
2018	205	183	388
2017	185	182	367
2016	236	172	408

# of Public Enquiries regarding Property Information and Mapping Section (PIMS)

	January to June	July to December	Total
2023	190		
2022	240	176	416
2021	284	263	547
2020	390	606	996
2019	269	198	467
2018	296	201	497
2017	387	317	704
2016	402	344	746

# of Town of Gibsons GIS Tickets

	January to June	July to December	Total
2023	53		
2022	52	60	112
2021	98	80	178
2020	34	70	104

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EMERGING ISSUES

GIS is supporting the rollout of Asset Management application 'Cityworks' to mobile devices, enabling digital entry of utilities inspections in the field.

Reviewed by:			
Mgr., IT/GIS	X - D. Nelson	CFO/Finance	X - T. Perreault
SM, HR		Legislative	X - S. Reid
CAO	X - D. McKinley	Other Mgrs.	X - B. Wing X - L. Smith X - A. Taylor X – A. Rathbone X - J. Hill X - K-Doyle X - V. Cropp

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SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Committee of the Whole – July 27, 2023

AUTHOR: Michelle Goetz, Accounts Payable Technician

SUBJECT: DIRECTOR CONSTITUENCY AND TRAVEL EXPENSES FOR PERIOD ENDING
               JUNE 30, 2023

RECOMMENDATION

THAT the report titled Director Constituency and Travel Expenses for Period Ending June 30, 2023 be received for information.

BACKGROUND

The 2023 Financial Plan for line items Legislative Services and UBCM/AVICC Constituency Expenses provide a combined budget of $20,300. The applicable policy provides a maximum $2,500 allowance per Director from Legislative Services [110] and an additional $1,000 for Electoral Area Directors from UBCM/AVICC [130] for the expense of running an elected official office.

Travel expenses budgeted within Legislative Services and UBCM/AVICC – Electoral Area Services total $34,544 for mileage, meals, hotel and other various charges associated with travelling or attending conferences on Sunshine Coast Regional District (SCRD) business, as outlined under the applicable Board policy.

DISCUSSION

The total amount posted to Constituency Expenses for the three-month period ending June 30, 2023 is $4,349 leaving a remaining budget of $15,951 (78%).

The total amount posted to Legislative and UBCM/AVICC Travel Expenses is $19,565 leaving a remaining budget of $14,979 (43%).

Figures are based on expense reports submitted to Accounts Payable up to July 11, 2023 for the six month period ended June 30, 2023 and a breakdown by Electoral Area is provided below.

Electoral Area	Constituency Expense	Travel Expense (Excluding GST)
Area A – Leonard Lee	$890	$8,029
Area B – Justine Gabias	565	2,298
Area D – Kelly Backs	1,179	3,085
Area E – Donna McMahon	512	2,907
Area F – Kate-Louise Stamford	224	1,229
DOS – Darren Inkster	-	-
DOS – Alton Toth	224	283
TOG – Silas White	755	1,734
sNGD – Philip Paul	-	-
YTD Totals	**$4,349**	**$ 19,565**

STRATEGIC PLAN AND RELATED POLICIES

Applicable Board policies:

- 5-1800-1 - Reimbursement of Travel and Other Expenses
- 5-1800-2 - Constituency Expenses

An amended *Reimbursement of Travel and Other Expenses* policy was approved by the Board on October 14, 2021.

An amended *Constituency Expenses* policy was approved by the Board on February 9, 2023.

CONCLUSION

The 2023 Financial Plan for Constituency Expenses and Travel Expenses provides a total budget of $54,844. For the period ending June 30, 2023, the total amount posted to Constituency and Electoral Expenses is $23,914 leaving a remaining budget of $30,930.

Reviewed by:			
Manager		Finance	X – B. Wing
GM		Legislative	
CAO	X – D. McKinley	Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Committee of the Whole – July 27, 2023

AUTHOR: Valerie Cropp – Manager, Purchasing and Risk Management

SUBJECT: Contracts Between $50,000 and $100,000 From April 1, 2023 to
               June 30, 2023

RECOMMENDATION

THAT the report titled Contracts between $50,000 and $100,000 from April 1, 2023 to June 30, 2023 be received for information.

BACKGROUND

The Sunshine Coast Regional District's (SCRD) Delegation Bylaw No. 710 directs staff to provide the Committee with a quarterly report of all new contracts entered into that fall between $50,000 and $100,000.

This report includes vendor, purpose, function, amount and the authoritative budget.

DISCUSSION

A total of 158 contracts/purchase orders were issued during the time period April 1, 2023 to June 30, 2023 with 3 valued between $50,000 and $100,000.

	Supplier	Account Code	Awarded	Budget
1.	**Integrated Sustainability Consultants Ltd**	382 – Woodcreek Park Waste Water Plant	**$53,499.**	Capital
	2237019 Design of Wastewater Collection and Treatment System Improvements			
2.	**Soundwerks Audio Video Systems Inc**	110 – General Government	**$57,294.**	Goods
	2211001 Upgrades to Microphone Audio System in Council Chambers			
3.	**Cadence Solutions**	117 – Information Technology	**$87,000.**	Services
	2311002 Custom Software Development, Implementation, and Professional and Consulting Services			

STRATEGIC PLAN AND RELATED POLICIES

The disclosure of Contract Awards aligns with the Board's Purchasing Policy and Delegation Bylaw.

CONCLUSION

SCRD Delegation Bylaw No. 710 requires that a report be provided quarterly to Committee on contracts between $50,000 and $100,000.

Reviewed by:			
Manager		CFO	X - T. Perreault
GM		Legislative	
CAO	X – D. McKinley	Other	