



COMMITTEE OF THE WHOLE

Thursday, January 26, 2023

Held Electronically

and Transmitted via the SCRD Boardroom,

1975 Field Road, Sechelt, B.C.

AGENDA

CALL TO ORDER 9:30 a.m.

AGENDA

1. Adoption of Agenda Pages 1-3

PRESENTATIONS AND DELEGATIONS

2. Colten Rockford, Cael Read and Anna Latanzi of the Gibsons Transportation and Accessibility Committee
- Regarding: Increasing Public Transit Subsidy for Students Annex A
- i) Presentation: Gibsons Transportation and Accessibility Committee pp. 4-14
- ii) Correspondence: January 16, 2023 from Colten Rockford and Cael Read of the Gibsons Transportation and Accessibility Committee pp. 15-18
- iii) Correspondence: January 2, 2023 Letter of Support Transportation Choices p. 19
- iv) Correspondence: December 30, 2022 Letter of Support Sunshine Coast Climate Action Network p. 20
- v) Correspondence: January 13, 2023 Letter of Support Gibsons Resident p. 21

(Voting – B, D, E, F, Sechelt, sNGD, Gibsons)

REPORTS

3. Association of Vancouver Island and Coastal Communities Resolution – Modernization of the *Local Government Act* Executive Assistant Annex B
pp. 22-26
- (Voting – Electoral Area Directors)**
4. Grant Opportunities: Proposed Comprehensive Land Study Project Annex C
pp. 27-28
- General Manager, Planning and Development
- (Voting – All Directors)**

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|---|---------------------------------|
| <p>5. Planning and Development Department 2022 Q4 / Year End Report
 <i>General Manager, Planning and Development</i>
 (Voting – All Directors)</p> | <p>Annex D
 pp. 29-52</p> |
| <p>6. Corporate and Administrative Services – Semi-Annual Report for July to December 2022
 <i>Joint Report</i>
 (Voting – All Directors)</p> | <p>Annex E
 pp. 53-83</p> |
| <p>7. Board Constituency Expenses Policy Amendments
 <i>Chief Administrative Officer</i>
 (Voting – All Directors)</p> | <p>Annex F
 pp. 84-88</p> |
| <p>8. Director Constituency and Travel Expenses for Period Ending December 31, 2022
 <i>Accounts Payable Technician</i>
 (Voting – All Directors)</p> | <p>Annex G
 pp. 89-90</p> |
| <p>9. Sunshine Coast Regional District Debt as at December 31, 2022
 <i>Budget and Financial Analyst</i>
 (Voting – All Directors)</p> | <p>Annex H
 pp. 91-96</p> |
| <p>10. Contracts Between \$50,000 and \$100,000 From October 1, 2022 to December 31, 2022
 <i>Manager, Purchasing and Risk Management</i>
 (Voting – All Directors)</p> | <p>Annex I
 p. 97</p> |
| <p>11. Parcel Tax Roll Review Panel
 <i>Manager, Financial Services</i>
 (Voting – All Directors)</p> | <p>Annex J
 pp. 98-99</p> |
| <p>12. Request for Proposal 2261317 Domestic Hot Water Distribution System Reconstruction – Contract Award
 <i>Manager, Facilities Services</i>
 (Voting – B, D, E, F, Sechelt, sNGD, Gibsons)</p> | <p>Annex K
 pp. 100-102</p> |
| <p>13. Contract No. 2261301 -1 Amendment – Revenue Loss Compensation for Katherine Lake Campground During the 2022 Operating Season
 <i>Manager, Parks Services</i>
 (Voting – A, B, D, E, F)</p> | <p>Annex L
 pp. 103-105</p> |
| <p>14. 2022 Drought Response Plan Summary
 <i>Manager, Utility Services</i>
 (Voting – A, B, D, E, F, Sechelt)</p> | <p>Annex M
 pp. 106-120</p> |

COMMUNICATIONS

NEW BUSINESS

15. Water Summit Debrief - Verbal Discussion
Director Henderson, District of Sechelt
(Voting – All Directors)

Verbal
Annex N
pp. 121-122

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 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

Free Public Transportation For Students

Colten Rockford and Cael Read

Background

- Previous delegation with Mari Nielsen and Rowan Moore in December 2019
 - Actions planned; died off with COVID
 - Change of ridership and Route 90
 - Now requesting inclusion of post-secondary students
- Climate emergency; 32% of our emissions come from on-road transportation
- School bus needs more help
 - Public bus can be faster than school bus
- Many students are uncomfortable with the bus
 - Due to lack of popular usage, but is subject to change

Why to make public transit free for students

Equity

Ensuring equal access
to opportunity



- Bus fares unjustly affect low income families
 - Their children have lower access to mobility
- Can provide equal opportunity
 - Jobs
 - Community resources
 - More free time from faster school transit
 - Recreation and social life

Environment

- Responsibility to act on climate change
- Busses are less emissions intensive than cars
 - 30% less emissions per passenger at average occupancy, up to 80% less
- Promoting wider public transit use combats climate change



Investment

- Removal of fee leads to greater bus use
 - Leads to greater ridership, then toward youth social acceptance
- Increase of users grants opportunity to improve routes and frequency
 - Upgrading bus service to an esteemed community service
- Decrease in traffic leads to shorter transit times
- Can generate more revenue in the future
 - Or, if later free for all, benefits to tourism

Routes to Implementation



How Students Would Board the Bus

Option 1:

- Students receive Umo cards
 - Would receive from school or apply
 - Cards would last one year and could be renewed with annually

Option 2:

- Students use Student ID to board bus
 - Less cards overall; convenient
 - Cards with Umo RFIDs to 'tap' into buses
 - Would require coordination w/SD46 and BC Transit

Bus Drivers in Schools



- Need to ensure familiarity with buses
- Existing “Kids Ride the Bus” program
 - Effective to teach students when they’ll be more comfortable w/bus use
- Bring bus drivers into schools to explain system
 - Gives a friendly face too

Needs Further Study

- Need to create an accurate estimate of cost, in lost revenue
 - No cost in lost revenue for resulting new riders
- Currently have no data on youth ridership
 - Only know numbers of students in Sunshine Coast
 - 1250 Elphinstone, Chatelech, and SCAS students
 - ~150 CapU kálax-ay and commuting students
- Will be able to gain data, then an estimate, with upcoming Umo rollout
- Also recommend a select committee/focus group with students

Thank you for considering
this investment

Jan 16, 2023

Dear SCRD Board,

We would like to bring to your attention the need for further subsidised public transit on the Sunshine Coast for all students, including local students enrolled in post-secondary education. We believe that free access to transit would have significant positive impacts on accessibility to youth services, employment, and recreation, the SCRD's action on climate change, and the transportation experience on the Sunshine Coast as a whole.

It must be considered that there was another student delegation to the SCRD of a similar nature three years ago, on December 3, 2019, by the students Mari Nielsen and Rowan Moore. They sought, similarly to us, for public transit to become free on the Sunshine Coast for everyone aged 18 or younger. The SCRD soon after carried motions, at the Regular Board Meeting of December 12, 2019, to move forward on assessing youth transit demand and to explore the implementation of free transit for youth. However, these initiatives quickly died out with the advent of COVID shutting down meetings and constricting the budget.

Since the previous student delegation, the circumstances regarding transit have changed. First, ridership on Sunshine Coast transit has declined due to the pandemic and hasn't yet returned to pre-pandemic levels^[1]. Second, Route 90 will be expanding its service to every half hour, potentially as early as September 2023. Third, BC Transit has mandated free transit for youth aged 12 and under. These factors of low ridership and increased service mean that there is extra capacity in the transit system to accommodate the increase in ridership that would result from free student passes, expanding our free transit from youth aged 12 or under to include all students. This presents a great opportunity for the SCRD to encourage student use of public transit and to examine how they are using it, thereby finding what is working well and where its use may not be meeting expectations. The time is now ripe to once again consider the implementation of free public transit for all students on the Sunshine Coast.

Of the many reasons to consider this investment, the one with the most immediate benefit would be the increased accessibility for all youth to the plentiful resources, events, and places in our community. Not all youth have proper access to mobility, be it because they're too financially strained by post-secondary expenses, their parents are too busy to give them a ride, they don't have a car, or can't afford to give their child a car, or the teen is simply too young to drive. Youth shouldn't face barriers due to factors that are beyond their control. Instead, youth could be granted eased access to employment, education, the SCRD's recreational facilities, social life, and community health and mental health services, all of

which they'd make better use of if they had no financial or logistical barriers to getting there. Investing in our bus service ensures that no one is left behind in reaching wherever they need to go.

At a broader view, all polluting communities of the world must contribute to the fight against climate change; locally, that means recognizing the impacts climate change has had on us, such as 2021's heat dome and atmospheric river, and 2022's severe drought and cold snap. We must consider how we can do our part to slow the emissions worsening our severe weather. Here on the Sunshine Coast, on-road transportation makes up 32% of our greenhouse gas emissions^[2], which naturally makes its adaptation a target to lessen our environmental impacts.

One way to tackle transportation's role in our emissions is to incentivize increased use of public transit, as opposed to individual vehicles. Because of the increased density in transporting passengers, buses can carry passengers more efficiently, in terms of emissions; one report^[3] shows that buses emit 30% less emissions per passenger at average occupancy than a car with only one passenger, and at maximum capacity emit 80% less emissions per passenger. Furthermore, by getting citizens used to using buses from a young age, they may grow up as habitual bus riders, with the potential to choose to own less cars in their future. Increasing ridership of buses by youth takes them out of more carbon-intensive transit by cars, and into transit by bus, which makes providing free public transit for youth, and perhaps for even more of our population later on, one of the more straightforward climate solutions to rapidly adopt.

Increasing bus ridership also brings benefits to the wider transit experience on the Sunshine Coast. By increasing the demand for the public transit system, the opportunity develops to further improve that system by investing into more frequent buses, routes that reach further into where people seek to go, or even into more innovative improvements, like on-demand transit. By increasing the proportion of youth who use the transit system, it creates the opportunity to overcome one of the more elusive challenges to our public transit system: the lack of widespread social acceptance due to low ridership. By getting past this 'critical mass' of bus users, we have the chance to overcome a great barrier to improving this public service.

Additionally, by increasing the amount of people on the Sunshine Coast who travel by bus, we can decrease traffic due to the simple fact that buses carry passengers much more densely than cars. While our traffic spikes during times of going to and from school or work, especially commuting by ferry, these routes are repeated and predictable in our daily lives, making adoption of bus use by students or adults come naturally to them. Further beneficially, encouraging bus-using behaviour from youth onward could bring an influx of

revenue in the coming years with the gain of consistently-riding, fare-paying adults. In the case that we do eventually expand free transit to everyone on the Sunshine Coast, our tourism industry could also thrive from the decrease in tourists' need to bring their vehicles, giving an eased mode to transit and also decreasing the congestion of vehicles in the tourist season, both on-road and in parking spots. In summary, by increasing the number of students using public transit, we simultaneously pave the way to further improvement of our public transit systems, create a chain-reaction of increasing social acceptance, potentially gain more revenue from busses in the future, and improve the transit experience for everyone, both public transit and personal vehicle users.

It is important to consider how this investment will be implemented; there are several possible ways it could be done. Before exploring those avenues, we would like to also request that the SCRD implements a yearly program where early high school students, ideally Grade 8 students, are taught how to use the bus. This could be done by visiting bus drivers, giving a friendly face to public transit. Although BC Transit has a program designed for students in grades K-5 called "Kids Ride the Bus", there is no such program provided to high school students. A program of this nature would serve to familiarize students with the service and to promote their use of it at an age where they're more likely to begin bus use, both empowering the students to choose their own mobility and to choose more environmentally conscious transit by bus.

In how this provision of free public transit will function, we recommend that students be able to access it year-round, not only during the school year, so that they may take part in its previously discussed benefits of work, services, and social accessibility, especially when they have more free time to do these throughout the summer.

Onto how students may access this service expansion, the best solution could be to utilise the upcoming BC Transit Umo Cards^[4], with an expected rollout in May or June^[5]. If the SCRD, SD46, and BC Transit were to coordinate, school student ID cards could contain RFIDs which would function as prepaid Umo cards, granting the student free access to any bus in the Sunshine Coast. Alternatively, students could simply be given Umo cards that last for a year at the beginning of the school year, while homeschooled students could apply for those cards. Likewise, local students in post-secondary education could be given year-long Umo cards, apply for them, or have their existing cards renewed, to avoid plastic waste.

With the upcoming Umo app, students should also be able to pair their given cards to their phones, allowing for greater ease of access. Furthermore, the rollout of Umo could be coordinated with a short period, perhaps one to two weeks, of free access to transit; the short period of the promotion provides for a relatively low cost, while it would serve to convert transit users more rapidly to Umo usage, quickly allowing for acquisition of data at levels closer to the real, current level of student users.

In terms of cost, implementation of this program could be considered to be free, as the buses which newly-riding students would board are already running, with aforementioned free space to fill and coming increases in frequency. However, our buses do have an existing cost, paid via subsidy, to operate them; for this reason, the cost of this expansion of the bus subsidy could be considered as the revenue lost by allowing current bus-using students to ride for free.

It is currently impossible to create an accurate estimate of the cost, in lost revenue, of this policy change, because the SCRD has no data on the number of students who currently use the bus service^[5], nor the frequency to which they do so. We know that there are approximately 1250 Grade 8 - 12 students attending Elphinstone Secondary, Chatelech Secondary, and the Sunshine Coast Alternative School, and an estimated 100 students living on the Sunshine Coast who attend Capilano University's kálah-ay campus in Sechelt or commute to the mainland for post-secondary education. However, it will be possible to determine usage of the bus, by age group, once residents begin to use Umo cards associated with themselves and their profiles. It will be crucial to work with SCRD staff to aggregate this data and form an accurate estimate of the corresponding lost revenues and possible expenses. Additionally, we recommend that a select committee be created in which youth throughout the Sunshine Coast meet to provide their perspectives on our public transit, further informing your eventual decision on this policy change. Once the report is complete, there should be a strong case for long-term adoption of free student public transit, beginning in 2024.

We hope that, upon considering the benefits to students' productivity and wellbeing, the progress in our fight against climate change, and the potential to bring about further improvements to our public transit system, you will understand the need to implement this expansion of the public transit subsidy.

Thank you for your consideration,
Colten Rockford and Cael Read

[1]: Transit Service Will Expand on Lower Coast for Route 90, HandyDART in 2023, Sunshine Coast Reporter, October 4, 2022:

<https://www.coastreporter.net/local-news/transit-service-will-expand-on-lower-coast-for-route-90-handydart-in-2023-5904574>

[2]: SCRD Community Climate Action Plan, GHG Emissions Inventory: <https://letstalk.scrd.ca/27980/widgets/122615/documents/82736>

[3]: Public Transportation's Role in Responding to Climate Change, US Department of Transportation, January 2010:

<https://www.transit.dot.gov/sites/fta.dot.gov/files/docs/PublicTransportationsRoleInRespondingToClimateChange2010.pdf>

[4]: Umo Cards, BC Transit: <https://www.bctransit.com/umo>

[5]: Confirmed verbally in meeting with Shelly Gagnon and Ahmad Kidwai

Jan 2, 2023

Dear SCRD Board Members,

Re: Free Transit for Secondary and Post-Secondary students

Transportation Choices Sunshine Coast (TraC) is very pleased to support a renewed youth-driven initiative to provide free transit to high school aged and post-secondary students on the Sunshine Coast.

Directors Lee and McMahon and others will recall a similar initiative brought forward by TraC in 2019. Unfortunately, due to Covid, the effort lost momentum. It is hoped that sufficient fiscal confidence has returned to once again make progress in supporting the transportation needs of our young people beyond the age of 12.

The climate change-related imperative of getting students out of their parents' vehicles, and developing lifelong sustainable transportation habits at an impressionable point in their lives continues to be paramount, as evidenced in the Regional District's recent Climate Risk Assessment work.

The social equity driver of free youth transit is emphasized by the 2021 SC Resource Centre's Poverty Reduction Strategy finding that one in four children on the Sunshine Coast lives in poverty. This finding preceded recent significant cost of living increases.

Other areas across the province including Victoria, Whistler, and Kitimat are experiencing the benefits of providing free or subsidized transit travel to high school and post-secondary students. TraC would like to see leadership from the Board in pursuing the same on the Sunshine Coast. We have been inspired by the young people that you will meet shortly, and hope that you will see fit to support them in shaping their transportation future.

Sincerely,



Alun Wooliams
President, TraC

www.transportationchoices.ca
coastrac@gmail.com



Sunshine Coast Climate Action Network
4789 Whitaker Rd.
Sechelt, BC
604-741-3533

December 30, 2022

To Whom It May Concern,

The Sunshine Coast Climate Action Network (SCCAN) - an umbrella group for organizations around Climate Change initiatives on the Sunshine Coast - would like to support the application being sponsored by the Town of Gibsons' Transportation and Accessibility Committee, with leadership from Colten Rockford (Gibsons Youth Representative) and Cael Read (District Student Leadership Team) to the SCRD to request free student transit passes for grades 8 -12.

SCCAN recognizes that developing a robust and sustainable transit system is an important piece in the effort to deal with the Climate Crisis, which is now impacting all of our lives in devastating ways. If young people are encouraged to use transit instead of cars, they may grow up into a world where transit is the usual way to move about and there will be fewer gas-powered cars burning carbon on our roads. Free transit for students seems like a cost-effective change that we could make now, and our Network would like to encourage these students in their initiative. This initiative also addresses the financial constraints that many students have. The Climate Action Network also supports including all CAP University / continuing ed attendees – in addition to grades 8-12.

Sincerely,
Penny Brown
Co-founder Sunshine Coast Climate Action Network
for SCCAN

<https://www.facebook.com/groups/436413457413431>

January 13, 2023

Dear SCRD Board of Directors,

Re: Jan 26-23 Delegation for Free Student Transit to SCRD Committee of the Whole

I was born on the Sunshine Coast and, after many years away, feel blessed to be raising my family in this beautiful community.

My eldest, now 10 ½, has been taking public transit back and forth from home to the Nature School in Davis Bay for the last two years. She was trained in responsible ridership and personal safety. We're proud to say we believe we have cultivated a lifelong transit user!

As you can imagine, we were delighted when the BC government announced free fare for kids 12 and under. Although my daughter's age and solo ridership may be unique, I know many families with kids and youth who would benefit from free access to transit.

Normalizing transit use is a significant public engagement challenge. Yet we know getting gas-powered vehicles off the roads is crucial to reduce greenhouse gas emissions and traffic congestion locally.

Removing barriers to ridership for young people and students of all ages is a simple, cost-effective way to accomplish both. Over the long term, young users will be more likely to continue riding transit and help fund the service for younger generations.

I hereby request the SCRD Board support a motion to offer free student transit on the Sunshine Coast.

With thanks,



Alaya Boisvert
765 Creekside Crescent
Gibsons, BC V0N 1V9
c: 604-6562-2779

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Committee of the Whole – January 26, 2023

AUTHOR: Christine Armitage, Executive Assistant

SUBJECT: **ASSOCIATION OF VANCOUVER ISLAND AND COASTAL COMMUNITIES (AVICC)**
RESOLUTION – MODERNIZATION OF THE *LOCAL GOVERNMENT ACT*

RECOMMENDATION(S)

- (1) **THAT the report titled Association of Vancouver Island and Coastal Communities (AVICC) Resolution – Modernization of the *Local Government Act* be received for information;**
 - (2) **AND THAT the draft resolution be approved and submitted to AVICC prior to the February 9, 2023, deadline;**
 - (3) **AND FURTHER THAT this recommendation be forwarded to the January 26, 2023, Board meeting.**
-

BACKGROUND

The Association of Vancouver Island and Coastal Communities (AVICC) 2023 Annual Convention is being planned as an in-person event to be held April 14-16 in Nanaimo. The convention provides members with the opportunity to bring forward issues and concerns from their communities through resolutions and debate.

AVICC strongly encourages members to submit their resolutions by the deadline so they may be considered. Issues that arise after the deadline of February 9, 2023, may need to be submitted directly to Union of British Columbia Municipalities (UBCM).

Resolutions must be adopted by the Board no later than the January 26, 2023, Regular Board meeting to meet the submission deadline.

Resolutions must be submitted to AVICC by February 9, 2023.

DISCUSSION

A draft resolution for the Committee/Board's consideration is as follows:

WHEREAS a comprehensive review of the legislation governing regional districts has not been done; however, the social, political and economic environments in which local governments operate has dramatically evolved in areas including increased populations living in unincorporated areas, response to climate change, and First Nations' participation in regional governance;

AND WHEREAS the accountabilities of regional districts continue to increase, most recently with updates to Emergency Management legislation, but regional districts lack the tools and authority needed to meet these expanded responsibilities;

AND WHEREAS UBCM has endorsed multiple resolutions asking for a review of the *Local Government Act* as it relates to the legislative authority of regional districts; most recently in 2015, 2018, and 2022, and the province has been promising these urgently needed legislative updates for over twenty years;

THEREFORE BE IT RESOLVED THAT UBCM work with the Ministry of Municipal Affairs and regional districts to ensure that a comprehensive review and modernization of the *Local Government Act* is prioritized during the current municipal term of office.

Previously submitted resolutions from 2015, 2018 and 2022 on this topic have been included in Attachment A for reference.

STRATEGIC PLAN AND RELATED POLICIES

Submission of resolutions to AVICC is consistent with the SCRD strategic values of Collaboration and Transparency and supports the SCRD's mission to provide leadership and quality services to our community through effective and responsive government.

CONCLUSION

In response to discussion at the Electoral Area Regional District meeting, staff have prepared a resolution advocating for the review and modernization of the *Local Government Act*.

ATTACHMENT(S)

Attachment A – Previous AVICC Resolutions.

Reviewed by:			
Manager		Finance	
GM		Legislative	X – S. Reid
CAO	X – D. McKinley	Other	

Modernization of Local Government Act**Cowichan Valley Regional District****Year:** 2015**Resolution:**

Whereas enactment of the Community Charter in 2003 has created an imbalance of powers and authorities between municipalities and the regional districts in which they participate;

And whereas many of the regional district powers and authorities provided by the Local Government Act do not adequately address the current realities and complexities of regional governance in BC:

Therefore be it resolved that UBCM strongly encourage the Province to act upon its commitment to modernize and harmonize the legislation governing regional districts.

Provincial Response:

Ministry of Community, Sport Cultural Development

The Ministry recognizes that regional districts are diverse and can face unique challenges that may require customized solutions. The Regional District Task Force Task Force was created by UBCM in 2008 to consider issues and challenges facing regional districts and to identify possible solutions and strategies. The Task Forces 2010 recommendations led to a program of both legislation and non-legislative incremental change focused on practical problems. Legislative measures have included the Spring 2014 amendments to the Local Government Act which helped streamline and modernize government regulations by removing Ministry approval for some local government bylaws, including those that apply to Regional District Official Community Plans OCP, zoning bylaws and subdivision servicing bylaws. Additionally, the recent revision of the Local Government Act has brought all regional district provisions together into a regional district package to establish a coherent order. To the extent that it is possible, the organization of regional district provisions in the revised Local Government Act parallels the organization of municipal provisions in the Community Charter. Non-legislative initiatives have included supporting the development of regional district political leadership through the Local Government Leadership Academy, assisting regional districts in resolving service disputes and working in partnership with UBCM and LGMA to increase the dispute resolution capacity of senior staff and elected officials through training. The Ministry recognizes the important role that regional districts play in efficient, economic and effective service delivery. The Ministry will continue to seek to refine legislation for regional districts as issues arise and as legislative priorities warrant.

Convention Decision: Endorsed

Year: 2018

Resolution:

Whereas regional district electoral areas are experiencing increasing impacts from growth and urbanization creating expectations and demands for services and powers that are only available to municipalities under the Community Charter;

And whereas the Local Government Act continues to limit the capacity of regional districts to address evolving community expectations and demands:

Therefore be it resolved that the Province be requested to initiate a comprehensive review of the Local Government Act specifically relating to regional district powers and authority.

Provincial Response:

No response.

Convention Decision: Not Admitted for Debate

Year: 2018

Resolution:

Whereas a review of the Local Government Act was intended to be undertaken after the Community Charter came in to force in 2004;

And whereas, while a review of election financing rules and a statute revision that updates style and language have taken place, a comprehensive review of the Local Government Act has not been done:

Therefore be it resolved that the Ministry of Municipal Affairs and Housing be requested to initiate a comprehensive review of the Local Government Act to ensure it meets modern needs and addresses the issue of equity between municipalities and regional districts e.g. scope of regulatory authority, requirements for service establishment, etc.

Provincial Response:

Ministry of Municipal Affairs and Housing

The Ministry of Municipal Affairs and Housing recognizes that regional districts require legislation that meets their diverse and evolving needs. After an extensive period of review and engagement, regional district legislation was substantively updated with the adoption of the Local Government Act in 2000. Subsequently, the Community Charter was adopted, and consequential amendments to the LGA connected regional district legislation to the new legislative framework, and made some of the Community Charters key innovations apply to regional districts as well. For the most part, the current framework has proven flexible enough to allow regional districts to adapt to the evolving needs of their communities, so a comprehensive

review is not warranted at this time. However, the Ministry is always interested in ensuring that the regional districts legislative framework works effectively, while recognizing that legislative change has to be focused on resolving issues which matter to people. As the Resolution Committee notes, targeted amendments since 2004 have addressed particular challenges - such as cumbersome Provincial approval processes - and the 2015 revision made the legislation more accessible and comprehensible for those who work with it on a regular basis. If regional districts are facing legislative barriers to addressing specific problems, the Ministry is prepared to work with regional districts to understand those problems and, if needed, make targeted legislative amendments or use existing tools such as regulation-making powers to assist in specific situations.

Convention Decision: Endorsed

Legislative Reform Initiative **Nanaimo Regional District**

Year: 2022

Resolution:

Whereas regional districts are limited in their legislative authority in comparison with municipalities in several key areas such as business licensing authority, subdivision approval, regulation of fireworks discharge, parking enforcement, tree management, and taxation and funding models;

And whereas the social, political and economic environments that local governments operate within continue to evolve in areas such as climate change, environmental stewardship and a recognition of the importance of First Nations participation in regional governance, and these realities should be reflected in updated legislation:

Therefore be it resolved that UBCM be urged to work with the Ministry of Municipal Affairs and regional districts to further a legislative reform initiative for the purpose of comprehensively reviewing and modernizing the Local Government Act.

Provincial Response:

No response yet.

Convention Decision: Endorsed

UBCM Resolutions Committee comments:

The Resolutions Committee notes that the UBCM membership has endorsed similar resolutions seeking a review of the Local Government Act as it relates to the legislative authority of regional districts (2018-B4, 2015-B1).

The Committee further notes that the membership has endorsed resolutions seeking more specific powers be granted to regional districts, including:

- Enact tree management/protection bylaws (2021-EB52, 2019-B58, 2015-B39, 2003-B41);
- Business licensing authority (2020-EB73, 2018-B139); and
- Enforce parking regulations (2019-B56, 2019-B57, 2014-B102).

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Committee of the Whole – January 26, 2023

AUTHOR: Ian Hall, General Manager, Planning and Development

SUBJECT: GRANT OPPORTUNITIES: PROPOSED COMPREHENSIVE LAND STUDY PROJECT

RECOMMENDATION(S)

- (1) THAT the report titled Grant Opportunities: Proposed Comprehensive Land Study Project be received for information;
 - (2) AND THAT Sunshine Coast Regional District (SCRD) seek grant support for the proposed Comprehensive Lands Study project from:
 - a. Real Estate Foundation of British Columbia “Built Environments” stream
 - b. Sunshine Coast Foundation: Responsive Community Grants program;
 - (3) AND FURTHER THAT letters of support be requested from member municipalities, First Nations and the Housing Action Table.
-

BACKGROUND

The Round 1 budget package considered by the Finance Committee in January 2023 included a proposal for a Comprehensive Lands Study project. Staff have identified two grant opportunities that are a potential fit for this project. If the Committee recommended that the project be considered as part of the 2023 budget, staff are seeking approval to apply for these grants to reduce prospective taxation.

DISCUSSION

Options and Analysis

The grant opportunities are:

1. Real Estate Foundation of British Columbia: “Built Environments” interest area
 - Up to \$20,000 can be up to 100% funding; 50% match of cash portion for projects over \$20,000
 - Deadline February 16, 2023; announcements in June and September
 - <https://www.refbc.com/interest-areas/built-environments>
2. Sunshine Coast Foundation: Responsive Community Grants
 - Up to \$10,000

- Letter of intent due by February 28, 2023; applications by April 30, announcements in June
- <https://sunshinecoastfoundation.org/apply-for-funding/responsive-community-grants/>

Organizational and Intergovernmental Implications

Applications to these programs/streams will be strengthened by highlighting regional collaboration between governments, First Nations and the Housing Action Table and focusing on the affordable housing development potential/Housing Action Plan component of the project. Letters of support are recommended to be requested.

Support for application development is available from the Housing Coordinator.

Financial Implications

Grant resources, if received, have the potential to offset taxation.

Timeline for next steps or estimated completion date

Applications/letters of intent would be submitted following Board direction. As announcements (June) follow adoption of the budget, a Financial Plan amendment would be required should SCRD be successful.

Communications Strategy

N/A

STRATEGIC PLAN AND RELATED POLICIES

The approach recommended is aligned with the Financial Sustainability Policy and the strategic priority of Working Together.

CONCLUSION

Application to two grant programs in support of the proposed Comprehensive Lands Study project is recommended. Letter of support from partners could strengthen the applications.

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Committee of the Whole – January 26, 2023

AUTHOR: Ian Hall, General Manager, Planning and Development

SUBJECT: PLANNING AND DEVELOPMENT DEPARTMENT 2022 Q4 / YEAR END REPORT

RECOMMENDATION(S)

THAT the report titled Planning and Development Department 2022 Q4 / Year End 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 Fourth Quarter (Q4 – October 1 to December 31, 2022).

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

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

PLANNING AND DEVELOPMENT SERVICES DIVISION

Regional Planning [500]

Key projects in Q4 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:

- Develop a shared understanding between Coast local governments of historical growth patterns and anticipated future growth needs;
- Understand adequacy and sustainability thresholds for servicing capacity;
- 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 has been established to support the project.

MODUS has now completed the final report including strategic recommendations for consideration. Staff are currently reviewing the finalization of this work and targeting to report back to EAS on outcomes, which will conclude the final step of this project and involve a presentation of the final Phase 3 Report to SCRD Board in Q1, 2023.

- The Regional Housing Coordinator (contracted role, funded through Municipal-Regional Destination Tax revenue sharing) has made substantial progress on a draft regional housing action plan. Intergovernmental meetings, convened by SCRD, have supported this work. The plan is anticipated 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 Q3 included:

- The Zoning Bylaw No. 310 Update project (also known as Bylaw 722) – the bylaw was adopted on October 13, 2022. The adoption of the bylaw was communicated to the public and staff through various media. Internal protocols are now in place with staff to manage transition to the new bylaw for existing planning and building permit applications. A “How to Use Bylaw 722” presentation will be provided to newly appointed APCs in Q1, 2023.
- Development Approvals Grant: The Province has 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 has been retained as the consultant to lead the project along with staff. Project initiation steps have commenced for Q1, 2023, with a view to creating regional value. The project is titled Planning Enhancement Project Phase 1 (PEP 1) and project completion will be in Q3, 2023.
- The volume of property inquiries in Q4 2022 remains steady, though less than the same quarter in 2021. While the 2,660 inquiries that Planning & Development responded to this year ranks in at 82% of the total inquiries received for 2021, this number is still a 131% increase over the total number inquiries received in 2020. From an inquiry perspective, this evidence highlights the last 2 years as the busiest ever recorded. The Request Tracker (RT) system aids staff in tracking these numbers accurately. It is important to note there is a range of response-needs for each property inquiry. Some inquiries require one short answer; however, a large volume of property inquiries received require substantial back and forth between staff and the customer to answer complex property inquiries and pre-application questions.
- Staff recruitment has been challenging throughout 2022. After two unsuccessful recruitment processes for a Senior Planner associated with the Planning Enhancement Project 2 (OCP Renewal) the position was reclassified to a Planner 2, which has led to a successful internal recruitment from within SCRD. After an earlier unsuccessful round of recruitment, a new Planning Technician 2 has also been successfully recruited through an external hire. Having these vacancies for several months on an already small planning team, all while having record demands on planning services has impacted abilities to keep up with application and inquiry volumes, as well as causing delays in progress on other planning policy projects (PEP1 and PEP2). With these two vacancies

being filled in early Q4, training of new staff is now well underway, and it is anticipated that some balance will return to planning services, such as the reopening of front-counter services on selected days and times beginning in January 2023. It is noted that the record levels of development pressures, coupled with significant needs for long-range planning services will continue to significantly strain existing resources and result in increased service times.

- 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 SCRD Board adopted new fees for development planning services that are aimed at capturing the cost of providing each separate service. These new fees seek to better capture inflationary changes to providing services, legislative changes and complexities related to how services must be provided, and the increased complexity of review required for challenging to develop sites that are becoming more common now that many of the prime simple to develop sites have already been built on. The steep and hazardous topography, environmentally sensitive areas, 509 km of shoreline and a high number of creeks that contribute to the natural beauty of the Sunshine Coast peninsula, results in just over half (54%) of private land parcels in SCRD planning service area having at least one Development Permit Area (DPA). SCRD Planning and Development's work is committed to ensuring the protection, enhancement and safe development of these areas.



Pictured above: Collaborative Planning & Building site visit on a difficult-to-develop property.

- Planning and Bylaw staff also continue to work collaboratively towards compliance on a large number of bylaw infractions. The volume of this work has been unprecedented for SCRD throughout 2022, with the majority related to land alteration works done without permits in development permit areas (i.e., riparian), tree cutting permit areas, and within the Agricultural Land Reserve (ALR). The work is complex in nature and often involves SCRD Planning & Development Division taking the lead coordinating role with multiple provincial agencies to work through the resulting remedial processes to rectify often irreversible damage done to sensitive ecosystems and agricultural lands. Of note, is the continued occurrence of multiple complaints related to unauthorized work involving the

clearing of land to create pads for the placement of RVs, often resulting in zoning, building code and environmental infractions. The investment of staff time on infraction-related files has continued to impact the service levels in other areas of planning, and despite the dedication of approximately 1.5 FTE planning staff time and 2 FTE bylaw staff time, the influx of this work has remained constant in 2022, with a backlog of remediation work continuing to grow. Staff maintain a lens of seeking compliance and messaging proactive measures when possible.

- In order to manage the volume of this work, staff are working to implement a newly established application process for remediation work that results from bylaw enforcement matters. This new process was included in the fee update and will ensure that folks that commit egregious land alteration infractions are not only held accountable but pay for the staff time required to ensure remediation of the damage they have done to the natural environment within development permit areas.

OPERATIONS

Development Applications Statistics

Applications Received	Area A	Area B	Area D	Area E	Area F	Q4 2022	Total 2022
Development Permit	4	5	1	2	1	13	46
Development Variance Permit						0	3
Subdivision	1		1	1	1	4	25
Rezoning/OCP			2		1	3	5
Board of Variance			1			1	3
Agricultural Land Reserve	1					1	5
Frontage Waiver						0	4
Strata Conversion						0	2
Tree Cutting Permits				2		2	2
Total	6	5	5	5	3	24	95

There were 24 Development Applications received in Q4 2022 compared to 34 in Q4 2021.

The 2022 total for Development Applications was 95.

- The 2021 total for Development Applications was 122.
- The 2020 total for Development Applications was 77.
- The 2019 total for Development Applications was 96.

Development Applications Revenue

Revenue Stats	Area A	Area B	Area D	Area E	Area F	Q4 2022	Total 2022
Development Permit	\$2,500	\$2,500	\$500	\$1,000	\$500	\$7,000	\$23,550
Development Variance Permit							\$1,500
Subdivision	\$865		\$865	\$865	\$1,360	\$3,955	\$26,430
Rezoning/OCP			\$2,900		\$2,400	\$5,300	\$8,200
Board of Variance			\$500			\$500	\$1,500
Agricultural Land Reserve	\$750					\$750	\$3,750
Frontage Waiver							\$1,200
Strata Conversion							\$1,300
Tree Cutting Permit				\$200		\$200	\$200
Total	\$4,115	\$2,500	\$4,765	\$2,065	\$4,260	\$17,705	\$67,630

Development Applications revenue was \$17,705 in Q4 2022 compared to \$33,840 in Q4 2021.

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	Shishálh Nation	Islands Trust	Skwxwú7mesh Nation	Province	Other*	Q4 2022	Total 2022
Referrals						1		1	17

There was 1 Referral received in Q4 2022 compared to 1 in Q4 2021.

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

The statistics provided in the table below provide an overview of the quantity of planning / property related inquiries that the public submit to planning staff via email, front counter and phone.

2022 Public Inquiries	#	2021 Public Inquiries	#
January	278	January	151
February	238	February	372
March	257	March	263
April	235	April	353
May	272	May	289
June	244	June	285
July	196	July	280
August	209	August	269
September	247	September	331
October	171	October	249
November	152	November	227
December	161	December	177
2022 Total	2660	2021 Total	3246

There were 484 public inquiries in Q4 2022 compared to 653 in Q4 2021.

The 2022 total for Public Inquiries was 2660.

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

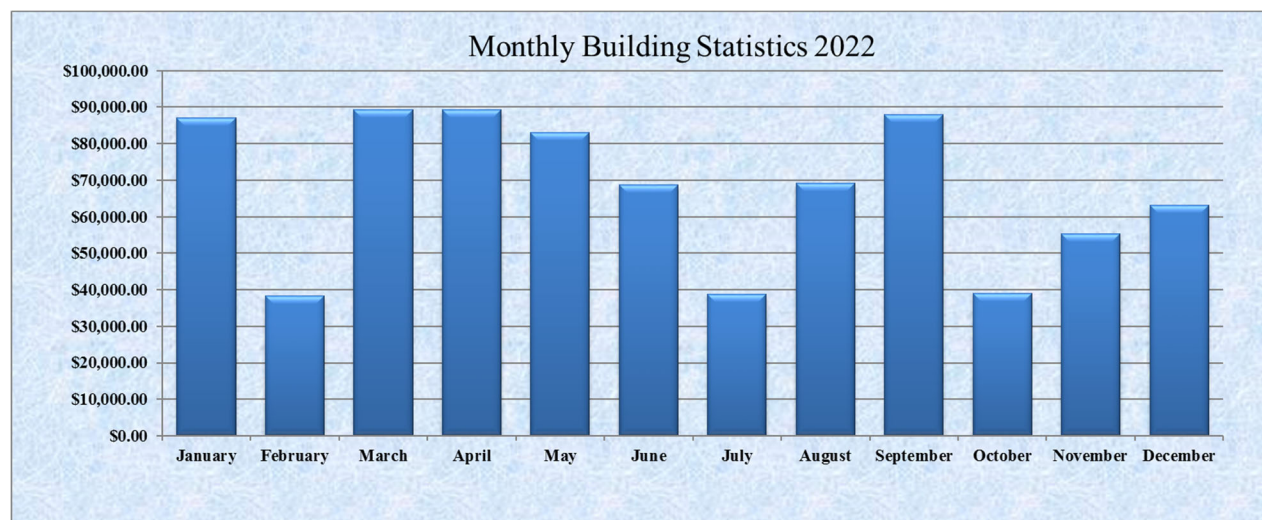
BUILDING INSPECTION SERVICES DIVISION

Building Permit revenues in Q4 were the lowest of the year in comparison to the previous three quarters. It is the least amount of revenues recorded in a quarter since Q3 of 2020, and just over 50% of revenues in Q4 of 2021. Although data collected from one quarter does not constitute a trend, it may be an indicator of a reduction in construction activity in the coming year.

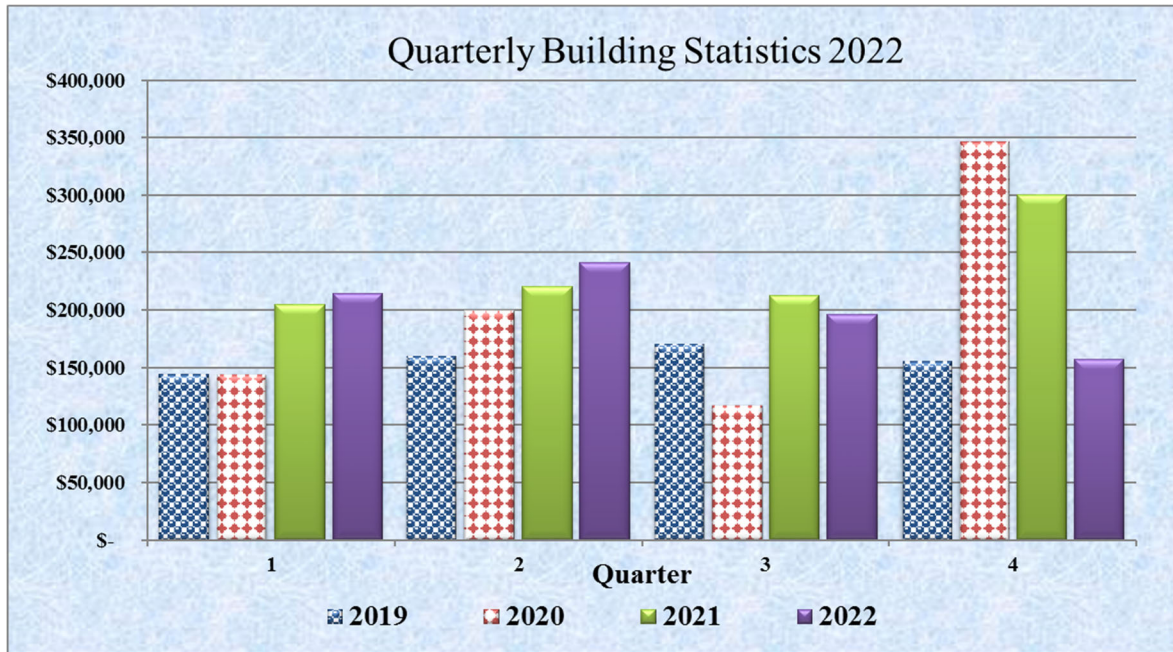
In anticipation of the adoption of the new edition of the BC Building Code in 2023, Building Officials have enrolled in additional Energy Step Code training to increase their knowledge with respect to proposed increases to the current minimum energy efficiency requirements. The public review period for the proposed code changes closed in Q4. Although there has been very little communication from the Province in relation to adoption timelines since then, the latest information posted on the Building and Safety Standards Branch's website currently specifies adoption in mid-2023 and brought into effect later in December 2023, subject to Ministerial approval.

The Building Division has begun to develop and implement the necessary systems to record additional performance measurement data in the coming year, including Average Building Permit Processing Time, Number of Dwelling Units Created vs. Units Lost, Number of Inspections Conducted, Number of Building Permits Issued. Based on successful implementation, this additional data should be able to be included in the Q1 report for 2023.

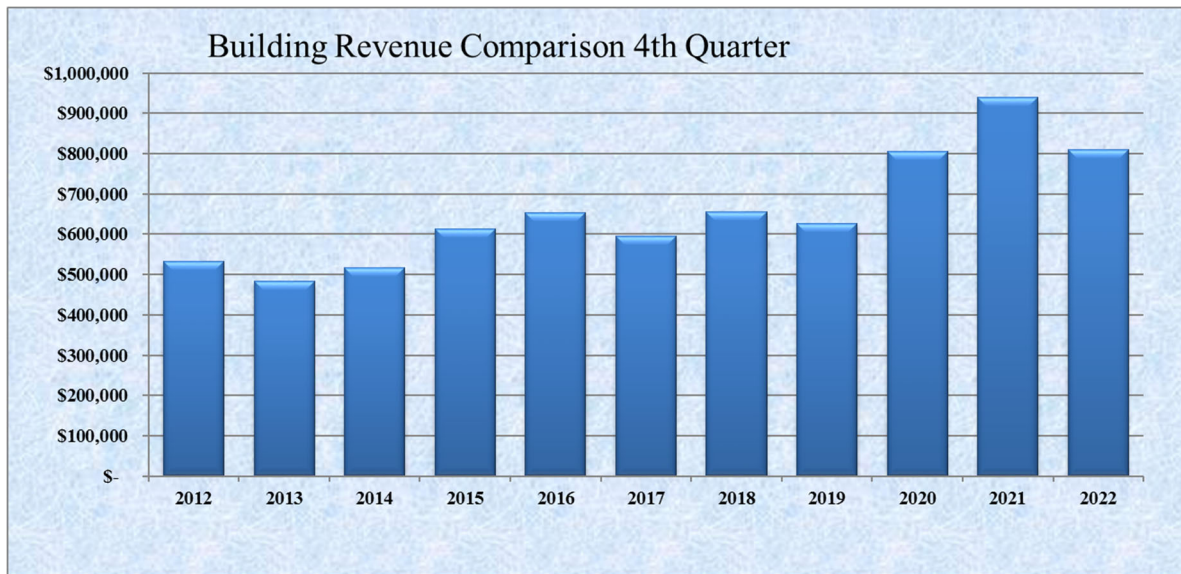
2022 Q1 – Q4 Monthly Building Statistics



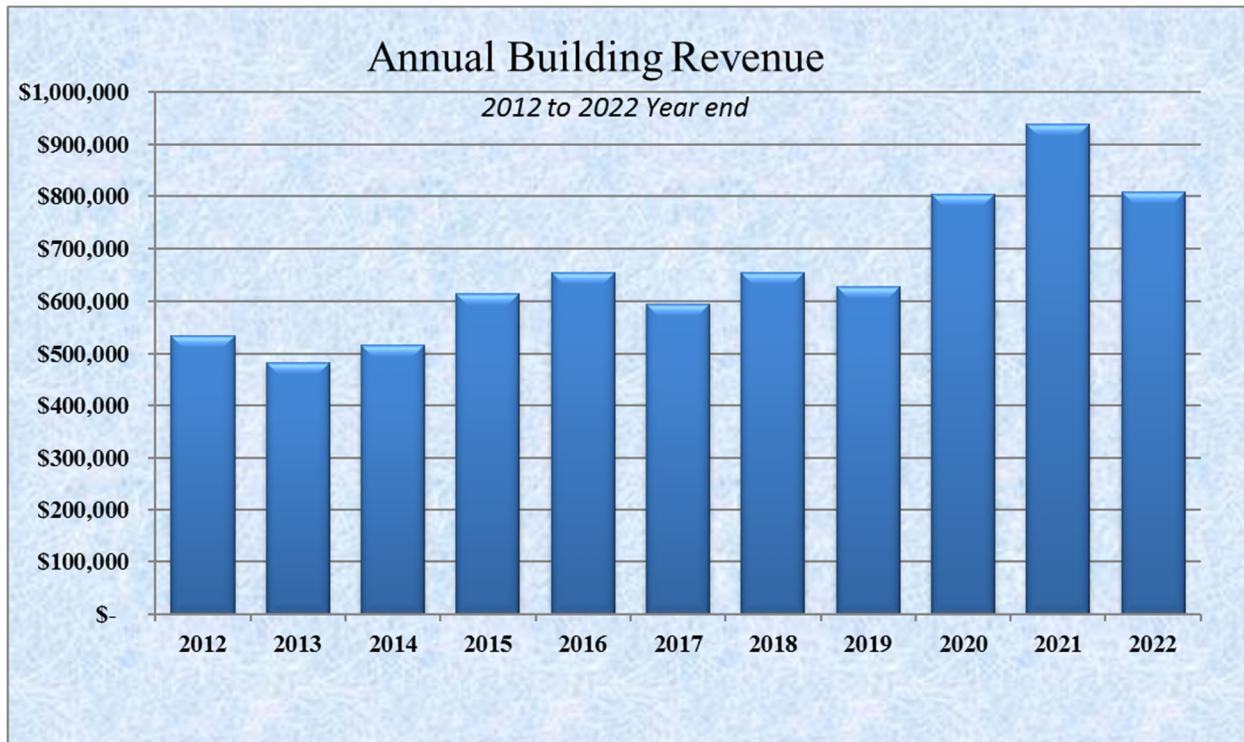
Quarterly Building Statistics Comparison 2019 – 2022



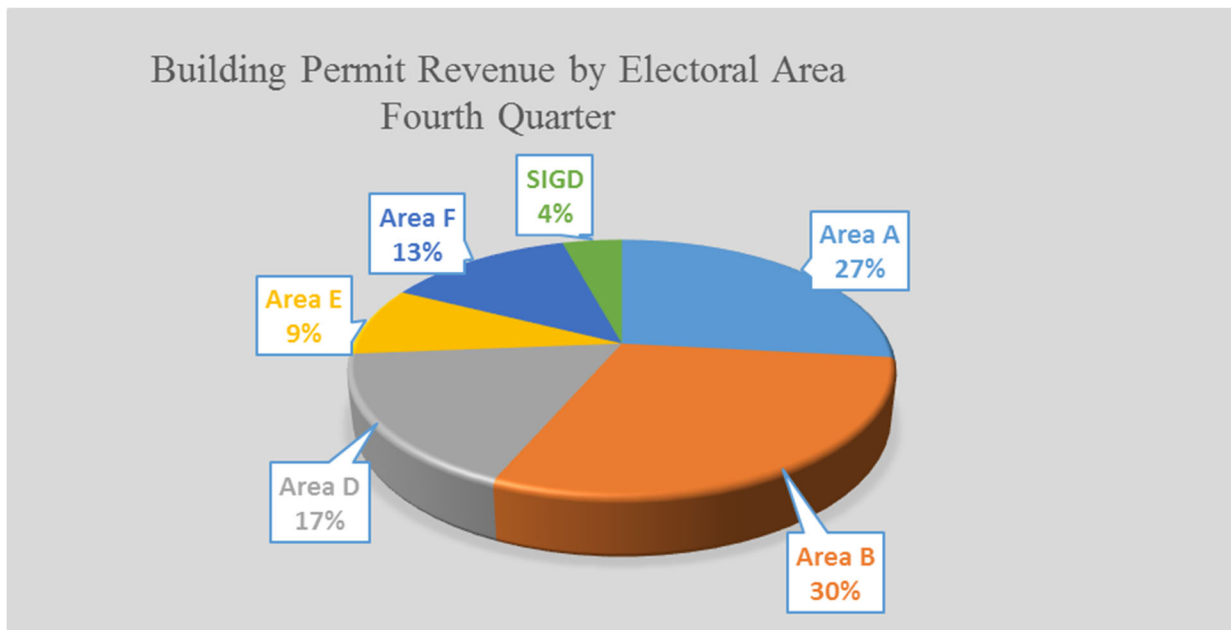
Q4 Building Revenue Comparison (2012 – 2022)



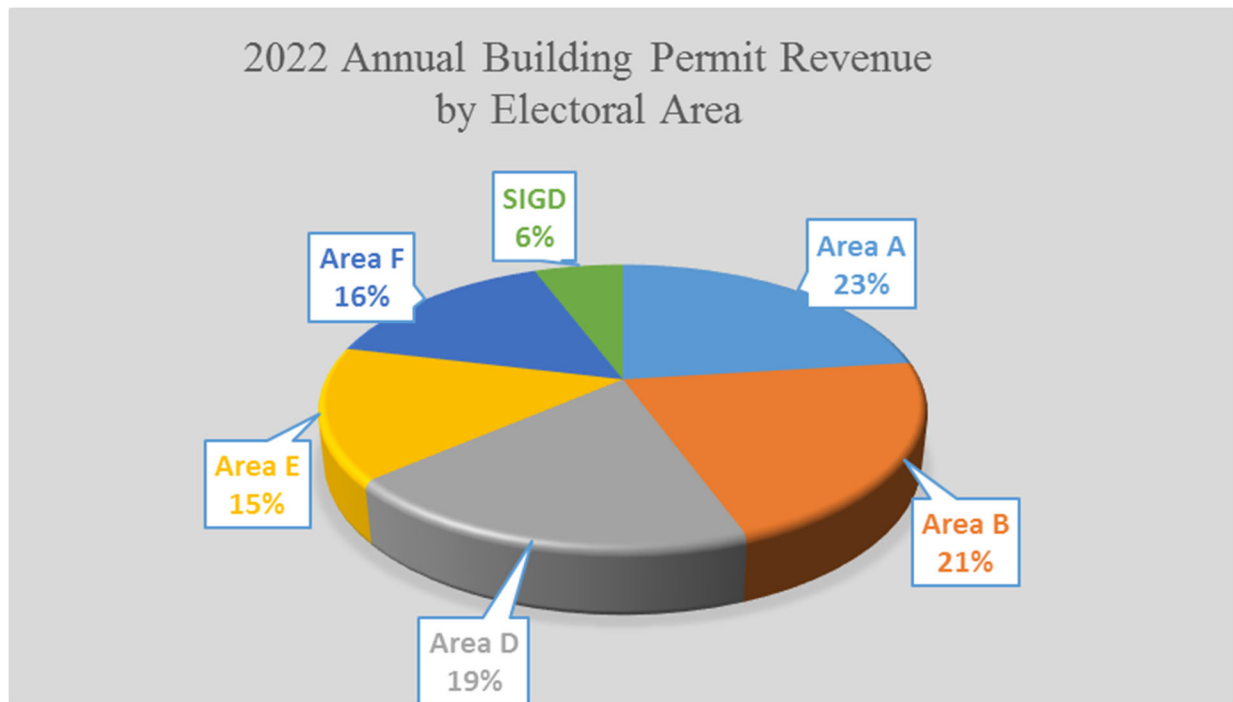
2022 Year End Building Revenue Comparison (2012 – 2022)



Q4 2022 Building Permit Revenue by Electoral Area



2022 Annual Building Permit Revenue by Electoral Area



SUSTAINABLE DEVELOPMENT DIVISION

The Sustainable Development Division is a division comprising of the Sustainable Development Manager along with General Manager and Administrative support. The Sustainable Development Manager was almost entirely focused on the Water Supply Emergency Operations Centre during Q4 2022.

Corporate Sustainability – Function 135

- Development of the Corporate Carbon Neutrality Plan continued with staff engagement to increase organizational congruence and present a proposal to the Board.
- Continued support of other divisions with regards to elements such as emissions reductions and power outage scheduling.

Regional Sustainability – Function 136

- Development of the Community Climate Action Plan continued with a handful of engagement meetings with community groups concerning various priority areas.
- Continued facilitation of dialogue between partners with regards to various priority areas, including flooding, drought response, building retrofits, electrification of transportation, and active transportation.

PROTECTIVE SERVICES DIVISION

Fire Protection Service

An RFP was issued to conduct a review of the current compensation for volunteer firefighters. A report is expected back by Q1 of 2023. This work continues progress on the recommendations and Board direction following the 2018/2019 service review conducted by Dave Mitchell & Associates.

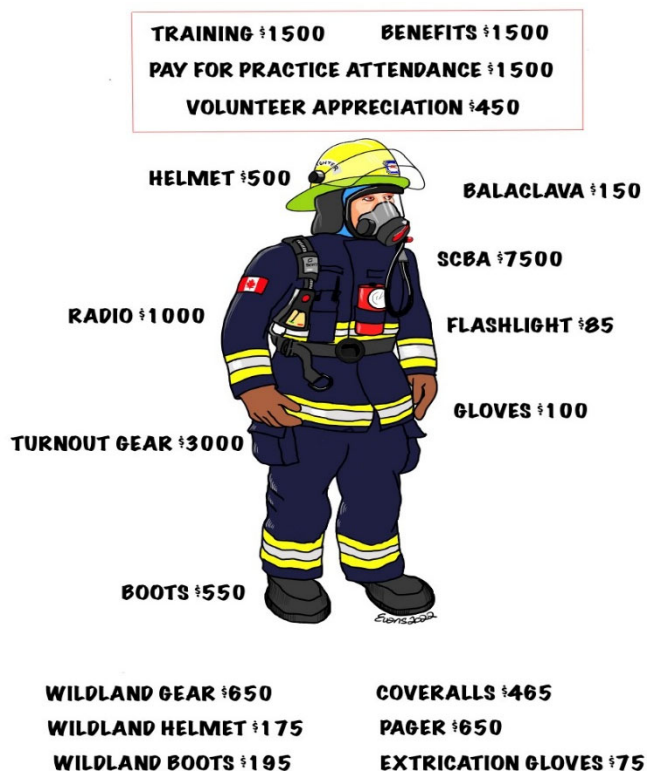
The Q4 Fire Chiefs meeting was held in Sechelt. Topics of discussion included the upgrading of the 911 system and the current status of the Critical Incident Stress Management program. While all department have trained members and are aware of the program, it has become somewhat disjointed. Sechelt Fire Chief Pike is leading exploration of revitalizing the program.

Planetworks Consulting continues to work to acquire additional radio channels to improve communication with each of the fire departments.

The graphic below was developed as part of GDVFD reporting and is shared here as general information.

Cost breakdown for a firefighter (costs may vary between departments):

Artwork provided by Firefighter Matthew Evans, GDVFD



Gibsons and District Volunteer Fire Department (GDVFD)

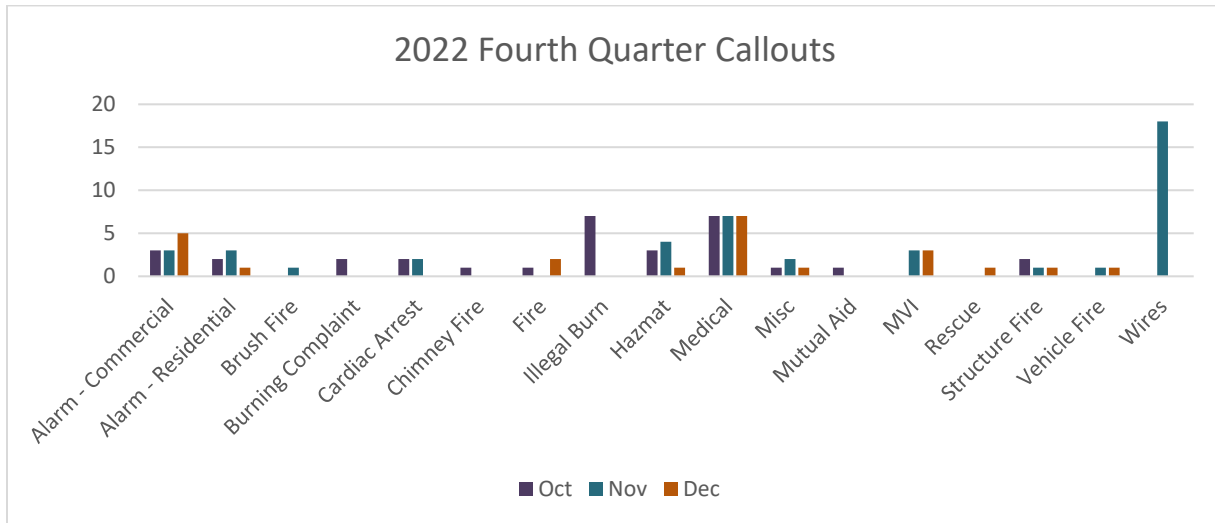
- Membership currently sits at 46 firefighters, including 10 new recruits.
- Currently 36 members of the department have obtained exterior certification, 34 have obtained interior and 34 have obtained full service (NFPA 1001).
- Training hours for the fourth quarter of 2022 consisted of 704 person-hours. The focus of training for this quarter was first responder medical, rapid intervention and completion of the exterior training program.
- A total of 19 members are certified to NFPA 1002 – standard for fire apparatus driver/operator professional qualifications.
- The GDVFD responded to 121 calls for service in the fourth quarter of 2022
- Notable incidents this quarter included: five structure fires, two vehicle fires and an out of jurisdiction motor vehicle incident.
- Five incidents this quarter required the assistance of the Roberts Creek Volunteer Fire Department, utilizing mutual aid agreements.



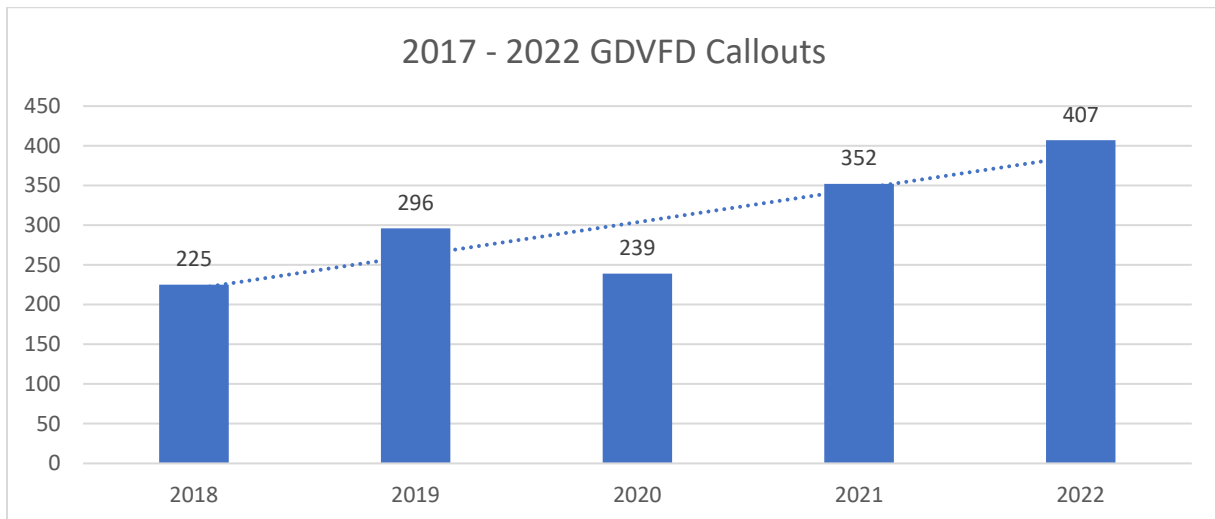
(Above) Firefighters hosted an open house during fire prevention week
(Below) Firefighters respond to a structure fire in Gibsons on December 7, 2022



- A sudden windstorm in early November also attributed to 20 callouts for the GDVFD within a 24 hour period. The event had firefighters moving from incident to incident attempting to prioritize the most severe public hazards

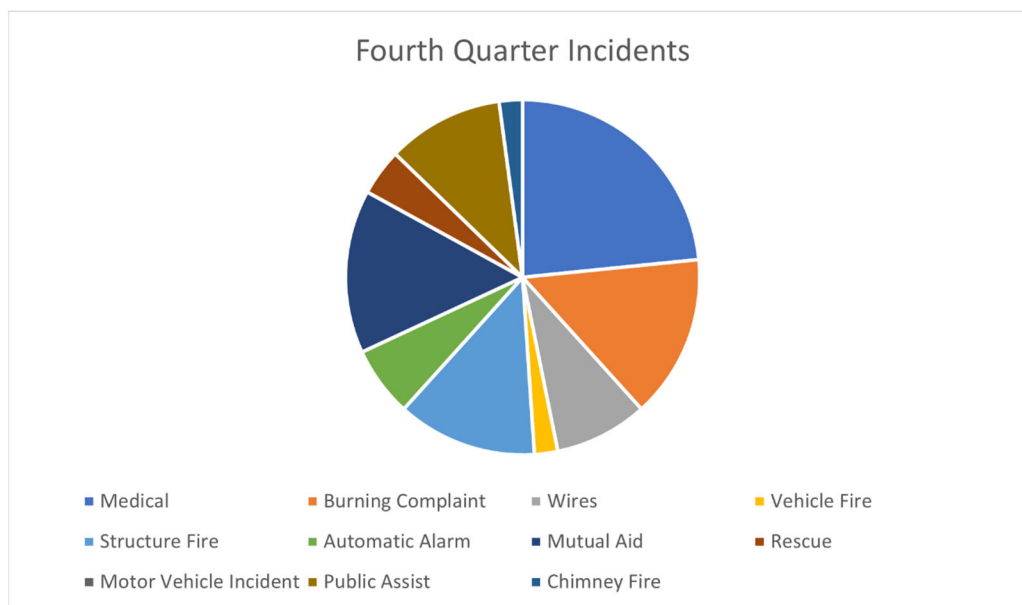


- Annual call volume has been increasing over the past five years. Since 2018, there has been a 76% increase in calls for service



Xwesam / Roberts Creek Volunteer Fire Department (XRCVFD)

The Xwesam / Roberts Creek Fire Department responded to 51 calls in the fourth quarter of 2022.



Incidents in Q4 included Medical, Motor Vehicle Incidents (MVI) Mutual Aid (Structure Fire). Some of the more noteworthy calls included:

- A local reported hearing a dog crying for 3 days in the area of Roberts (Creek). Members joined Ground SAR and located and rescued a dog stuck on a ledge part way down the vertical face of the creek bank. “Racecar” survived and was in good condition.
- Report of persons attempting to set a vehicle fire on a forest service road but were not successful on arrival of RCVFD.

Q4 Highlights

- Two XRC members achieving Rope Technician certification increases our number to 3. This qualification is essential to our services as the slope of Mt. Elphinstone is a major attraction for hikers and mountain bikers. Our rescue capability includes an on-scene time delay of less than 15 minutes.
- XRC members responded to a total of 7 mutual aid requests from Gibsons and Sechelt Fire Departments. 5 of which were structure fires.
- Following 2 medical calls, a retired veteran of Roberts Creek Fire passed away in November. Andre Dube served the community with passion for 39 years. WSBC has classed his death as Line Of Duty as his cancer is presumed to have been caused by firefighting. This is accurate as many of the structure fires Andre fought were without the use of self-contained breathing apparatus. A formal firefighter’s memorial will be held at the Roberts Creek Community Hall February 11, 2023.
- XRC responded to reports of white cloud emitting from a community mailbox. Witness reported no smoke smell. Canada Post supplied keys to the mailbox, RCMP notified and attended as a mailbox was to be opened. In a Police/Fire emergency scene, two members in full PPE opened the box to find one firework had been lit and inserted. None

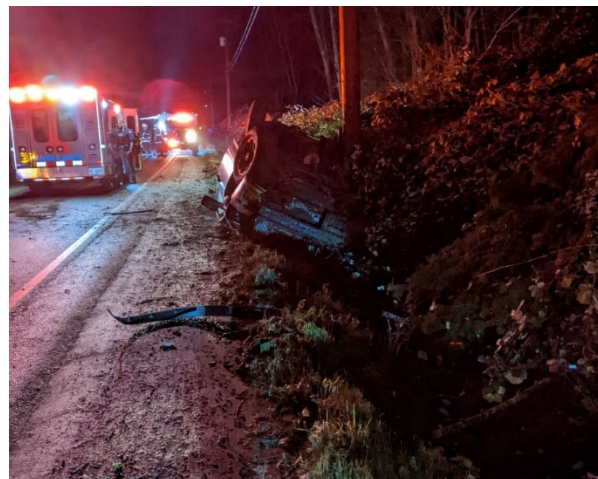
of Her Majesty's Royal Mail were damaged in the incident and were delivered to the XRC Post Office.



(Above) A derelict recreational vehicle found on a local forest service road serves as practice for our new apparatus.

(Right) A single vehicle MVI near the curve at Conrad Road. The driver was able to escape with relatively minor injuries.

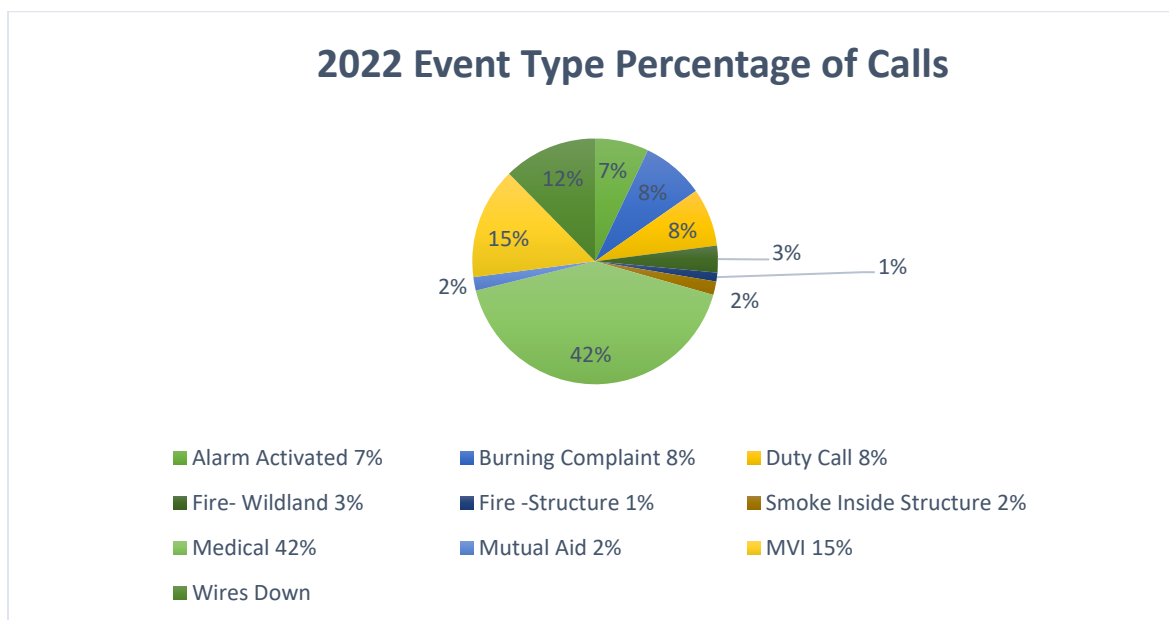
(Lower) Auto-Extrication practice using new battery powered tools.

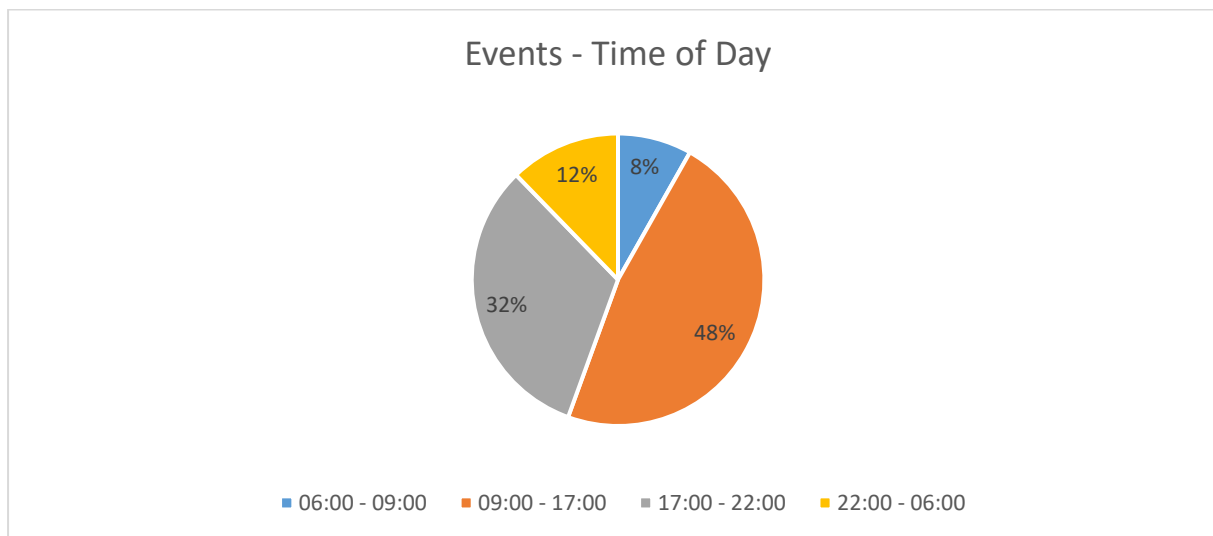


Halfmoon Bay Volunteer Fire Department (HBVFD)

Events

- 43 total events in Q4.
- 172 total calls for service in 2022.





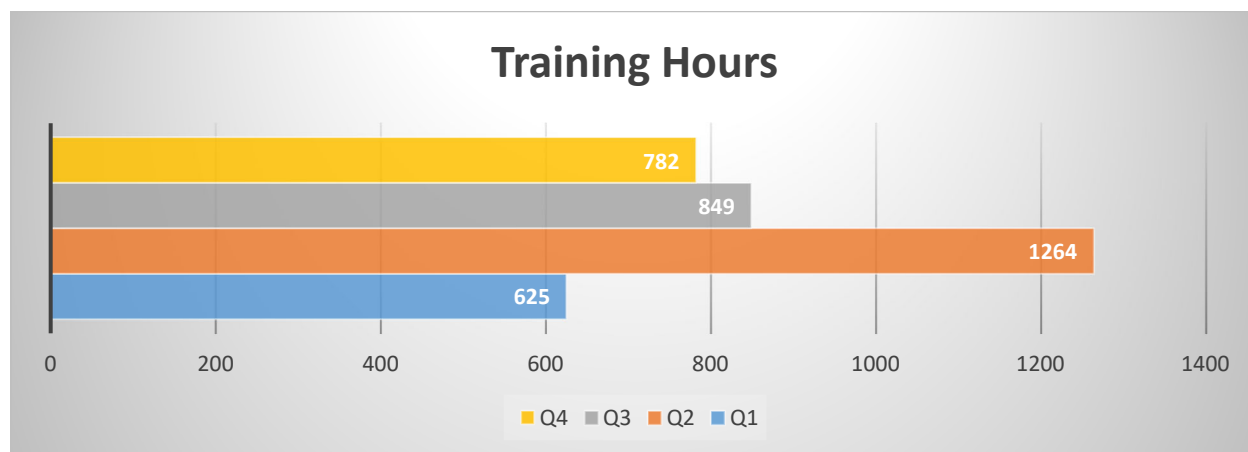
Training

Total training hours in Q4: 782

Total training hours for 2022: 3520

Total courses attended in Q4: 6

Total courses provided to members in 2022: 33



With a wide range of courses being supplied this year, we have seen a great amount of growth in our Firefighters. We are looking forward to continuing the training and education of our members in order to provide the best service possible to our community.

We are continuing to upgrade and improve the training yard beside hall #1, this is the best way to get the most out of our weekly training sessions.

The training departments of all the Sunshine Coast Fire Departments continue to meet, plan and coordinate training to provide opportunities to one another. This collaboration has been very successful in getting members trained and at reducing the costs to the departments.

Membership

There are currently three vacant spots that need to be filled.
In 2022 we were able to get all members certified to the minimum standard of Interior Operations. Four members were certified to the level of Full Service Firefighter. Two members completed their Fire Officer level 1 training.

Equipment and Apparatus

The new SCBA air compressor from Electrogas arrived and is now in use.



Egmont and District Volunteer Fire Department (EDVFD)



Pictured above: EDVFD Volunteers at Fire Hall

The EDVFD responded to fifteen calls in the fourth Quarter of 2022:

- Medical calls 4
- Burning complaints 3
- Fire 2
- Line down 3
- Public assist 2
- Alarm 1

These calls combined for a total of 108 emergency response hours.

The firefighters from the Egmont and District Volunteer Fire Department combined for over 251 hours of training in the Fourth Quarter of 2022.

EDVFD weekly practices in Q4 consisted of Emergency Scene Traffic Control, bladder/wildfire container fills, helicopter landing zone locations and setups, gear fittings and gear checks.



Pictured above: Egmont and Pender Harbour members at a Vehicle Rescue course using the jaws of life

In addition to the regular, weekly training, two members were certified in Auto Extrication/Vehicle Rescue. Five members went through an airbrakes course with pre-trip inspection tests, and seven members attended online helicopter landing zone setup training and all members did Emergency Scene Traffic Control training.



Pictured above: members from Egmont, Pender Harbour and Halfmoon Bay FDs on the Walk for MD

Five members from EDVFD spent a day participating in a Walk for Muscular Dystrophy (Organized by Sechelt Fire Department) to raise money and awareness for muscular dystrophy. EDVFD raised \$450 to go towards the total amount raised by all of the Sunshine Coast fire departments. FD members from Gibsons, Roberts Creek, Sechelt, Halfmoon Bay, Pender Harbour and Egmont started the walk on each end of the coast, meeting at the Halfmoon Bay Fire hall. Egmont members did the walk from their fire hall to the Petro Canada station in Pender Harbour. We were joined along the way by members of Halfmoon Bay and Pender Harbour Fire Departments.



Pictured above: two of the four new recruits

EDVFD has taken on four new recruits in Q4, bringing the department up to 19 members. We have begun basic exterior operations training and emergency scene traffic control training with them. They are great additions to our team and are eager to learn and participate in practices.

Sunshine Coast Emergency Program (SCEP)

FireSmart Program

A final report was submitted to UBCM as part of the current FireSmart program. This is a requirement to receive funding for the program this past year.

FireSmart Coordinators completed 101 Home Assessments in 2022. These assessments involved visiting the homes of residents and providing written recommendations for how they could make their property more resilient to wildfires.

The FireSmart Coordinators attended a total of 11 community events. These events involved setting up booths at fire department open houses as well as setting up farmers' markets etc. The coordinators would provide literature to the public, as well as answer questions about the FireSmart Program, and arrange for visits to individual residences.

In addition to these events, one of the coordinators visited North Thormanby Island three times, visited South Thormanby Island once, and made nine separate visits to the various communities on Gambier Island. Gambier Island is unique in that despite having numerous communities on the same island, the lack of roads means that they are isolated from each other except by water travel.

The current FireSmart Program is on a hiatus at this time, although grants totaling \$750,000 have been applied for to fund the program moving forward. Thanks to Chief Michael for his work in putting together that application. We expect to hear back on our application in the first quarter of 2023.

Emergency Program Initiatives

The Sunshine Coast Emergency Program hosted, in October, a two-day Emergency Operations Centre course, provided by the Justice Institute of BC. This was attended by 20 staff members representing all local governments.



Pictured above: Regional EOC training course

SCEP hosted Voyent Alert (public broadcasting application) training including demonstrating the internal emergency messaging capability of the program. On October 20 the SCRD staff participated in “Shake Out 2022”, a provincial earthquake drill, to raise awareness on what to do if you are in an earthquake (Drop, Cover & Hold On!)

SCEP met with Ministry of Environment – Emergency Response Officers and toured their emergency spill response trailer that is kept at Mason Rd Yard. This partnership allows SCRD quick access to the response equipment in an emergency.



The Emergency Program Coordinator (EPC) continues to foster the Emergency Support Services (ESS) program as the team is currently without a director. This important provincial program is volunteer-based and faces challenges with recruiting and retaining volunteers. An in-person appreciation event was held for the team, where training and team building initiatives were discussed. Starting in January, there will be an awareness campaign for ESS, with the objective of attracting more volunteers. We are currently purchasing equipment for an ESS Reception Centre, utilizing UBCM grant money.

The EPC attended a two-day First Nations Emergency Planning Table at the Kwantlen Dun, in Fort Langley. It brought together EMBC, local governments and first nations in southwest BC to discuss improvements to the current processes and services available during an emergency.

The Sunshine Coast Regional District, in conjunction with the Town of Gibsons and District of Sechelt, was successful in its grant application to develop three evacuation plans. A preliminary meeting was held in December with the successful bidder, Calian, to finalize the process to collect information and conduct community engagement. Beginning in mid-January, Calian will visit The Sunshine Coast Regional District and start drafting preliminary evacuation plans for the communities of Egmont, Tuwanek and the Bluff in Gibsons. The completion target is in March of 2023. These evacuation plans will serve as templates for writing evacuation plans for other communities.

Emergency Response and Recovery / Emergency Operations Centre

The EOC continued to be activated during the fourth quarter of 2022 in support of the drought emergency associated with the Chapman Water System. The local state of emergency was lifted on November 18; however, the EOC remains activated to level 2 in support of the ongoing work required to maintain an adequate water supply. EMBC has facilitated a contractor, KPMG, to write a drought response plan template for the province, using the Sunshine Coast as a pilot project. Additionally, a drinking water supply strategy has been developed to bring bottled water to the Coast and distribute it to vulnerable populations.

The heavy rain, high tides, and runoff during December 27 – 29 brought localized flooding to some areas on the Coast. Several areas were monitored for flooding and a sandbagging station was set up at the Roberts Creek Fire Department where members of the public could go and fill sandbags for their private property.

The SCRD hosted and facilitated a SCEP committee meeting, bringing together external partners needed to respond to a coast wide emergency. A presentation and lessons learned on

the Chapman Water System drought was presented by EOC Director Remko Rosenboom; a round table discussion on lessons learned was conducted and updates from each agency were provided.



Pictured above: A meeting of the SCRD Emergency Support Services team.

911 Service - Upgrades

Negotiations continue with Innovation, Science and Economic Development Canada (ISED) in an effort to secure more radio channels for fire departments on the Sunshine Coast. These additional channels will improve the efficiency of communication and reduce the chances of fire departments “talking over” each other.

An RFP was issued and has now closed for the new communications tower at the Chapman Water Treatment Plant. Only one bid was received and unfortunately it did not meet the requirements for the project. Next steps are now being examined.

An agreement was reached with the RCMP to lease them space on the SCRD communications tower in Egmont. Negotiations continue with the RCMP in order to establish/renew agreements with them for shared space/equipment on two other towers.

Staff are conducting analysis related to the agreements required for the federally-mandated implementation of next generation (NG) 911. A staff report on this matter is forthcoming.

Bylaw Enforcement Division

In the Fourth Quarter of 2022, The Bylaw Department received a total of 73 Bylaw/Dog Control complaints broken down by Electoral Area as follows:

<u>Bylaw</u>		<u>Dog Control</u>	
Electoral Area A	10	Electoral Area A	N/A
Electoral Area B	12	Electoral Area B	05
Electoral Area D	06	Electoral Area D	01
Electoral Area E	16	Electoral Area E	04
Electoral Area F	05	Electoral Area F	04
District of Sechelt	10	District of Sechelt	N/A
sNGD	N/A	sNGD	00



At this time, the Bylaw Department is currently dealing with 34 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.

In the fourth quarter of 2022, the Bylaw Department wrote 43 tickets amounting to over \$18,000 in fines.

Pictured left: Bylaw Enforcement Officer Lanegraff in the field.

Reviewed by:			
Manager	X – B. Kennett X – J. Jackson X – R. Shay X – M. Treit	Finance	
GM	X – I. Hall	Legislative	
CAO	X – D. McKinley	Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Committee of the Whole – January 26, 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 JULY TO DECEMBER 2022

RECOMMENDATION(S)

THAT the report titled Corporate and Administrative Services – Semi Annual Report for July to December 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 last half of 2022 (July to December 2022).

This report provides information from the following Corporate and Administrative Services Divisions for which Service Plans were provided as part of the [2022 Financial Planning Process](#) with updated Plans to presented as part of the 2023 Budget:

- General Government [110]
 - ❖ Records and Information Management
 - ❖ Communications
- Asset Management [111]
- Finance [113]
- Human Resources [115]
- Purchasing and Risk Management [116]
- Information Systems [117]

- GIS / Civic Addressing [506, 510]

General Government - Administration / Legislative [110]

PROGRESS ON PRIORITIES FROM 2022 SERVICE PLAN

Core Service/Project	Goal	Timeline	Progress
2022 Local Government General Election	Conduct the 2022 General Local Election for SCRD, Islands Trust Gambier Local Trust Area, and School District No. 46	Concluded	Concluded. Election services invoices for cost recovery have been issued to Islands Trust and School District No. 46.
Privacy Program	Develop a program to comply with new legislative requirements relating to privacy impact assessments, new privacy breach notification rules, and the duty for public bodies to implement privacy management programs	In progress	Development of a privacy management program is underway. Basic privacy training is currently provided when onboarding new staff.
Develop open data portal for SCRD routinely releasable records and information	For proactive release of records to enhance online public access to information and routinely released SCRD records	Q3/Q4	Under development. A searchable document repository will be implemented as part of the SCRD website redevelopment project.
Electronic and Hybrid meeting solutions and Boardroom modifications	Implementation of solutions for SCRD public meetings	In progress	<p>After receiving no bids through an RFP process in Q3 2022, staff identified, and are now working with, a local service provider to develop options and pricing to improve audio-visual (A/V) hybrid meeting capabilities in the Board room (including hardware, sound, cameras, electrical, space needs) that will 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.</p> <p>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.</p>

Core Service/Project	Goal	Timeline	Progress
Meeting Management Software	Implement meeting management software to support hybrid meetings	In progress	An RFP is currently under development to obtain a software solution to bridge remote and in-person meeting rooms for hybrid Board and Board Committee meetings. Expectation is to have a software vendor identified and awarded in Q1. Implementation is contingent upon the results of the Boardroom reconfiguration to ensure compatibility between the IT infrastructure and software.
Board Policy Review	To conduct a review of SCRD Board policies	In progress	Board Policy Review Committee established. Inaugural meeting held July 20.
Bylaw review	Review and update/replace various bylaws. Exempt Employee, Fire Protection, Planning Procedures, Cemetery, Building bylaws currently identified.	In progress	Exempt Employee bylaw review underway. Other work on bylaw review was paused to due the need to shift staff resources to administering the general local election.
Electronic Documents and Records Management System (EDRMS)	Resolve outstanding Records Management functionality issues with Content Server and develop enhanced functionality for users.	In progress	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 work spaces, online platforms and digital business processes to support remote and hybrid work.	Q1/Q2/Q3/Q4	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) will carryforward beyond Q4 and into 2023.
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.
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.

Core Service/Project	Goal	Timeline	Progress
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 and bylaws - 5% complete; Historical building permits and water system microfiche – 100% complete; scan paper building permits – ongoing.
Website redesign and replacement to optimize content organization, improve content manageability, functionality, interactivity, and user experience	Develop a new service focused website for the SCRD which focuses on accessibility and user experience.	Q2/Q3/Q4	80% completed. Since April, the communications team has been engaged in a complete overhaul of the SCRD's corporate website. The website completion and launch has been delayed to Q1 2023 due to communications workload through Q3 and Q4 2022. Specifically work in Drought Response and the Emergency Operations Centre.
Produce SCRD Annual Report	Complete production of the SCRD's Annual Report and ensure it is distributed via the SCRD's social media channels.	Concluded	100% Complete
Continued training and development of resources for public engagement initiatives on "Let's Talk SCRD"	Continued implementation of the SCRD's Community engagement platform – Let's Talk SCRD.	Ongoing	Ongoing. In Q3 and Q4 there was continued growth in visits to the Lets Talk SCRD platform.
2022 Educational campaigns	To effectively educate the community on SCRD programs and initiatives	Ongoing	Ongoing. In Q3 and Q4 several campaigns were launched including drought response, information and engagement on bylaw 722, solid waste initiatives, election communications and information sessions on water rates. The communications team pivoted much of their focus in Q3 and Q4 to the Emergency Operations Centre activation in response to drought.
First Nations territory acknowledgement on all SCRD communications – in collaboration with shíshálh and Squamish Nation	Integrate First Nations territory acknowledgement on all SCRD communications – in collaboration with shíshálh and Squamish Nation	In queue	Work to be aligned with Truth and Reconciliation efforts.

Core Service/Project	Goal	Timeline	Progress
Develop information resources for Local Government/SCRD awareness for online and in-person education	To utilize tools including the Let's Talk Platform and video production tools to assist in education on SCRD processes, projects and initiatives.	Ongoing	Ongoing. In Q3 and Q4, informational videos were produced which ranged in topic from MyPass recreation to water conservation. In addition, the communications team produced materials to educate the public on initiatives such as new waste disposal regulations.
First Nations relations and reconciliation	Process improvements for ongoing collaboration; Joint Watershed Management Agreement; Heritage Protocol Agreement; education and knowledge sharing	Ongoing	Staff to staff relationships continues to build, more interaction with shíshálh than Skwxwu7mesh at this time.
Increase opportunities for intergovernmental	Identify and implement opportunities for joint initiatives, collaboration and information sharing between local governments	Ongoing	Several examples of success including planning process improvements, looking at possibilities for building process harmonization, bylaw consistency and other opportunities. This has been operationalized within our day to day operations.

STATISTICS / KEY PERFORMANCE INDICATORS

Number of communications campaigns executed

Year	Q1	Q2	Q3	Q4	Annual Total
2022	10	12	7	6	35

*2022 is the first year that the communications team is utilizing a work plan which includes a tracking system for communication campaigns.

Number of news releases issued

Year	Q1	Q2	Q3	Q4	Annual Total
2022	17	25	37	36	115
2021	17	22	37	49	125

Visits to www.scrd.ca

Year	Q1	Q2	Q3	Q4	Annual Total
2022	50,494	53,521	57,464	55,110	216,589
2021	46,144	49,401	75,243	50,324	221,112

Visits to letstalk.scrd.ca

Year	Q1	Q2	Q3	Q4	Annual Total
2022	732	3.9k	3.9k	3.8k	12,332
2021 *	-	-	405	521	924

*The letstalk.scrd.ca platform was launched in April 2021 so data is only available for Q3 and Q4 of 2021.

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*
2022	12642	14864	85%
2021	6652	7626	87%
2020	3859	5577	69%
2019	1068	1487	72%

*The SCRД 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 and Research Request Accuracy and Efficiency:
(International Generally Accepted Recordkeeping Principle – Availability)

Year	Average Response Time to Access Records/Information			
	Physical (Minutes)	Records Successfully Produced	Electronic (Minutes)	Records Successfully Produced*
2022	8	95%	110	80%**
2021	10	90%	43	81%**
2020	27	95%	90	100%
2019	40	98%	110	100%
Pre RIM-Program	up to 3 weeks	anecdotally: ~50%	N/A	N/A

* 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.

**It should be noted that what appears as a decrease in records produced, or an increase in response time, is for the most part attributable to the request being very complex, the requested information not being within SCRD's custody and control, or the record or information never existed.

EMERGING ISSUES

Activation of the Drought Response Emergency Operations Centre had a significant impact on work plans and day-to-day operations as it diverted critical Communications and Records Management resources away from departmental priorities.

Information Requests (FOI)

Summary of Information Requests by Topic	2021	2022
Building permits, inspections, etc.		9
Bylaw complaints	4	4
Legislative, Administrative (e.g. agreements, etc.)	3	1
Financial information	1	
Fire incidents / emergency response	5	6
Parks and recreation related reports, etc.	3	
Personal information	3	6
Planning documents (incl. planning processes, zoning amendments, OCP amendments, etc.)	4	7
Waterline servicing/maintenance information	2	3

Summary of Information Requests by Volume			
Year	Total Requests for Records	Average Number of Pages Released per Package	Total Page Count of Records Released
2022	29	68	1835 *
2021	20	109	2177

* 27 of 29 requests used in page count average as 2 files (FOI 22-0028 & 29) not yet completed.

Asset Management [111]

PROGRESS ON PRIORITIES FROM 2022 SERVICE PLAN

Core Service/Project	Goal	Timeline	Progress
Comprehensive Regional Water System Asset Management Plan	<ul style="list-style-type: none"> a. Review user rates/parcel tax b. Instigate Community Engagement Strategy Early c. Prepare long-term financial plan d. Prepare implementation strategy e. Publish Asset Management Plan 	Q1 2021 – Q4 2022	<p>Well-developed draft capital plan is complete.</p> <p>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.</p> <p>Preliminary target to present findings through Q4 2023.</p>
North Pender Water Systems Asset Management Plan(s)	<ul style="list-style-type: none"> f. Review user rates/parcel tax g. Instigate Community Engagement Early h. Prepare long-term financial plans i. Publish Asset Management Plan 	Q1 - Ongoing	<p>Well-developed draft capital plan is complete.</p> <p>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.</p> <p>Preliminary target to present findings through Q4 2023.</p>
South Pender Water Systems Asset Management Plan(s)	<ul style="list-style-type: none"> j. Review user rates/parcel tax k. Instigate Community Engagement Early l. Prepare long-term financial plans m. Publish Asset Management Plan 	Q1 - Ongoing	<p>Well-developed draft capital plan is complete.</p> <p>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.</p> <p>Preliminary target to present findings through Q4 2023.</p>
Provide Project Management Services	Assist other departments with project management	Ongoing	AM staff are providing Project Management of the Coopers Green Hall Replacement Project and have provided PM support to other projects/staff on an ad hoc basis.

Core Service/Project	Goal	Timeline	Progress
			SAC wall panels reviewed using thermal imaging camera and project has been deferred due to lack of previously observed heat loss.
Develop Capital Plan for IT	Establish Capital Plan for IT to facilitate budget projection	Q1-Q2	Staff have initiated the IT Capital Planning process but it has been paused due to capacity. This task has been included in the AM 2023 Service Plan
Capital Plan Review	Provide support for annual review/presentations of existing capital plans	Q1-Q4	Completed Review of all Existing Capital Plans and presented findings to the Board along with funding recommendations in Q4 2022
Asset Retirement Obligations	Support Departmental ARO tasks	Q1-Q3	Completed facilitation of departmental ARO scoping. Continuing to support finance to meet targets for implementation.
Develop internal policy for governance of capital funding and projects	Establish internal process for annual capital plan review	Q1	Completed. Governance process for annual Capital Plan Review adopted internally.
Continued support of development of Asset Management Plan	<ul style="list-style-type: none"> a. Parks Department b. Ports c. Emergency 911 	Q4	<p>Parks Inaugural Capital Plan presented to Board in Q4 2022.</p> <p>Ports Capital plan in progress – currently reviewing asset registry and updating cost estimates for capital replacement. Anticipated contracted services in Q1/2 2023 expected to inform gaps in existing information.</p> <p>Minimal Progress on Emergency 911 Capital Planning</p>
Support Public Engagement	Provide support to develop and implement resident engagement	Ongoing	Staff provided support to Wastewater engagement efforts.
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.

Core Service/Project	Goal	Timeline	Progress
Review Policy Asset Management Policy	Review and Revise AM policy	Q2-Q3	Completed. Revised Asset Management Policy adopted July 21, 2022
CI Cityworks Team		Ongoing	Initiated review of cityworks usage and preparing extended implementation to expand usage to additional services.

EMERGING ISSUES

Staff capacity within other departments has forced AM to pivot efforts to other targets and revise approach. Items that were not completed in 2022 have been included in 2023 Work Plan.

Finance [113]

PROGRESS ON PRIORITIES FROM 2022 SERVICE PLAN

Core Service/Project	Goal	Timeline	Progress
Financial Planning	Administer the Financial Planning Process Adopt the 2022-2026 Financial Plan Prepare the budget book and GFOA award submission	Year Round	Financial Plan Bylaw adopted February 24, 2022. Budget de-brief and process amendments approved in March 2022. Final Budget book submitted in May 2022 to GFOA and available on SCRD website.
Statutory Reporting	Complete Statutory Processes for Year end <ul style="list-style-type: none"> Transfer outstanding utility billing levies to taxes Complete parcel tax process and requisition Complete ad valorem requisition LGDE filing SOFI filing 	Q1-Q2	Transfer outstanding utility bill levies to taxes completed January 12 Transfer outstanding utility billing levies to tax completed January 12. Parcel tax process and requisition completed March 1 Ad valorem tax requisition completed April 8 LGDE and SOFI filed on May 12

Core Service/Project	Goal	Timeline	Progress
Financial Audit	Adoption of the annual financial statements <ul style="list-style-type: none"> • Prepare and Finalize 2021 Financial Statements • Yearend audit for 2021 Interim audit for 2022	Q1-Q2, Q4 (2022 interim)	Yearend audit commenced on March 7 and concluded with the approval of the 2021 Financial Statements on April 28. 2022 Interim audit completed November 22-24..
Financial Reporting	Complete interim financial reporting <ul style="list-style-type: none"> • 2021 Year-end/Q4 reporting for Round 2 budget/Special CAS • 2022 Quarter 2 variance reporting for CAS • 2022 Quarter 3 variance reporting for CAS 	Q1, Q3, Q4	2021 Yearend Final Surplus/Deficits - February 24 Corporate and Administrative Services Committee. 2022 Quarter 2 Variance – July 21 Finance Committee 2022 Quarter 3 Variance – October 27 Committee of the Whole.
Inventory Management	Complete an internal assessment of inventory management practices for the Facility Services and Information Technology divisions	2022	This project has yet to be initiated.
Financial Reporting	Develop and Enhance ERP Management Reporting Tools	2022-2023	Attempts have been made to contact Business World account representatives to set up a demo of FP&A module.
ERP Software Training & Support	Develop and new and improved ERP software training and support program.	2022-2023	Drop in labs are being held every two months. Further development of specialized role based (i.e. budget manager) training and support has yet to be initiated.

Core Service/Project	Goal	Timeline	Progress
Public Sector Accounting Standards	<p>Implementation of new accounting standard - Asset Retirement Obligation</p> <ul style="list-style-type: none"> 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 	2021-2023	<p>Completed initial steps of identifying resource requirements, reviewed, and identified assets subject to the new standard.</p> <p>Next steps in 2023, calculate initial retirement obligations for financial statements, set up accounting entries in ERP system, set up reporting for ARO balances, develop procedures for ongoing maintenance.</p>
Finance Operations	Complete a structural review and resourcing assessment for Financial Services Operation	2022	<p>Preliminary/short term review complete. Adjustments made to FTE allocations in 2023 HR Plan based on divisional needs.</p> <p>Additional resources will likely be required in the next 1-3 years based on continued organizational growth and the increasing complexity of financial reporting requirements and auditing standards.</p>
Finance Operations	<p>Continuous Improvement Initiatives</p> <ul style="list-style-type: none"> Business World ERP software continuous improvement team Tempest software continuous improvement team ActiveNet recreation software continuous improvement team Review and update of Finance procedural documentation Procure to Pay business process review and improvement project 	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>2022</p>	<p>Business World, Tempest and ActiveNet continuous improvement teams were mostly inactive during 2022, having been impacted by ongoing resourcing challenges and competing organizational priorities. Teams are currently re-engaging and reviewing priorities for 2023.</p> <p>Review and update of finance procedure documentation is ongoing.</p> <p>Solutions to improve the 3 way match workflow and requisitioning process were implemented in Q3 2022.</p>

Core Service/Project	Goal	Timeline	Progress
	Capital asset acquisition and disposal business process review	2022-2023	Capital asset acquisition and disposal business process review has not been initiated.

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
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
2017	944	2,385	885	2,832	1,829	5,217
2016	674	2,873	669	2,860	1,343	5,733

*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

	2022	2021	2020	2019	2018	2017
\$ Outstanding	551,595	425,355	389,389	339,685	273,175	268,750
Total Billed	8,845,183	8,416,942	7,232,508	5,531,193	5,070,099	4,887,342
Percentage Outstanding	6.2%	5.1%	5.4%	6.1%	5.4%	5.5%

Human Resources [115]

PROGRESS ON PRIORITIES FROM 2022 SERVICE PLAN

Core Service/Project	Goal	Timeline	Progress
Budget Preparation	Review and revise budgetary submissions for 2023.	Q4, 2022	New template populated. Draft submissions completed in Q2, 2022.
Classification	Job Description Project, update by Division, incorporate of JEC drop-down, links.	Q4, 2022	JEC portion completed in Q1, 2022.
	Liaise with Records to rename folders and clean up files.	Q4, 2022	Initial meeting held with Records in Q2, 2022.
Disability and Injury Claims Management	Duty to Accommodate Agreement Template.	Q2, 2022	Completed Q2, 2022.
	Graduated Return to Work / Supernumerary Work Arrangement Template.	Q3, 2022	Review completed Q2, 2022.
	Interaction with UBCM re PBC updates.	Q1, 2022	Completed Q1, 2022.
Health and Safety	JHS Update of Structure. Appointment of Committee members, updates to lists, update to Water Cooler, Work with managers to complete first aid risk assessments and to implement first aid attendant and procedures for GACC and Mason Works Yard	Q2, 2022	Completed Q2, 2022.
	Certificate of Recognition (COR)	Target follow-up audit Q4, 2022.	Draft Audit Completed in 2021. High level work plan nearing completion Q3, 2022. Incorporating WorkSafeBC Inspection Report for November completion.
	Review of new High Vis Vest requirements.	Q2, 2022	Review complete, recommendation from Mason JHS sent to HR, and directive issued.
HRIS	Review and modify HR processes in conjunction with Unit 4.	Q2, 2022	Postponed until further notice.
Orientation	Revisit material and implement process improvements.	Q4, 2022	Health and Safety portion updated in Q1, 2022.
	General Orientation Checklist Template.	Q3, 2022	Review completed Q2, 2022 with modifications to follow.

Core Service/Project	Goal	Timeline	Progress
	Video compilation, introductions, animated version.	Q4, 2022	Initial review with Communications completed in Q1, 2022.
Policies and Procedures	Review/revise policies and approach to ensuring CRC's are obtained and an e-copy is retained.	Q3, 2022	New policy completed in Q2, 2022. PIA in progress being reviewed by Corporate Officer.
	Revise Benefit Administration Policy	Q3, 2022	Draft completed in Q1. Changes and capacity challenge delayed further revision to Q3.
	Health and Safety Policy	Q3, 2022	Draft completed in Q1. Update planned with PACE program response in Q3.
	Create process/policy to ensure any staff driving a SCRD vehicle have a valid Driver's Abstract in e-copy form and on file.	Q3, 2022	New procedure completed in Q2, 2022.
	Communicable Disease Prevention Guidelines.	Q2, 2022	Completed update in Q1 and in Q2, 2022.
	FireSmart Coordinator - Contractor or Employee	Q2, 2022	Contractors hired Q2.
	Org Chart Update on Drawio into Visio.	Q1, 2022	Visio installed. Reviewing Unit 4 process for automation.
	Request and Implement HR Ticketing System	Q1, 2022	Postponed until further notice.
	Update HR metrics reporting via Unit 4.	Q2, 2022	Some complete. Remains outstanding due to lack of IT resources.
	Unit 4 position control and fte validation with Finance.	Q3, 2022	Draft complete. Further updates pending IT resources.
	Exempt substitution pay code to add 10% and route through validation process.	Q2, 2022	Postponed until further notice.
	Incorporate old EOC training records against resources in Unit 4.	Q3, 2022	
	Website Redesign	Q4, 2022	Initial review with Communications completed Q1, 2022.
	Unit 4 self-serve enhancement.	Postponed	Postponed until further notice.

Core Service/Project	Goal	Timeline	Progress
Programs	Audiometric Testing and Program	Q3, 2022	Scheduled in Q3, 2022. Reconfiguring to do multiple times per year. Also reviewing need for inclusion of volunteer firefighters.
	Benefits for firefighters.	Q2, 2022	Coming into effect July 1, 2022
	Confined Space Entry Training	Q3, 2022	Initial exploration of RFP in Q2, 2022.
	Update Working Remotely - Telecommuting Committee	Q3, 2022	Discussed with Union Q2, 2022.
	First Aid Attendant Review and Assessment.	Q3, 2022	Initial review completed in Q2, 2022. Further review with WSBC to occur.
	JHS Committee Effectiveness Review.	Q1, 2022	Completed.
	VITW Annual Review.	Q3, 2022	
	Lone Worker Review.	Q3, 2022	
	NAOSH Week.	Q2, 2022	Completed.
	Staff Appreciation/Recognition Program.	Q4, 2022	Long Service Awards completed in Q2. MOSAIC events planned for Q4.
	Volunteer Appreciation Program.	Q4, 2022	Postpone to 2023
	Employee Engagement Program.	Q4, 2022	Postpone to 2023
	Well-being Program.	Q3, 2022	PEPtalk template updated in Q1, 2022.
	Mentoring Program	Q4, 2022	Postponed indefinitely.
	Safety Management System Program Document	Q4, 2022	Initial WSBC Inspection Report and PACE program in Q2, 2022.
	Injury Management Program (WSBC Claims Management)	Q3, 2022	New administrator assignment in Q2, 2022.
Recruitment and Selection	Recruitment Enhancement - e.g. LinkedIn Professional Membership	Q1, 2022	Completed Q1, 2022.
	Partnership with CapU for practicums and student placements.	Q3, 2022	Meeting held Q2, 2022, shared with exempt staff. HR pilot submission sent Q2, 2022.

Core Service/Project	Goal	Timeline	Progress
	Lifeguard Upskilling Training Opportunity	Q2, 2022	Completed rewrite of job descriptions, advertising, JEC rating, offer letters, training in progress into Q3.
Standing Meetings, Events	Multi muni HR – Meetings of Coastal local government HR practitioners.	Q3, 2022	Meeting from June, 2022 postponed to Q3, 2022.
	Sunshine Coast HR Round Table – hosted by DoS.	Monthly	Meetings with HR @ DoS, ToG, SIGD, and recent inclusion of SCCL. Looking to expand to SD46 in Q3, 2022.
	Joint Labour / Management Committee	Q3, 2022	Initial discussion with Union Executive completed in Q2, 2022. Plan is to commence quarterly meetings starting in Q3, 2022.
Succession Planning	Reconfiguration of existing Succession Plan.	Q4, 2022	Draft Succession Plan reviewed in Q2, 2022.
Training and Development	Incorporate HRDownloads into BEST calendar.	Q3, 2022	Meeting with HRDownloads July 2022.
	First Nations/ Indigenous Culture Appreciation workshops.	Q3, 2022	GM, PD, and GM, IS both auditing course recommended by shíshálh nation. Working group approved by SLT in Q2.
	MS Suite Training via CapU	Q4, 2022	Two, full day training sessions provided on site at Capilano University.
	Diversity, Equity Inclusion training/committee.	Q3, 2022	Existing course audited in 2021 and being explored for SCRD staff Q3.
	JHS Committee Training	Q2, 2022	Completed Q2.
	Respectful Workplace Training	Q1, 2022	More to be scheduled in Q3, Q4 2022.
	First Aid Attendant Training	Q2, 2022	Completed Q2, additional planned Q4, 2022.
	De-energization and Lockout	Q1, 2022	Completed Q1
	Fall Protection	Q1, 2022	Completed Q1
	Incident Reporting	Q1, 2022	Completed Q1
	Job Evaluation Committee training for Supervisors, Managers.	Q3, 2022	Postponed

Core Service/Project	Goal	Timeline	Progress
	Due Diligence Training for Supervisors, JHSC.	Q4, 2022	Completed.
	Psychological Safety Course training for all staff	Q1, 2022	Pilot delivered Q1, 2022. Further rollout Q2, 2023. Part of WSBC PACE inspection.
	Performance Engagement Program (PEptalk) workshop and training for supervisors.	Q1, 2022	Completed Q1, 2022. More to be scheduled in Q3, Q4 2022.

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	1 st Quarter		2 nd Quarter		3 rd Quarter		4 th Quarter		Total Posts	Total Appl
	Posts	Applicants.	Posts	Appl	Posts	Appl	Posts	Appl		
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
2017	16	105	15	81	19	97	29	233	79	516
2016	10	96	14	271	27	226	14	235	65	828

Average Time to Hire - New report outlining time in between initial job posting and incumbent start date along with roles that have been difficult to fill and therefore posted at least twice.

YEAR	AVERAGE TIME (IN DAYS)	% OF JOBS TO INTERNAL APPLICANTS	% OF JOBS TO EXTERNAL APPLICANTS	TOTAL NUMBER OF POSTINGS FILLED	DIFFICULT TO FILL POSITIONS (POSTED MORE THAN ONCE)
2022	49.84	64.06%	35.94%	128	Util Eng Tech; Sr Util Tech; Transit; Lifeguards; Site Attendant
2021	56.82	53.03%	46.97%	148	MGR FIN PLAN/REPORT; UTIL ENG TECH; SR UTIL TECH; CAP PROJ TECH; TRANSIT; LGUARD
2020	66.11	51.35%	48.65%	67	WST WTR COORD; SR UTIL TECH; SOL WST OP COORD; UTIL ENG TECH; TRANSIT; LGUARD
2019	70.65	45.65%	54.35%	86	NOT TRACKED

First Year Turnover – When staff resign or are terminated within their first year, this is called First Year Turnover. After the recruitment process, HR engages in orientation and onboarding and then staff receive additional orientation and training in their respective divisions. Ideally, effective onboarding and ongoing engagement results in retention and first year turnover is low.

Year	Date from	Date to	Years Employed	Employment Type	Division	Union or Exempt	Total
2022	7/12/2021	3/3/2022	0	Casual	Water/Utilities	Union	11
	9/15/2021	8/26/2022	0	Casual	Recreation Programming	Union	
	9/17/2021	5/27/2022	0	Casual	Transit	Union	
	10/12/2021	7/8/2022	0	Casual	IT Operations	Union	
	11/2/2021	8/2/2022	0	Casual	Transit	Union	
	11/24/2021	2/24/2022	0	Casual	Transit	Union	
	11/29/2021	5/24/2022	0	Casual	Recreation Admin	Union	
	12/1/2021	8/7/2022	0	Casual	Recreation Facilities & Operations	Union	
	5/19/2022	10/27/2022	0	Casual	Transit	Union	
	5/30/2022	7/5/2022	0	Casual	Recreation Facility Maintenance Operations	Union	
2021	8/8/2022	12/27/2022	0	Casual	Solid Waste	Union	8
	8/10/2020	1/3/2021	0	Full-Time (Regular)	Planning	Union	
	11/3/2020	2/25/2021	0	Full-Time (Regular)	Planning	Union	
	9/2/2020	5/24/2021	0	Casual	Transit	Union	
	12/17/2020	8/21/2021	0	Casual	Recreation Programming	Union	
	9/7/2021	10/15/2021	0	Part-Time (Regular)	Fire Protection	Exempt	
	4/12/2021	10/26/2021	0	Casual	Solid Waste	Union	
	10/26/2021	11/10/2021	0	Casual	Recreation Admin	Union	
2020	12/1/2021	12/2/2021	0	Casual	Recreation Facilities & Operations	Union	3
	7/8/2019	1/17/2020	0	Full-Time (Regular)	Administration	Exempt	
	12/10/2019	1/28/2020	0	Full-Time (Regular)	Water/Utilities	Union	
	11/14/2019	2/7/2020	0	Full-Time (Regular)	Finance	Exempt	

Job Description Updates and Evaluation – As vacancies arise, as responsibilities change, and as new positions are added, HR updates the job descriptions, conducts initial job evaluations, assigns interim rates of pay, conveys the information to the Union and then convenes a Joint Evaluation Committee (JEC) meeting that then confirms the rate of pay for the role.

Year	Number of Employer Initiated JEC Reviews	Number of Employee Initiated JEC Reviews	Total
2022	42	3	45
2021	21	0	21
2020	14	1	15
2019	N/A	N/A	N/A

Training and Development (BEST - Building Essential Skills for Tomorrow). Held throughout the year that include such topics as communication skills, leadership development, project management, Word, Excel, emergency preparedness, and safety training.

Year	1 st Quarter		2 nd Quarter		3 rd Quarter		4 th Quarter		Total Sess.	Total Att.
	Sessions	Attendees	Sess.	Att.	Sess.	Att.	Sess.	Att.		
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
2017	0	0	8	108	2	28	9	131	19	267
2016	4	55	5	79	3	49	5	59	17	242

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).

<i>Year</i>	<i># of Grievances Received</i>	<i># to Arbitration</i>	<i>Status</i>
2022	2	0	2 Abandoned
2021	1	1	Abandoned
2020	8	1	7 Resolved, 1 Abandoned
2019	5	1	Resolved
2018	24	3	Resolved
2017	15	1	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

	1 st Quarter			2 nd Quarter			3 rd Quarter			4 th 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
2022	8	6	3	7	3	4	8	4	2	19	5	3	42 ytd	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
2017	8	8		3	8		6	5		10	6		27	27
2016	8	1		11	4		6	4		14	6		39	15

UTILIZATION OF EFAP SERVICES – NEW – OUTLINES UTILIZATION OF COUNSELLING SERVICES TO SCRD STAFF AS PROVIDED BY HOMEWOOD HEALTH.

Sunshine Coast Regional District
Annual Statistical Report

3 of 24
January 1, 2022 to December 31, 2022

Utilization Summary Year Over Year

Year 1		Jan 2022 - Dec 2022	Cases	Hours	Percent
Service Utilization	13.86%	Counselling Services	35.00	92.25	83.3%
Total New Cases	42.00	Life Smart Coaching	7.00	17.75	16.7%
Employees Covered (Weighted)	303				
Active Cases in Period	47.00				

Year 2		Jan 2021 - Dec 2021	Cases	Hours	Percent
Service Utilization	12.21%	Counselling Services	33.00	116.75	89.2%
Total New Cases	37.00	Life Smart Coaching	4.00	8.75	10.8%
Employees Covered (Weighted)	303				
Active Cases in Period	41.00				

RETURN TO WORK TRENDS – WSBC – IDENTIFIES TOTAL NUMBER OF STAFF WITH TIME LOSS AND HOW QUICKLY THEY RETURNED TO WORK, IF THEY RETURNED AT ALL. THE SCRD IS SPLIT INTO TRANSIT AND LOCAL GOVERNMENT BY WSBC FOR INDUSTRY COMPARISONS.

Transit Operations- CU 732046

	2017	2018	2019	2020	2021	2022 YTD
RTW (<=4 weeks)	6/86%	1/50%	2/33%	1/50%	2/100%	1/100%
RTW (<=12 weeks)	6/86%	1/50%	4/67%	2/100%	2/100%	1/100%
RTW (<=26 weeks)	6/86%	1/50%	5/83%	2/100%	2/100%	1/100%
RTW (26+ weeks)	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%
Total RTW	6/86%	1/50%	5/83%	2/100%	2/100%	1/100%
NRTW	1/14%	1/50%	1/17%	0/0%	0/0%	0/0%

Local Government Operations – CU 753004

	2017	2018	2019	2020	2021	2022 YTD
RTW (<=4 weeks)	5/71%	4/50%	5/56%	3/60%	7/64%	2/50%
RTW (<=12 weeks)	5/71%	4/50%	6/67%	3/60%	9/82%	3/75%
RTW (<=26 weeks)	7/100%	4/50%	8/89%	3/60%	9/82%	3/75%
RTW (26+ weeks)	0/0%	1/13%	1/11%	2/40%	0/0%	0/0%
Total RTW	7/100%	5/63%	9/100%	5/100%	9/82%	3/75%
NRTW	0/0%	3/38%	0/0%	0/0%	2/18%	1/25%

INJURY BREAK DOWN FOR TIME-LOSS INJURY COUNTS (2017-2021)

*These Distribution Maps pertain to **time loss claims** only*

Transit Operations- CU 732046

Description	Claim Count	Claim Cost	Claim Count %	Claim Cost %
Fall on Same Level	5	\$60,000	29 %	52 %
Overexertion	4	\$17,000	24 %	14 %
Other Bodily Motion	2	\$24,000	12 %	21 %
MVI	1	\$7,000	6 %	6 %
Fall from Elevation	1	\$1,000	6 %	1 %
Struck Against	1	\$0	6 %	0 %
Struck By	1	\$0	6 %	0 %
Matter in Eye	1	\$3,000	6 %	3 %
1 Categories	1	\$3,000	6 %	2 %
	17	\$115,000	100%	100%

Local Government Operations – CU 753004

Description	Claim Count	Claim Cost	Claim Count %	Claim Cost %
Overexertion	12	\$49,000	34 %	14 %
Fall on Same Level	4	\$34,000	11 %	10 %
Struck Against	3	\$24,000	9 %	7 %
Involuntary motion	3	\$17,000	9 %	5 %
Other Bodily Motion	3	\$10,000	9 %	3 %
3 Categories	3	\$17,000	9 %	5 %
Fall from Elevation	2	\$37,000	6 %	10 %
Repetitive Motion	2	\$21,000	6 %	6 %
Acts of Violence, Force	1	\$76,000	3 %	21 %
Other Accidents	1	\$71,000	3 %	20 %
MVI	1	\$2,000	3 %	0 %
	35	\$358,000	100%	100%

EMERGING ISSUES

2022 Q2 Inspection Report by WorkSafeBC – SCRD placed into a Program and Committee Evaluation (**PACE**) Program. Initial review and plan due by July 15, 2022, was followed by ongoing bi-weekly reporting to WSBC. Review of Health and Safety Program, identification of deficiencies, plans to address and updates involved divisional leadership and staff. **December 30, 2022 Update – WSBC advised the SCRD that we have been found to be in full compliance and have completed the requirements of the PACE program. Annual reviews and ongoing attention must continue to remain in compliance.**

Wellness and Emotional Health – Workplace absences are understandably not tracked 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. Plans are in progress to provide SCRD staff with a workshop 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.

Purchasing and Risk Management [116]

PROGRESS ON PRIORITIES FROM 2022 SERVICE PLAN

Core Service/Project	Goal	Timeline	Progress
Procurement Management	Vendor Community Outreach and Educations a) Continue to host sessions to support our vendor communities b) Collaborate with local agencies on Vendor Engagement	Q1/Q4- 22	Individual requested vender session have been completed outreach will still be on-going in 2023
Procurement Management	Update Small Purchasing Guidelines for low dollar/risk purchases	Q1-22	Completed
Procurement Management	Explore options for expanding a Sunshine Coast Joint Purchasing Group	Q1/Q2 22	Town of Gibsons and District of Sechelt are members will still continue to explore in 2023
Procurement Management	Develop and implement Pro-Active Release of information	Q2 22	In progress part of new website
Procurement Management	Ongoing procurement training program, new session in 2022	Q1/Q4- 22	Purchasing has hosted 18 session in 2022
Procurement Management	Continuous Improvement Initiatives Business World ERP software	Ongoing	On-going
Social Procurement	Staff training on using social procurement in complete processes, working with BCSPi	Ongoing	On-going
Social Procurement	Public vender procurement awareness sessions	Ongoing	On-going
Insurance Management	Fleet Insurance Process Improvement project	Q2-22	Completed
Inventory Asset Management	Support the development of the scope for Corporate Fleet strategy.	Q3/Q4-22	Not started deferred to 2023
Inventory Asset Management	Continue to develop Asset Disposal framework to ensure best value	Q2/Q3	Completed
Risk Management	Internal loss Control Risk Assessment Plan for 2022	Q1-22	Completed

Core Service/Project	Goal	Timeline	Progress
Risk Management	Develop Enterprise Risk Management Framework and implementation plan	Q3-22	Draft Completed implementation deferred
Risk Management	Draft a Business Continuity Framework and project charter for Purchasing and Risk Management division	Q4-22	Completed
Risk Management	Business Impact Assessment for Business Continuity Plan for Purchasing and Risk Management division	Q2-22	Completed
Risk Management	Develop templates and training plan	Q2/Q3 22	Completed
Risk Management	Review opportunities for enhanced cyber security	Ongoing	On-going

STATISTICS / KEY PERFORMANCE INDICATORS

Purchase Orders Issued

	January to June	July to December	Total
	Processed	Processed	
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
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
2022	44	37	81

of Support Request Tickets

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

EMERGING ISSUES

Supply chain challenges continue to be an obstacle for procurement activities due to Covid-19 induced difficulties and current global political conflicts. 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
Telephone Systems Evolution	1. Replace enterprise phone system with MS Teams Phone	Q4	Initiation
	2. Deprecate and wind-up legacy phone sys.	Q4	Initiation
	3. Cell phone refresh roll out with ROGERS	Q1	Planning
Cybersecurity Awareness culture campaign	1. Educate and support staff to harden response to phishing malware, social engineering scams, and cyberthreat attacks.	Execution	Implemented solution. Reaching out to support staff to take training and testing. Provide incentives to strengthen SCRD stance.
Security Stance Hardening	1. Recruit and hire Cyber Security Analyst	Q2	
	2. Procure Cyber Insurance	Q2	
	3. Implement Intrusion Detection System (IDS) – VMWare Carbon Black.	Complete	
	4. Migrate webmail to hosted Office365 Exchange with 2 factor identification	Execution	
	5. Implement PureStorage SafeMode.	Execution	
	6. Harden Password management solution	Complete	
	7. Audit EndPoint protection services	Initiation	
	8. Improve internal network topology to prevent broadcast storms.	Not started	
	9. Strengthen network access controls	Execution	
	10. Increase compute on DRP Data Centre cluster	Planning	

Core Service/Project	Goal	Timeline	Progress
	11. UPS batteries test and replacement 12. Refinement of backup set and retention schedule 13. Refinement and audits of patch set	Complete Execution Execution	
Development Process Review	1. Support Development Application Process Review project 2. Project initiation for business system upgrades	Q2-Q4	Initiation
Business Systems Improvements	1. Re-establish Continuous Improvement teams and governance structures for core business systems: a. ERP Financials b. Asset/work management c. Recreation bookings review and RFP d. Cemetery	Execution Q2 Q2 Execution	
Virtual Desktop Infrastructure	1. Replace PD06 clients with 10zig clients 2. Migrate user virtual machines from linked clones to instant clones	Complete	In Progress

STATISTICS / KEY PERFORMANCE INDICATORS

of Active mySCRD Users:

	mySCRD Online Accounts (Count & Percentage Uptake)		Total UB Accounts
2022	8,138	53.9%	15,083
2021	6,658	47.0%	14,166
2020	5,567	39.4%	14,133
2019	4,273	30.5%	14,031
2018	3,426	24.6%	13,916
2017	2,602	19.0%	13,673
2016	1,729	12.9%	13,384

of IT Help Request Tickets

	January to June	July to December	Total
2022	2265* + 2711^	2998* + 1650^	5263* + 4361^
2021	2352* + 1599^	2110* + 1774^	4462* + 3373^
2020	1885* + 1201^	2037* + 2217^	3922* + 3418^
2019	1846	1770	3616
2018	1454	2190	3644
2017	1715	1829	3544
2016	2706		2706

*202x figures show request tickets, Zoom-meeting assistance, and ^automated alert tickets^.

*Support tickets more complex due to remote worker support.

EMERGING ISSUES

Division name changed from **Information Technology and Geographic Information Services** to **Information Services**.

Information Services has now filled 3 vacancies that emerged in 2022 and has proffered a 2023 budget proposal to add a new position: Cybersecurity Analyst.

GIS / Civic Addressing [506 / 510]

PROGRESS ON PRIORITIES FROM 2022 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. Need to complete PIA and initiate daily update of database table
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	In Progress (Q1-Q2)	Consultation with Communications Team and front counter staff underway. Draft version of app developed. May be ready to launch with new website.

Core Service/Project	Goal	Timeline	Progress
	area (e.g. Planning, Building, Water, Roads etc)		
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 for long term stability.	Q1-Q3	Meeting with staff and GIS consultant in Jan to discuss process and implications. May require installing 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 underway. Testing and planning for transition over Q1 and Q2.

STATISTICS / KEY PERFORMANCE INDICATORS

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

of Addresses Assigned

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

EMERGING ISSUES

Staff use of new mapping tools and applications are limited by current virtual machine configuration (no dedicated graphics cards). Slow loading and map performance could impede uptake and use of applications.

Reviewed by:			
Mgr., IT/GIS	X – D. Nelson	CFO/Finance	X – T. Perreault
SM, HR	X – G. Parker	Legislative	X – S. Reid
CAO	X – D. McKinley	Other Mgrs.	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Committee of the Whole – January 26, 2023

AUTHOR: Dean McKinley, Chief Administration Officer

SUBJECT: BOARD CONSTITUENCY EXPENSES POLICY AMENDMENTS

RECOMMENDATION(S)

- (1) **THAT the report titled Board Constituency Expenses Policy Amendments be received for information;**
 - (2) **AND THAT the Board Constituency Expenses Policy be adopted as amended.**
-

BACKGROUND

At the regular Board Meeting of September 8, 2022, the following resolution was adopted:

Recommendation No. 4 Board Constituency Expense Policy Amendments

The Committee of the Whole recommended that the report titled Board Constituency Expense Policy Amendments be received for information;

AND THAT the proposed Board Constituency Expense Policy be referred back to staff for further revision including clarifying the definition of “constituency expense” and ensuring the policy supports production of constituency newsletters and websites as an eligible expense.

DISCUSSION

Staff have revisited the Constituency expenses policy and the amendments being proposed include:

- Providing a definition for ‘Constituency Expenses’.
- Ensuring the policy supports production of constituency newsletters and websites as an eligible expense.
- The addition of a monthly stipend of up to \$100 to reimburse home related internet and phone (landline or cellular) charges or technical support. This is a taxable benefit and therefore Directors can choose if they want to claim the monthly stipend as part of their constituency expense claims.
- In an effort to align this policy with other related policies, constituency expenses must be submitted within 60 days of the earliest expense incurred.

Financial Implications

The updated Policy does not result in additional financial implications. Constituency expenses over the last several years have been underspent. The proposed changes allow more flexibility and options to support Directors in their role as an elected official.

STRATEGIC PLAN AND RELATED POLICIES

N/A

CONCLUSION

The Board Constituency Expenses Policy has been updated and is presented for the Committee's consideration.

ATTACHMENTS:

A – Constituency Expenses Policy.

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



BOARD Policy

Section:	Finance	BRD 5
Subsection:	Expense Accounts	1800
Title:	Constituency Expense	1

1. PURPOSE

To provide clarification regarding allowable constituency expenses.

2. SCOPE

Applies to all Directors of the Sunshine Coast Regional District (SCRD).

3. DEFINITIONS

"Device" means electronic, or technology equipment as described within this policy.

"Director" means an Electoral Area Director or Municipal Director.

"Constituency Business" means business that pertains to the political activities of a Director, including acting on behalf of constituent interests within the electoral area.

"Constituency Expenses" means costs incurred by a Director to conduct constituency business.

"SCRD Business" means the business of the Regional District and requires an operational decision or Board consideration for action or decision.

4. POLICY

4.1 Directors may be reimbursed up to a maximum of \$2,500 for constituency expenses per year. If required, and only after the \$2,500 has been depleted, each Electoral Area Director may be reimbursed up to an additional \$1,000, funded by electoral areas only.

4.2 Devices must be purchased within the first two years of the Director's term. The Director retains ownership of the device at the end of the term, therefore, it is a taxable benefit.

4.3 Constituency expenses include:

- Devices including: cell phones, computers (PC or laptop), printers, tablets, computer monitors, headphones (not supported by SCRD).
- Postage.
- Constituency office expenses.
- Printing supplies.
- Advertising costs.
- Constituency newsletters.
- Travel expenses in support of constituency issues.
- Constituency events, excluding alcohol.
- Websites



BOARD Policy

- Monthly stipend of up to \$100 to reimburse home related internet and phone (landline or cellular) charges or technical support. This is a taxable benefit.

4.4 Alternatively, upon request the SCRD will supply Directors with a tablet and a cell phone complete with plan at the beginning of the term. These devices will remain the property of the SCRD; however, Directors may purchase the devices at a depreciated cost at the end of their term. Devices not purchased must be returned to the SCRD at the end of the Director's term.

4.5 Devices provided by the SCRD will receive SCRD IT support; devices purchased using constituency funds must be maintained and supported by the Director.

4.6 Claims for constituency expenses must be submitted within 60 days of the earliest expense incurred. Directors must provide a detailed accounting complete with receipts for each claim (other than for mileage). Finance will ensure that all constituency expense claims are processed within a two-week period.

4.7 Constituency expenses for the previous calendar year must be submitted no later than January 10 of the following year. Constituency expenses submitted after this date will not be eligible for reimbursement.

4.8 In an election year, constituency expenses must be submitted prior to the campaign period, which is generally established 28 days prior to the election.

5. EXCEPTIONS

N/A

6. AUTHORITY TO ACT

6.1 Board

- To be familiar with this policy and to utilize it as a lens to provide focus for determining constituency expenses.

6.2 Chief Administrative Officer

- To approve Directors' expense claims prior to payment.
- To determine the depreciation rate used to calculate buyout price, consistent with asset management practices within the SCRD.
- To make write off decisions on items of low residual value.

6.3 General Manager, Corporate Services/Chief Financial Officer

- To provide advice and clarification regarding this policy.
- To ensure that constituency expense claims are processed within a two-week period.

7. REFERENCES (Bylaws, Procedures, Guiding documents)

None to be Included



BOARD Policy

Approval Date:	April 4, 2004	Resolution No.	288/04
Amendment Date:	February 12, 2009	Resolution No.	045/09, Rec. No. 17
Amendment Date:	February 10, 2011	Resolution No.	060/11, Rec. No. 2
Amendment Date:	December 11, 2014	Resolution No.	579/14, Rec. No. 4
Amendment Date:		Resolution No.	

DRAFT

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Committee of the Whole – January 26, 2023

AUTHOR: Michelle Goetz, Accounts Payable Technician

SUBJECT: DIRECTOR CONSTITUENCY AND TRAVEL EXPENSES FOR PERIOD ENDING
DECEMBER 31, 2022

RECOMMENDATION

THAT the report titled Director Constituency and Travel Expenses for Period Ending December 31, 2022 be received for information.

BACKGROUND

The 2022 Financial Plan for line items Legislative Services Constituency Expenses 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. Based on historical use, the amount budgeted is less than the amount available under the policy.

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 twelve month period ending December 31, 2022 is \$11,357 leaving a remaining budget of \$8,943.

The total amount posted to Legislative and UBCM/AVICC Travel Expenses is \$23,278 leaving a remaining budget of \$12,866.

Figures are based on expense reports submitted up to January 13, 2023 for the twelve month period ended December 31, 2022 and a breakdown by Electoral Area is provided below.

Electoral Area	Constituency Expense	Travel Expense (Excluding GST)
Director Area A	\$3,644	\$9,751
Director Area B	1,003	3,918
Director Area D	3,117	668
Director Area E	538	6,020
Director Area F	2,831	741
Director DOS (2)	224	2,180
Director TOG	-	-
Director SIGD	-	-
YTD Totals	\$ 11,357	\$ 23,278

STRATEGIC PLAN AND RELATED POLICIES

Applicable Board policies:

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

Proposed amendments to both of the above noted policies were reviewed at the Special Corporate and Administrative Services Committee meeting on September 29, 2021.

Based on the Committee's recommendations, an amended *Reimbursement of Travel and Other Expenses* policy was approved by the Board on October 14, 2021 while the *Constituency Expenses* policy was referred to a future Committee meeting for further consideration (Board resolutions 273/21 No. 4 & 5).

An updated Board Constituency Expense policy was brought forward at the July 28, 2022 Committee of the Whole meeting and was subsequently referred back to staff for further review and clarification (Board resolution 212/22 No. 4).

CONCLUSION

The 2022 Financial Plan for Constituency Expenses and Travel Expenses provides a total budget of \$54,844. For the period ending December 31, 2023, the total amount posted to Constituency and Electoral Expenses is \$34,635 leaving a remaining budget of \$21,809.

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 – January 26, 2023

AUTHOR: Alex Taylor, Budget and Financial Analyst

SUBJECT: SUNSHINE COAST REGIONAL DISTRICT DEBT AS AT DECEMBER 31, 2022

RECOMMENDATION(S)

THAT the report titled Sunshine Coast Regional District Debt as at December 31, 2022 be received for information.

BACKGROUND

Local Governments in British Columbia must borrow through the Municipal Finance Authority (MFA) as outlined in the Community Charter (CC) and Local Government Act (LGA).

There are three types of borrowing available: equipment financing (for equipment purchases for a term ≤ 5 years); short-term financing (≤ 5 years) generally used for loans under agreement, revenue anticipation or bridge financing for long-term debt; and long-term debt (> 5 years) which requires public approval and is for a capital asset.

The purpose of this report is to provide the Committee with the year-end information regarding the Sunshine Coast Regional District's (SCRD) debt obligations and any market updates which may impact debt for the SCRD.

DISCUSSION

A summary of the SCRD's short- and long-term debt obligations as at December 31, 2022 is provided in Attachment A.

Specifics of new debt issues, budgeted unissued debt, and expiring debt affecting the 2023-2027 Financial Plan are detailed below along with information on member municipality debt and historical debt levels.

The interest rate environment has changed since the last report to committee on June 30, 2022 where rates were under 2.15%. As of January 17, 2023 the bank of Canada rate was 4.25% (2.5% in July 2022) while CPI was reported at 6.3% which is still above the targeted interest rate. This has lead analysts to believe there could be additional interest rate hikes.

Monitoring the impact to the SCRD is critical as there are several capital projects budgeted for long-term debt, as well as current and existing short-term and equipment finance loans with the MFA. Below are the current and historical rates from MFA as at January 17, however, these will may change due to further increases from the Bank of Canada:

Equipment Financing

This program replaced the MFA's leasing program to purchase equipment such as vehicles and for a term less than 5 years. The benefits of this program are: the very low interest rates; no fees or taxes; local government retains ownership of asset; a fixed payment schedule; and very little administrative overhead. The rates are variable and the range for the past 3 years have been as follows:

Year	High	Low
2022	4.51%	0.90%
2021	0.96%	0.91%
2020	2.58%	1.22%

Short-Term Rates

The short-term program has funded capital projects with the borrowing period being less than 5 years or to bridge finance for projects already approved for long-term funding like the Church Road Well Project. The short-term rates are variable and the range for the past 3 years have been as follows:

Year	High	Low
2022	4.77%	0.90%
2021	0.97%	0.90%
2020	2.58%	1.21%

Long-Term Rates

The Current indicative lending rates for MFA are 3.5% for 5 years and 4.28% for amortization terms from 10-30 years. MFA issues long term debentures for 5- or 10-year terms which are renewed after that period. Depending on the type of term selected, a local government can elect to lock into the 10-year rate for the duration of the debt or renew at the re-issue term at 5 or 10 years. The SCRD has chosen to do both and each has its own risks in doing so. This is akin to choosing a variable or fixed rate mortgage. Below is the highest historical indicative rates for the past 5 years.

Year	Issue #	5 yr	10-30Yr
2022-Fall	158	3.82%	4.09%
2021-Spring	153	1.53%	2.41%
2020-Spring	150	1.99%	1.99%
2019-Spring	147	2.31%	2.66%
2018-Spring	145	2.65	3.15

New Debt Issued

Since June 30, 2022, no additional debt has been issued.

Budgeted Unissued Debt

Budgeted funding from borrowing proceeds for six capital projects and fifteen equipment purchases totaling \$21,873,916 were included in the draft 2022-2026 Financial Plan at December 31, 2022 and are detailed in Table 1 below. The total budgeted unissued debt is not inclusive of budget proposals from 2023 budget deliberations.

The timing for issuance of new borrowing is estimated based on individual project timelines and is subject to final authorization through either a Security Issuing Bylaw or Board resolution if not already in place.

Table 1: Summary of Budgeted Unissued Debt				
Project/Equipment Purchase	Budgeted Proceeds	Proposed Term	Estimated Issuance	Authorization
Building Maintenance Vehicle*	25,000	5 Years	N/A	004/20 No. 19
Water Meter Installations – Phase 3*	7,250,000	15 Years	Spring 2024	196/21
Vehicle Purchase – Strategic Infrastructure Division*	46,500	5 Years	Q3 2023	065/20 No. 37
Regional Water Utility Vehicle Purchase*	46,500	5 Years	Q3 2023	004/20 No. 31
Church Road Well Field Project*	9,000,000	30 Years	Spring 2023	<i>Elector approval process complete-results received at July 23, 2020 Board Meeting.</i>
South Pender Vehicle Purchase*	80,000	5 Years	Q3 2023	046/21 No. 64
Regional Water Vehicle*	210,000	5 Years	Q3 2023	046/21 No. 68
Sechelt Landfill Forklift*	25,000	5 Years	N/A	046/21 No. 53;
Cab Tractor*	70,000	5 Years	Q1 2023	046/21 No. 45
Power Supply System Replacement*	212,000	5 years	2023	068/21 No. 35
Coopers Green Hall Replacement*	1,478,233	5 Years	2025	142/22 No. 3
Sechelt Aquatic Centre Sprinkler Replacement*	815,592	5 Years	2023	321/22 No. 4
Brine Chiller & Condenser (GACC)**	917,600	5 Years	2023	268/21 No. 15
Garage Hoist**	162,000	5 Years	2023	247/22 No. 9
RWS Single Axle Dump Truck**	225,000	5 Years	2023	005/22 No. 56
RWS Light Duty Trucks**	150,000	5 Years	2023	008/22 No. 59
RWS Vehicle Purchases (Two EVs & Two Light Duty Trucks)**	200,000	5 Years	2023	005/22 No. 57
GDVFD Fire Truck Replacement**	585,000	5 Years	2023	005/22 No. 41
Self-Contained Breathing Apparatus & Fill Station (HMBVFD)**	175,900	5 Years	2023	005/22 No. 46
Langdale WWTP Remediation**	100,000	5 Years	2023	005/22 No. 63
Woodcreek Park WWTP System Upgrade**	99,591	5 Years	2023	174/22 No. 8
Total	\$21,873,916			

*denotes a carry forward project from 2021

**denotes a project from 2022

Sechelt Landfill Forklift

Issuance of \$25,000 in borrowing approved for the purchase of a forklift for the Sechelt Landfill will not be obtained due to Resolution 367/22 No. 2 whereby the decision to cancel this project was approved. This authorized borrowing is not included in the draft 2023-2027 Financial Plan.

Expiring Debt

Equipment financing loan 0015-0 was fully repaid in December 2022. The annual debt servicing cost for this loan was \$71,210.

Equipment financing loan 0016-0 was fully repaid in December 2022. The annual debt servicing cost for this loan was \$8,892.

Equipment financing loan 0021-0 was fully repaid in December 2022. The annual debt servicing cost for this loan was \$24,232.

Debenture 102-593 was fully repaid in December 2022. The annual debt servicing cost for this loan was \$88,480.

The following debt is set to expire in 2023:

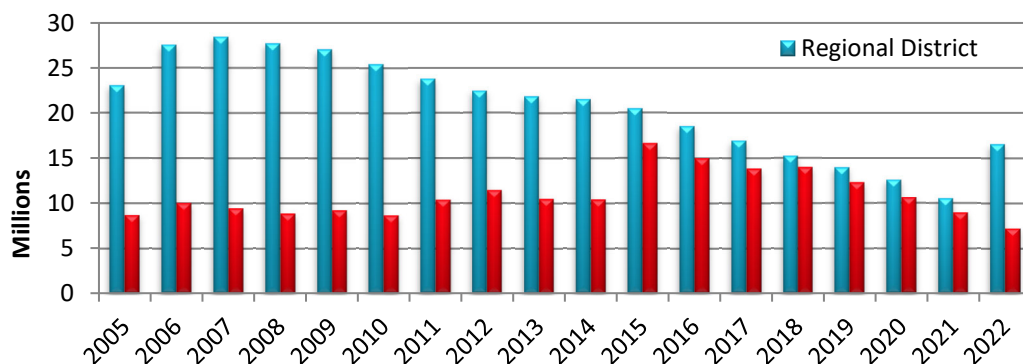
Debt Type	Issue #	Date of Expiration	Annual Debt Servicing
Equipment Financing	0017-0	31-Aug-23	\$8,587
Equipment Financing	0018-0	30-Nov-23	\$6,424

Member Municipality Debt

Municipal financing under loan authorization bylaws (other than temporary borrowing) must be undertaken by the applicable Regional District. As at December 31, 2022, the outstanding principal balance of debt recoverable from Member Municipalities by the SCRD was as follows:

Gibsons	\$ 5,370,414
Sechelt	1,851,926
Total	\$ 7,222,340

Historical Debt Balances



Financial Implications

All debt servicing costs are included in the Financial Plan and are updated annually to reflect actual repayment schedules and interest rates. Funding for expiring debt is automatically removed from the Financial Plan as a loan expires. Debt servicing costs for budgeted unissued borrowings are estimated based on current interest rates and are included in the Financial Plan no sooner than when the borrowing is expected to occur. The implications to changing rates will be reflected in the draft 2023-2027 Financial Plan

STRATEGIC PLAN AND RELATED POLICIES

The information provided in this report is consistent with the SCRD's Debt Management Policy.

CONCLUSION

Due to inflation, the Bank of Canada raised interest rates by 1.75% since July 13, 2022. This resulted in the MFA increasing long-term and variable interest rates which has impacted the SCRD's debt portfolio and the 2023-2027 Financial Plan.

There has been no new debt issuance since the last Long-Term debt report as at June 30, 2022.

Budgeted unissued debt funding for capital projects and equipment purchases totals \$21,873,916 as at December 31, 2022. This debt will be issued in accordance with project timelines and funding requirements, subject to any required authorizations.

Three equipment financing loans and one debenture was repaid since the last debt report, with two equipment financing loans set to expire in 2023.

Member municipality debt totaled \$7,222,340 as at December 31, 2022.

Attachment:

- A-SCRD Schedule of Short and Long Term Debt as at December 31, 2022

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

Sunshine Coast Regional District
Schedule of Short & Long Term Debt
Projected Balances as at December 31, 2022

Attachment A

LA/SI Bylaw or Resolution	Purpose	Interest Rate	Annual Servicing Costs	Principal Balance Remaining	Maturity	Rate Reset / Early Payout
Borrowing Under Loan Authorization Bylaw						
550/561	Community Recreation Facilities Construction	4.77%	1,530,409	3,462,642	2025	N/A
544/553	Chapman Water Treatment Plant	0.91%	159,316	639,585	2025	N/A
557/572	Field Road Administration Building	4.88%	243,191	788,462	2026	N/A
550/561	Community Recreation Facilities	4.88%	167,663	543,590	2026	N/A
556/571	Fleet Maintenance Building Expansion	4.88%	33,529	108,707	2026	N/A
547/575	Egmont & District Fire Department Equipment	4.88%	8,238	26,709	2026	N/A
594/613	Pender Harbour Pool	2.25%	48,519	382,082	2029	2024
676/694	South Pender Water Treatment Plant	3.00%	82,479	895,813	2034	2024
617/628	North Pender Harbour Water UV & Metering	3.00%	28,250	260,000	2035	N/A
619/629	South Pender Harbour Water Metering	3.00%	42,375	390,000	2035	N/A
707/719	Square Bay Waste Water Treatment Plant	2.66%	17,868	247,792	2039	2029
			\$ 2,361,838	\$ 7,745,381		
Liabilities Under Agreement						
266/19 No. 5	Merrill Crescent Septic Field Replacement	4.77%	3,105	5,563	2024	Open
266/19 No. 5	Canoe Road Septic Field Replacement	4.77%	4,151	7,437	2024	Open
015/20 No. 5	Vaucroft Dock Capital Works	4.77%	97,151	180,000	2024	Open
019/22 No. 19	Sechelt Landfill Remediation	4.77%	372,880	1,406,878	2027	Open
			\$ 477,287	\$ 1,599,878		
Tempoary Short-Term Borrwoing						
725/734	Church Road Well Field	4.77%	\$ 295,660	\$ 6,198,333	N/A	Open
Equipment Financing						
0017-0	Community Parks - Vehicle	4.77%	5,410	5,319	2023	Open
0018-0	SPHWS - Vehicle	4.77%	5,828	5,693	2023	Open
0020-0	Regional Water Vehicle Replacements (2018)	4.77%	42,546	65,823	2024	Open
0022-0	Regional Water Vehicle Replacements (2019)	4.77%	25,986	77,079	2025	Open
0023-0	Waste Water Vehicle Replacement (2019)	4.77%	9,275	27,511	2025	Open
0024-0	NPH Water Service Vehicle Replacement (2019)	4.77%	13,770	40,847	2025	Open
0025-0	Regional Water Excavator & Trailer	4.77%	28,393	108,458	2026	Open
0026-0	RCVFD SCBA & Fill Station	4.77%	37,776	159,171	2027	Open
0027-0	GDVFD Initial Attack Truck	4.77%	81,816	344,733	2027	Open
0028-0	HMBVFD Tanker	4.77%	35,043	150,439	2027	Open
			\$ 285,842	\$ 985,074		
Budgeted Unissued Borrowing				Amount	Proposed Term	
Building Maintenance Vehicle			6,083	25,000	5 years	
Water Meter Installations - Phase 3			653,407	7,250,000	15 Years	
Vehicle Purchase - Strategic Infrastructure Division			10,471	46,500	5 years	
Regional Water Utility Vehicle Purchase			10,471	46,500	5 years	
Church Road Well Field Project			511,989	9,000,000	30 Years	
South Pender Vehicle Purchase			18,015	80,000	5 years	
Regional Water Vehicle Purchase			47,290	210,000	5 years	
Sechelt Landfill Forklift			5,630	25,000	5 years	
Cab Tractor (Sports Fields)			15,763	70,000	5 years	
Power Supply System Replacement			47,741	212,000	5 years	
Coopers Green Hall Replacement			359,664	1,478,233	5 years	
Sechelt Aquatic Centre Sprinkler System Replacement			198,439	815,592	5 years	
Brine Chiller & Condenser (GACC)			206,637	917,600	5 years	
Garage Hoist			36,481	162,000	5 Years	
RWS Single Axle Dump Truck			50,668	225,000	5 years	
RWS Light Duty Trucks			33,779	150,000	5 years	
RWS Vehicle Purchases (Two EVs & Two Light Duty Trucks)			45,039	200,000	5 Years	
GDVFD Fire Truck Replacement			131,738	585,000	5 Years	
HMBVFD SCBA & Fill Station			39,611	175,900	5 Years	
Langdale WWTP Remediation Project			24,331	100,000	5 Years	
Woodcreek WWTP System Upgrade			24,231	99,591	5 years	
			\$ 2,477,478	\$ 21,873,916		
SCRD Long Term Debt Totals			\$ 5,898,105	\$ 38,402,582		
Debt Servicing Ratio*			11.00%			

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Committee of the Whole – January 26, 2023

AUTHOR: Valerie Cropp – Manager, Purchasing and Risk Management

SUBJECT: Contracts Between \$50,000 and \$100,000 From October 1, 2022 to December 31, 2022

RECOMMENDATION

THAT the report titled Contracts between \$50,000 and \$100,000 from October 1, 2022 to December 31, 2022 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 174 contracts/purchase orders were issued during the time period October 1, 2022 to December 31, 2022 with 2 valued between \$50,000 and \$100,000.

	Supplier	Account Code	Awarded	Budget
1.	K&R Commercial Refrigeration Ltd.	613 - Community Recreation - Facility Operations	\$68,550.90	Capital
	HVAC Unit Replacement			
2.	YMCA of Greater Vancouver	670 - Regional Recreation Programs	\$50,400.00	Operating
	Youth Centre 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		Finance	X-T.Perreault
GM		Legislative	
CAO	X – D. McKinley	Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Committee of the Whole – January 26, 2023

AUTHOR: Brad Wing, Manager, Financial Services

SUBJECT: PARCEL TAX ROLL REVIEW PANEL

RECOMMENDATION

(1) **THAT the report titled Parcel Tax Roll Review Panel be received for information;**

(2) **AND THAT:**

- **Three members of the Board be appointed to the Parcel Tax Roll Review Panel;**
 - **The Parcel Tax Roll Review Panel sitting be scheduled for February 23, 2023 at 9:00 a.m. to be held electronically and transmitted from the SCRD Boardroom; and,**
 - **The Chief Financial Officer be appointed Collector for the SCRD.**
-

BACKGROUND

The purpose of the Parcel Tax Roll review is to ensure that the billing information is correct for the 2023 parcel tax, and to authenticate the Parcel Tax Roll.

As authorized under the Pender Harbour Pool Parcel Tax Roll Bylaw No. 612, Community Recreation Facilities Parcel Tax Roll Bylaw No. 577, and the Water Rates Bylaw No. 422, including Regional Water, South Pender Harbour Water and North Pender Harbour Water Service Areas, parcel taxes will be assessed on all eligible parcels listed on the Parcel Tax Roll.

DISCUSSION

The *Community Charter* requires that a Parcel Tax Roll Review Panel (PTRRP) process be held to hear any matters referred to in *Community Charter Section 205 (1) [complaints to the parcel tax roll review panel]* and to authenticate the parcel tax roll.

Complaints to the review panel are to be in writing and are to make corrections only with respect to the following:

- there is an error or omission respecting a name or address on the parcel tax roll;
- there is an error or omission respecting the inclusion of a parcel;
- there is an error or omission respecting taxable area or the taxable frontage of a parcel;
- an exemption has been improperly allowed or disallowed.

The Parcel Tax Roll will be made available to the public for inspection commencing Monday, February 6, 2023, with notice that corrections will be accepted up to Tuesday, February 21, 2023.

Information regarding requests for correction will be provided to the Parcel Tax Roll Review Panel on Thursday, February 23, 2023.

Normally three members of the Board are appointed to the Review Panel.

STRATEGIC PLAN AND RELATED POLICIES

The Parcel Tax Roll Review is in accordance with the *Community Charter* legislation as a statutory requirement.

CONCLUSION

A Property Tax Roll Review Panel must meet annually to address complaints and authenticate the assessment roll.

Staff recommend three members of the Board be appointed to the Parcel Tax Roll Review Panel which will meet on Thursday, February 23, 2023 at 9:00 a.m. and to appoint the Chief Financial Officer as Collector for the SCRD.

Reviewed by:			
Manager		CFO/Finance	X – T.Perreault
GM		Legislative	X – S. Reid
CAO	X – D. McKinley	Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Committee of the Whole – January 26, 2023

AUTHOR: Allen van Velzen, Manager, Facility Services

SUBJECT: REQUEST FOR PROPOSAL 2261317 DOMESTIC HOT WATER DISTRIBUTION SYSTEM RECONSTRUCTION – CONTRACT AWARD

RECOMMENDATIONS

- (1) **THAT the report titled Request for Proposal 2261317 Domestic Hot Water Distribution System Reconstruction – Contract Award be received for information;**
 - (2) **AND THAT the budget for this project be increased to \$117,070 from \$35,000 with the increase of \$82,070 to be funded through Capital reserves;**
 - (3) **AND THAT the 2023-2027 Financial Plan be amended to include this increase;**
 - (4) **AND THAT a contract to reconstruct the Domestic Hot Water Distribution System at the Sechelt Aquatic Center be awarded to Ram Mechanical Ltd., for a value not to exceed \$109,250 (before GST);**
 - (5) **AND THAT the delegated authorities be authorized to execute the contract;**
 - (6) **AND FURTHER THAT this recommendation be forwarded to the Regular Board meeting of January 26, 2023.**
-

BACKGROUND

The control system for the domestic hot water system that supplies tempered water to the public showers at the Sechelt Aquatic Center is unreliable and the system cannot maintain a consistent water temperature suitable for showering. Pool patrons are required to shower before using the pool facilities and the large fluctuation in shower temperature has resulted in an undesirable user experience for some patrons. At times the temperature fluctuations have been so severe the shower temperature could be a safety concern. After numerous attempts to address the ongoing issue, a mechanical engineering consultant was engaged to perform a review of the system. Through this review it was determined that an upgrade to the control and recirculation system is required to resolve the significant temperature fluctuations. A project budget of \$35,000 based on consulting engineer advice was established through the 2022 budget process to fund the implementation of the system upgrades recommended by the consulting engineer.

At the January 13, 2022 Board Meeting, the following resolution was adopted (in part):

Recommendation No. 34 *Community Recreation Facilities [615] – 2022 R1 Budget Proposals*

THAT the report titled 2022 Round 1 Budget Proposal for Community Recreation Facilities [615] be received for information;

AND THAT the following budget proposals be approved and incorporated into the 2022 Round 2 Budget:

- Budget Proposal 1 – Domestic Hot Water System, \$35,000 funded through Taxation;

The purpose of this report is to request that the Board award the contract for the reconstruction of the domestic hot water distribution system at the Sechelt Aquatic Center to Ram Mechanical Ltd. for a value not to exceed \$109,250 (before GST).

Project Scope

The scope of work includes removal and replacement of the existing tempering valves with electronically controlled valves, reconfiguration of the hot water recirculation lines, replacement of hot water recirculation pumps, integration of control valves with the building DDC system, rebalancing of the system and all related plumbing, electrical and controls required for the installation.

DISCUSSION

Request for Proposal (RFP) Process and Results

Request for proposal 2261317 Domestic Hot Water Distribution System Reconstruction was issued on October 6, 2022, and closed November 4, 2022.

One compliant proposal was received. Led by Purchasing, the evaluation team consisted of three team members. The evaluation committee reviewed and scored the proposal against the criteria set out in the RFP. Staff have recommended that a contract be awarded to Ram Mechanical Ltd. as they met the specifications as outlined and are the highest scoring proponent, best value for the above-mentioned project.

Summary of Bids Received

<u>Name</u>	<u>Value</u>
Ram Mechanical Ltd.	\$ 95,000 (before GST)

It is recommended that the awarded contract be in the amount not to exceed \$109,250, which provides a 15% contingency.

Current market conditions with inflated pricing due to the COVID-19 pandemic and scheduling of the work to occur on weekends and evenings to minimize impacts of the project on the operations on the facility are likely factors in the bid received.

Financial Implications

The approved budget for the domestic hot water distribution system reconstruction is \$35,000 funded by taxation. In order to complete this project, an additional \$82,070 will be required and

can be funded from the existing capital reserves. This will bring the total available budget to \$117,070, which includes consulting engineer costs and a 15% contingency.

Item	Contract Price	15% Contingency	Totals
Project Construction	\$95,000	\$14,250	\$109,250
Consulting Engineer	\$6,800	\$1,020	\$7,820
Total Project Budget			\$117,070

The capital reserves for Community Recreation Facilities are assumed to be fully committed to the replacement of critical capital components as part of the Capital Renewal Plan. This project will reconfigure existing processes and will involve the replacement of several components that are considered in the Capital Plan for this facility. A full determination of the implications of this work on the capital plan and associated funding will be included in the annual review. The 2023 update to the Community Recreation Facilities Capital Plan was presented at the SCRD Pre-Budget Meetings in December 5-6, 2022 ([2023 Community Recreation Capital Funding Review](#)).

Timeline and Next Steps

Following Board decision, the contract award will be made. It is anticipated the project can be scheduled to minimize impacts to the operation of the facility and will be completed by the end of Q1 2023.

STRATEGIC PLAN AND RELATED POLICIES

NA – Operational

CONCLUSION

In accordance with the SCRD's Purchasing Policy, RFP 2261317 was issued for domestic hot water distribution system reconstruction at the Sechelt Aquatic Center. One compliant proposal was received.

Staff recommend that a contract for the reconstruction of the domestic hot water distribution system at the Sechelt Aquatic Center be awarded to Ram Mechanical Ltd., for the amount not to exceed \$109,250 (before GST), which includes a 15% contingency, and that the delegated authorities be authorized to execute the contract.

Reviewed by:			
Manager		CFO/Finance	X- T. Perreault
GM	X- S. Gagnon	Legislative	
CAO	X- D. McKinley	Purchasing	X- V. Cropp

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Committee of the Whole – January 26, 2023

AUTHOR: Kevin Clarkson - Manager, Parks Services

SUBJECT: **CONTRACT NO. 2261301-1 AMENDMENT – REVENUE LOSS COMPENSATION FOR KATHERINE LAKE CAMPGROUND DURING THE 2022 OPERATING SEASON**

RECOMMENDATION(S)

- (1) THAT the report titled Contract No. 2261301-1 Amendment – Revenue Loss Compensation for Katherine Lake Campground during the 2022 Operating Season be received for information;**
 - (2) AND THAT the Sunshine Coast Regional District (SCRD) authorize a total contract amendment value of \$4,428.60 to contract No. 2261301-1, in order to compensate the contracted service provider for unanticipated revenue losses, as a result of 2021 flooding impacts and multiple campsite closures for the 2022 operating season.**
-

BACKGROUND

On May 24, 2022, the SCRD entered a service contract with Pristine Parks Ltd. for the provision of parks operation services for Katherine Lake Campground, Dan Bosch Park, and Ruby Lake Boat Launch (*contract No. 2261301-1*). The services include all labour, vehicles, tools, equipment, services, and structures needed to support the operating plan.

At the time of contract finalization, Parks Services staff were simultaneously addressing a necessary recovery project, to reclaim and rebuild the lower section of the RV campsites that are located adjacent to the lower main creek drainage through the property and the inflow of Katherine Lake itself. Damages to these campsites were incurred during the significant emergency atmospheric flooding events in late 2021. A total of three campsites experienced significant damage and were deemed unusable until repairs could be realized. With the busy operational season approaching, Parks was advancing this necessary recovery work in efforts complete the work prior to the campgrounds opening.

Unfortunately, the flood recovery project experienced significant delays. Results of the preliminary archaeological field assessment (PAFR) and planning dictated necessary scope changes to recovery efforts, as well as required that both a registered archaeologist, and a qualified environmental professional be on-site during construction and remediation works, to provide adequate project monitoring and ensure the protection of environmental and cultural values. Furthermore, the procurement process to acquire qualified contractors was also delayed due to no qualified bids being received. All the aforementioned factors equated to the project being delayed and missing the approved environmental window for getting the campsites repaired prior to the operating season in 2022.

The recovery project at Katherine Lake Campground is now complete and the project was a success, as the site is now proving to be more resilient to impacts from current and future significant flooding events. However, due to the required closure of three serviced campsites, the contractor experienced an unforeseen loss in annual revenue.

As required by policy, an amendment to the contract is required to compensate SCRD's contractor service provider at Katherine Lake Campground for financial losses incurred.

DISCUSSION

The total Contract No. 2261301-1 value is \$334,343. This total amount reflects the costs associated with annual operations at three SCRD Parks, including Katherine Lake Campground. The term is until October 31, 2026, and the amount reflects SCRD's costs for services over the entire duration of the contract. It should be noted that this amount was agreed to by both parties and is based on SCRD provided information on realistic annual revenue calculations derived from benchmarking occupancy rates at Katherine Lake campground. The unforeseen campsite closures, project delays and resulting inability to rent three sites for the entire 2022 operating season has resulted in a direct annual revenue loss to the contractor of \$4,428.60. This amount reflects calculations discussed and agreed upon by both parties.

As the total amount of the suggested contract amendment exceeds spending authorities within SCRD Purchasing policy, staff are requesting the Board approve a contract amendment of \$4,428.60, for a total Contract No. 2261301-1 value of \$338,770.

The recovery works at the campground are now completed (including a significant degree of environmental protection and infrastructure resiliency), and the campsites are operational again.

However, given the increasing frequency and severity of climactic events and impacts to SCRD parks, there still exists risks to any park assets and infrastructure, and a possibility for future required service level adjustments.

Financial Implications

There are no financial implications as the contract amended amount would be accommodated within the existing base operating budget.

Timeline for next steps or estimated completion date

Contract amendments will be issued immediately following authorization from SCRD Board.

Communications Strategy

If/when approved, staff will work with Finance to provide notice to the contractor and issue the contract amendment.

STRATEGIC PLAN AND RELATED POLICIES

N/A

CONCLUSION

Current service provision has been professional and consistent throughout the existing service contract, and the Parks Division is generally satisfied with the provider's timely and professional attention to all requirements. The unforeseen closure of three campsites at Katherine Lake Campground during the entire 2022 operating season has resulted in a calculated loss in revenue for our contracted service provider. Staff therefore recommend that Contract No. 2261301-1 be amended for the total calculated revenue loss value of \$4,428.60.

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Committee of the Whole – January 26, 2023

AUTHOR: Shane Walkey, Manager, Utility Services

SUBJECT: 2022 DROUGHT RESPONSE PLAN SUMMARY

RECOMMENDATION(S)

THAT the report titled 2022 Drought Response Plan Summary be received for information.

BACKGROUND

The Sunshine Coast Regional District's (SCRD) Drought Response Plan (DRP) is the primary tool for ensuring water systems can support demand and maintain operational confidence in water supply capacity. The DRP prioritizes water supply for human health, fire protection, and Chapman Creek Environmental Flow Needs. The SCRD implements and escalates Water Conservation Regulations that are in effect at a minimum from May 1 to September 30 each year, as per *SCRD Water Rates and Regulation Bylaw No. 422, 1995* (Bylaw 422). SCRD staff determine when Water Conservation Regulations should be increased or prolonged based on factors such as water supply conditions, weather forecasts, and community water use trends.

The purpose of this report is to provide an overview of the implementation of the DRP in 2022. Stage 1 regulations were still in place when this report was written.

DISCUSSION

Chapman Water System

Stage 1 regulations came into effect in all water systems on May 1, 2022. Stage 2 regulations began in the Chapman Water System on July 28, 2022, coinciding with the end of snow melt watershed contributions. At the same time, there was an increase in average daily temperatures and associated increased water demand (Figure 1).

There was low rainfall through summer and fall. In response, the SCRD called Stage 3 on August 23 and subsequently Stage 4 regulations on August 31, banning outdoor water use to ensure remaining water storage and other sources would meet community water demand without significant rainfall. Stage 4 reduced average community water demand by an additional 30% compared to Stage 3. Staff used the Chapman Lake siphons and installed a new emergency siphon system at Edwards Lake to add water supply to access more water from each lake. There was minimal precipitation through September and October, the lakes levels continued to decrease, and freezing conditions resulted in the decommissioning of the siphons by late October.

SCRD reduced water conservation regulations from Stage 4 to Stage 1 on December 13, 2022, a total of 104 days, with this year being the longest drought in the SCRD in recent record. Prolonged drought conditions proved challenging to manage with existing drought response tools and regulations.

Drought conditions, temperature, and community water demand highly influence water supply conditions in the Chapman Water System. Along with water supply conditions, the SCRD also considers water treatment plant and system distribution capacities. The number of days at each Water Conservation Regulation stage is shown in Table 1.

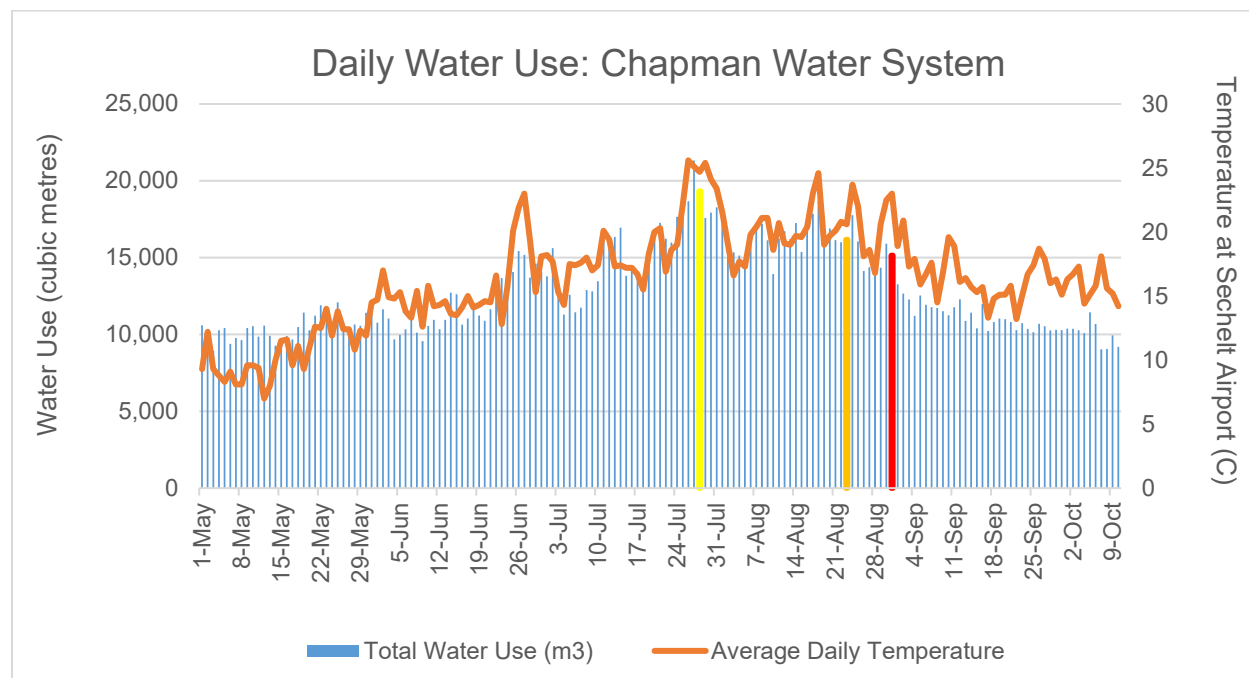


Figure 1. Daily water consumption of the Chapman Water System (all sources).

Table 1. Chapman Water System: Number of days in each stage (2018-2022)

Year	Stage 1	Stage 2	Stage 3	Stage 4	Total Days
2018	79	39	21	14	153
2019	52	40	61	0	153
2020	108	29	16	0	153
2021	76	18	18	41	153
2022	111*	26	8	104	249*

Note: Water Conservation Regulations are in effect May 1 to Sep 30 at minimum, which equals 153 days

*As of January 4, 2023

Emergency Operations Centre

An Emergency Operations Centre (EOC) was activated on September 17, 2022, in response to extended drought conditions. While the EOC was activated in Fall 2022, the SCRD's main reservoirs, Chapman and Edwards Lakes reached historic low levels.

The EOC structure provided additional drought response capacity to enable:

- Advance weather and water supply forecasting
- Additional water sourcing including design and development of a new emergency siphon system at Edwards Lake, new tie-in from Soames Well to the Church Road Water Treatment Plant, acquisition of additional water supply from the Town of Gibsons, and preparation of water supply from Trout Lake, although this source was not used.
- Managing irregular water supply operations, such as freezing conditions with insufficient water supply.
- Resolution of large private property leaks (water shut-off notifications).
- Initiate advanced planning activities with other local governments and agencies including shíshálh Nation Government District, Emergency Management BC (EMBC) and their consultants, Ministry of Forests, Department of Fisheries and Oceans Canada, Vancouver Coastal Health, Health Emergency Management BC, School District 46, Fire Departments, and engineering consultants.
- Develop scenario planning, decision-making tools, and contingency plans that include options such as; Chapman Creek Environmental Flow Needs reductions, mass transport of potable water or bottled water, treating temporary water sources, modifying Chapman Water Treatment Plant, boil water advisories.
- Update of the Chapman Water System – Water Shortage Emergency Response Plan.

State of Local Emergency

SCRD, District of Sechelt, and shíshálh Nation Government District ordered a State of Local Emergency (SOLE) between October 17 to November 18, 2022 to further secure water supply. The temporary emergency authority provided the SCRD access to emergency powers under the *Emergency Program Act*, including the ability to act on provisions not in current SCRD bylaws. The Orders were meant to reduce high water use activities or activities that could be completed using non-potable water.

- Orders implemented under the State of Local Emergency:
 - Businesses to temporarily stop activities, including but not limited to breweries, cideries, aggregate production, non-medical cannabis, building maintenance, landscaping, and horticulture. Some of these businesses could have used non-potable water to continue operating (e.g. construction activities).
 - Delayed ice installation at the Sunshine Coast Arena, as is consistent with SCRD's approach to other SCRD recreation services that require large volumes

of water during Stage 4. Subsequently, the SCRD Board resolved to have the SCRD Water Use Restriction order amended under the SOLE to allow for the ice to be installed.

Bulk water supply

The SCRD offered a bulk water filling station in Langdale to support business continuity for farm irrigation or construction projects impacted in Stages 2 to 4. The SCRD invited interested users to contact the SCRD to submit a request. The SCRD did not allow this water source to be used on residential property or for redistribution. Users included construction companies, a nursery, and a brewery.

All Water Systems

The Chapman Water System services 85% of SCRD water customers. The other SCRD water systems service smaller populations and generally have lower Water Conservation Regulations, except for the Eastbourne Water System (Tables 3 and 4).

Table 3. 2022 Drought Response Plan Stage Implementation: All Water Systems

Water System	Source	Implemented Water Conservation Regulations
Langdale	Groundwater	Stage 1
Soames	Groundwater	Stage 1
Granthams	Groundwater	Stage 1
Chapman	Surface water: Chapman Creek, Chapman Lake, Edwards Lake, Gray Creek Groundwater: Chaster Well	Stage 1, 2, 3, 4
South Pender Harbour	Surface water: McNeill Lake	Stage 1, 2
North Pender Harbour	Surface water: Garden Bay Lake	Stage 1
Cove Cay	Surface water: Ruby Lake	Stage 1
Egmont	Surface water: Waugh Lake	Stage 1
Eastbourne	Groundwater	Stage 1, 2, 3, 4

Table 4. 2022 Drought Response Plan Stage Implementation Dates

Water System	Stage 1	Stage 2	Stage 3	Stage 4	Date Regulations Decreased
Chapman	May 1	July 28	August 23	August 31	December 13
Eastbourne	May 1	June 30	July 28	August 23	November 8
South Pender Harbour	May 1	July 29	N/A	N/A	November 8

Note: Water Conservation Regulations were extended beyond September 30 for all water systems due to severe drought conditions.

The South Pender Harbour Water System escalated to Stage 2 regulations starting July 29 when community water demand approached maximum daily extraction volumes permitted under the McNeill Lake water license. Stage 2 regulations ensured the system operated in compliance with the water license in 2022.

The Eastbourne Water System moved from Stage 2 to Stage 4 regulations when the onset of dry summer weather coincided with the arrival of seasonal residents and the water system could not meet demand without the conservation efforts of residents. The SCRD communicated changes in Stages through direct email to the Eastbourne Community Association and Island Trustee for distribution and displayed signs at the Eastbourne wharf focusing on water supply conditions; extensive outdoor water use is a less common practice in this water system.

Communication

The SCRD used multiple communication channels to share Water Conservation Regulations and EOC updates with residents, businesses, and visitors.

Drought Response Plan

- Water Conservation Regulations mail-out to all water customers (April 13, 2022)
- Get Ready for Summer social media campaign (April – June 2022)
- Staff hosted an information session titled, “Hey SCRD, What are you doing about water?” (June 8, 2022)
- Updates were posted regularly on website and social media
- General Manager, Infrastructure Services, Water Supply Updates to the SCRD Board were recorded and posted to the SCRD website and social media
- Notification for each change between Stages included:
 - Media releases
 - Website
 - Radio
 - Social Media
 - Print advertising in local newspaper
 - Posted at the SCRD office
 - Permanent stage signs on highway in Areas B, D and F
 - Sandwich boards at 17 high volume street intersections (Stages 1 to 4)
 - Banners at 10 locations (Stage 4 – Ban on Outdoor Water Use)
 - Yard signs at 18 locations (Stage 4 – Ban on Outdoor Water Use)
 - Direct mail-out (flyer) to Chapman Water System properties (Stage 4)
 - Direct email to landscapers and gardening businesses (Stages 2 to 4)
- Visitors were provided with Water Conservation Regulations information through:
 - Signage on highways
 - Announcements were provided on Langdale and Earls Cove BC Ferries routes
 - Announcements shared through Sunshine Coast Tourism

EOC

- Continued Water Supply Updates to the SCRD Board.
- Outreach to recreation users about closure or reduced service at the Sechelt Aquatic Centre and delay in Sunshine Coast Arena ice installation.
- Additional staff resources for follow-up with property owners with ongoing leaks.
- Increased media releases with water supply updates that included community water consumption and Wednesday water supply update videos during the EOC.
- Over 60 media enquiries were received and responded to from local, Provincial and National news outlets.
- In partnership with the Sunshine Coast Regional Economic Development Organization (SCREDO), the SCRD provided an update to the local business community about the water supply situation.

SCRD staff supported public inquiries about Water Conservation Regulations by phone, email, in-person, and social media channels.

Compliance and Enforcement

The DRP and corresponding Water Conservation Regulations are outlined in Bylaw 422 and the *SCRD Bylaw Notice Enforcement Bylaw No. 638, 2011*.

To enforce Bylaw 422, the SCRD has a compliance approach of: 1) Education, 2) Warning, 3) Fine. As per resolution 127/19, the fine for each infraction of Water Conservation Regulations in 2022 remained at:

Stage 1: \$200

Stage 2: \$300

Stage 3: \$400

Stage 4: \$500

SCRD staff interacted with 126 properties about compliance with Water Conservation Regulations (Table 5). Approximately 80% of interactions were in response to complaints received from the public. Patrols were conducted to ensure compliance with sprinkling hours and to investigate high users as determined through meter data. Staff left a door hanger notification at properties in violation, provided verbal warnings, or issued a mailed notification with a warning citing the specific bylaw provision.

The volume of complaints and level of staff interaction were comparable to 2021, however, the number of issued Bylaw Enforcement Notices (BEN) tripled from eight in 2021 to 24 in 2022 amounting to \$11,400 in fines. Previously, between 2005 and 2020, the greatest number of fines issued in a single year was two. A BEN and the associated fine were issued in the case of ongoing violation during Stage 3, and issued without a warning in Stage 4. A total of 73 properties received warnings in 2022.

Table 5. Water Conservation Regulations compliance interactions by Water System (May 1 to December 13, 2022)

Water System	Number of Properties
Chapman	120
Granthams	0
Soames	0
Langdale	0
North Pender Harbour	1
South Pender Harbour	5
Egmont, Cove Cay	0
Eastbourne	0

Table 6. Method of reporting Water Conservation Regulation violations to SCRD staff

Method	% Violations Reported
Phone complaint	35%
Bylaw form submission (website)	30%
Staff patrol	20%
Email complaint	10%
In-person complaint (administration office)	5%

Table 7. Category of Water Conservation Regulations violation reported

Category	% Violations Reported
Trees, shrubs, flowers	46%
Lawns	30%
Washing exterior surfaces	17%
Washing vehicles or boats	6%
Food producing plants	1%

Supporting Education and Outreach

The Monthly Water Use Update was advertised through mail-outs, social media, and SCRD bulletin updates in the Coast Reporter. There are now over 625 subscribers. The email update gives SCRD water customers access to their water use information each month.

2022 Non-Violation Water Inquiries

Staff also tracked incoming inquiries by phone and email from mid-April to mid-October when possible. These included the date of inquiry, the method of communication (walk-in, phone call, email), the location of the resident (by area), and the central question of the inquiry. Approximately 200 inquiries were recorded.

Table 8. Category of Water Inquiries

Category	% of Questions
Regulations	59%
Rain Water Harvesting	15%
Miscellaneous	14%
Leaks	11%
Meters	11%
Utility Bill	2%

Water Use Awareness Pilot

In 2022, staff initiated a pilot program to support seasonal high water users in reducing their consumption. By comparing a water use diary to detailed meter data, a participant could learn about the impacts of different activities, such as irrigating or pressure washing. Staff sent the first invitations to 75 properties (July 12) based on water use data. The second invitations were sent to known large-scale gardeners (July 22). The third invitation was an open invitation to the 500+ Monthly Water Use Update subscribers (August 10). While several interactions from interested residents resulted, no residents signed up for the pilot. Feedback indicated that under the current flat rate billing structure, the incentives for high water users to change their behavior is low.

With limited response to the pilot, staff sent a customized mail-out to approximately 40 properties advertising the Monthly Water Use Update subscription and the beginning of Stage 2 in the Chapman Water System. This mail-out included daily average water use data, by month, for each property. While there was no direct response based on this mail-out, there was an increased awareness of the Monthly Water Use Update program through all communication channels and an increase in subscriptions of more than 125 members throughout the summer.

Organizational Implications

The 2022 drought response, including EOC activation, required significant staff resources compared to previous years. The extended drought into December had severe impacts to SCRD department work plans due to increased workloads and staff reassignments to duties within the EOC. As a result, several projects and initiatives were delayed. Drought related tasks such as siphon inspection, maintenance and installation, along with ongoing work to implement source supply modifications reduced Utilities staff capacity. This included staff within most departments but highly impacted Infrastructure Services and Planning and Development staff. Contractors that were attempting to complete projects that rely on SCRD water, such as subdivision development, delayed their projects for several months.

Timeline and next steps

In early 2022, staff reviewed Bylaw 422 with the first phase focusing on removing permits for watering new lawns, updating the definition for drip-irrigation, restricting hand-watering and drip-irrigation to mornings and evenings in Stage 2 and 3, and providing a two-week exemption from Stage 4 regulations for farms paying a metered rate.

In 2023, the SCRD is planning a broader review of the entire bylaw that will include:

- Bylaw modernization, including review of terminology, bylaw administration
- Review escalation measures for non-compliance
- Potentially add no ice install and maintenance during Stage 4 to align with no pool filling
- Explore new provisions that allow the SCRD to add new temporary restrictions in Stage 4 to meet community demand that do not require a State of Local Emergency
- Water Rate Structure review

Staff will complete an internal debrief of DRP and EOC activities and integrate learnings into operations.

STRATEGIC PLAN AND RELATED POLICIES

Strategic Focus Area 2.1: Review and update Drought Response Plan to ensure alignment with water supply capacity.

CONCLUSION

The Drought Response Plan provides direction for the timely and responsive management of water supply systems during times of seasonal drought. Prolonged drought conditions through the fall impacted all water systems in 2022.

In 2022, the Chapman Water System escalated to Stage 4 in late August. An Emergency Operations Centre (EOC) was activated September 27, 2022 to provide additional support for managing water supply. After some rainfall in the region, the SCRD reduced Water Conservation Regulations from Stage 4 to Stage 1 on December 13, 2022. Operations staff continue to adjust water sources as creek levels fluctuated to extend supply as required.

The EOC completed additional work to secure water for the Chapman Water System from the Town of Gibsons, siphon systems at Chapman and Edwards lakes, and through the new Church Road Water Treatment Plant using Soames Well. Staff worked on weather and water supply forecasting, increased leak resolution, and worked closely with staff at Emergency Management BC. Further to this, the SCRD, District of Sechelt, and shíshálh Nation Government District ordered a State of Local Emergency between October 17 to November 18, 2022 to allow for additional restrictions to manage water supply that are not within existing bylaws. The EOC will remain in place until no further coordination is required with external agencies to manage water supply.

Eastbourne was in Stage 4 Water Conservation Regulations by late August. The South Pender Harbour Water System moved to Stage 2 in late August. The Granthams, Soames, Langdale, North Pender Harbour, Cove Cay, and Egmont Water Systems remained at Stage 1.

Staff completed outreach and education through various channels such as online and print advertising, one-on-one interactions with residents, and email notifications. Staff offered

resources to residents through a Water Use Awareness Pilot to help increase understanding of their water use. Additional water supply updates were provided once the EOC was activated.

The extended drought into December had severe impacts to SCRD department work plans while staff were focusing on managing new water supply or taking on new duties within the EOC. The drought also delayed construction projects due to the ban on using SCRD water outdoors.

Staff patrolled the region to ensure residents and businesses complied with Water Conservation Regulations. Staff issued 76 warnings and 24 fines in 2022.

In 2023, staff will complete a broader review of *SCRD Water Rates and Regulation Bylaw No. 422, 1995* and bring proposals for broader bylaw amendments related to modernization, enforcement, and rate structure. Staff will complete a debrief of DRP and EOC activities to enhance operations.

ATTACHMENTS

Attachment A – 2022 Water Supply Summary

Reviewed by:			
Manager	X – M. Edbrooke	Finance	
GM		Legislative	
CAO	X– D. McKinley	Other	

2022 Water Supply Summary

Water Supply and Forecasts: Chapman Water System

Spring

The Chapman Water System relies on watershed creek flow from rainfall and snow melt for most of the year, and on water stored in the Chapman Lake reservoir during times of drought.

In May 2022, the Chapman snow water equivalent (SWE), the amount of water contained in the Chapman Creek Watershed snowpack, was below average compared to previous years (Figure 1). While snow accumulation was quite low for April in 2022, there was a large increase in snowpack in late spring due to a later cold front. Contributions of snow melt to Chapman Creek flows were observed until late July.

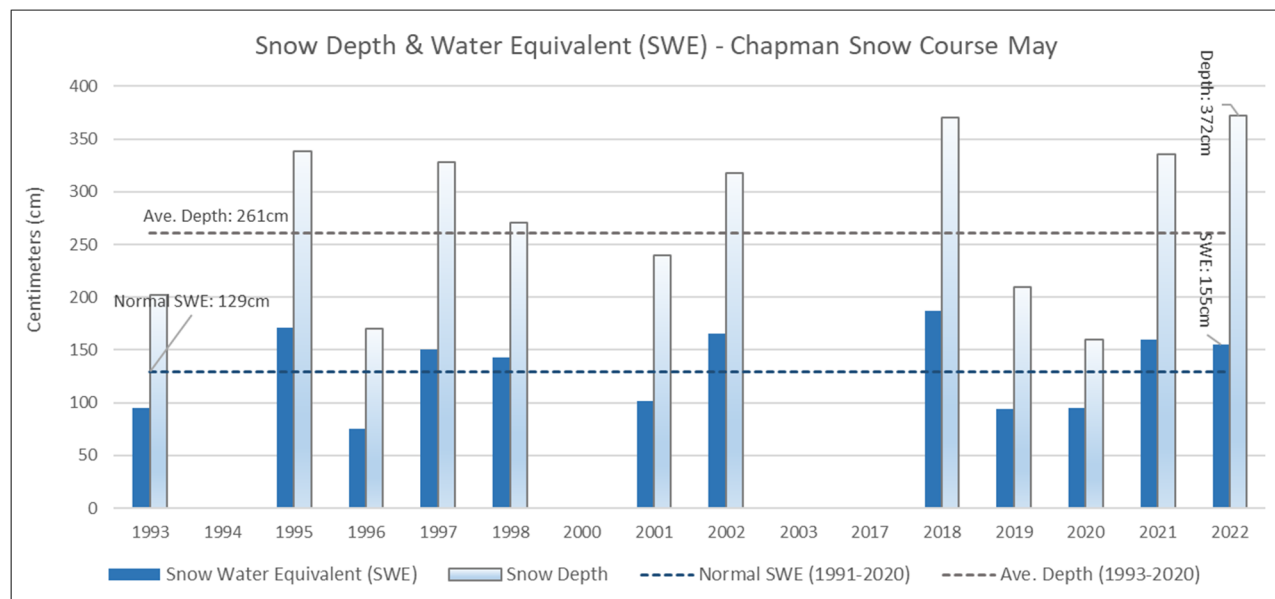


Figure 1. Snow water equivalent in the Chapman snow course

Total precipitation in Spring 2022 was generally aligned with historical normals (30-year averages) and above average values from the previous 12 years (Figure 2) resulting in high contributions to Chapman Creek flows.

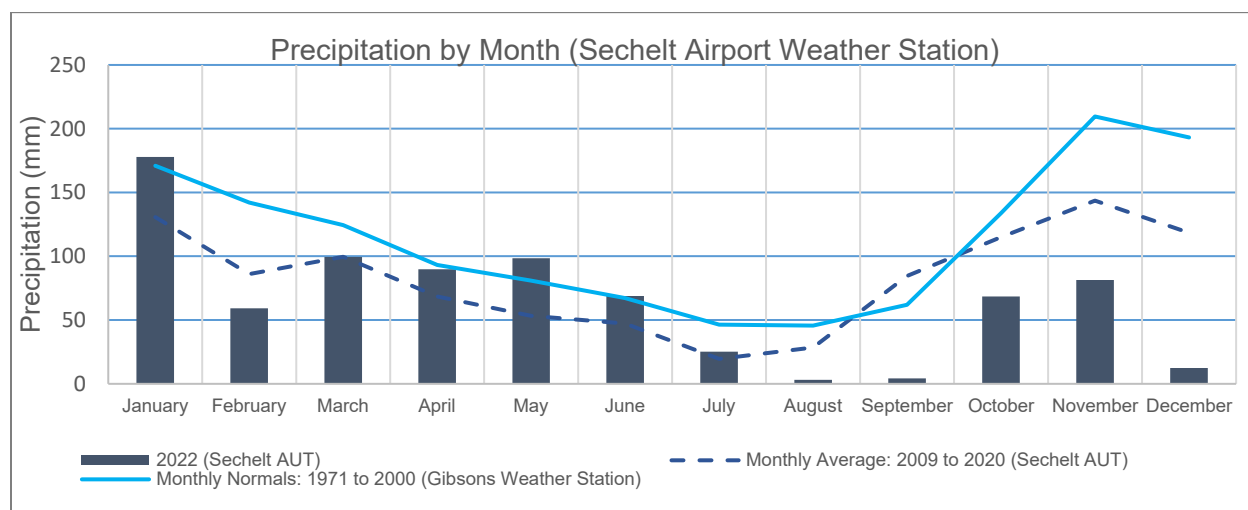


Figure 2. Precipitation by month (Sechelt Airport Weather Station). ** data up to Dec 13, 2022

Temperature values were below average through Spring 2022 (Figure 3 below).

Summer

The maximum daily temperatures at the Sechelt Airport weather station exceeded 25°C on 36 days in June, July, August, and September in 2022, and 13 of those days exceeded 30°C. There were 66 days above the average historical temperatures during the summer (Jun 21 to Sep 22), overall indicating a trend of warmer than normal weather patterns.

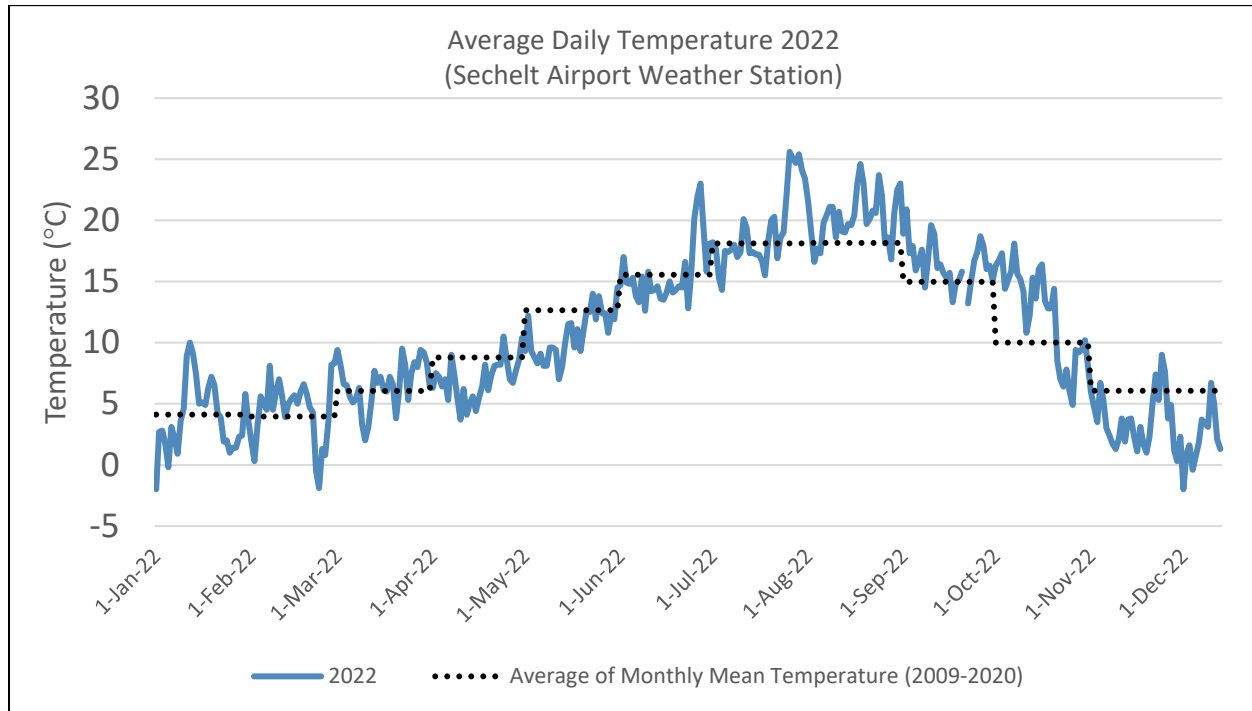


Figure 3. Average daily temperatures at Sechelt Airport Weather Station in 2022. ** data up to Dec 13, 2022

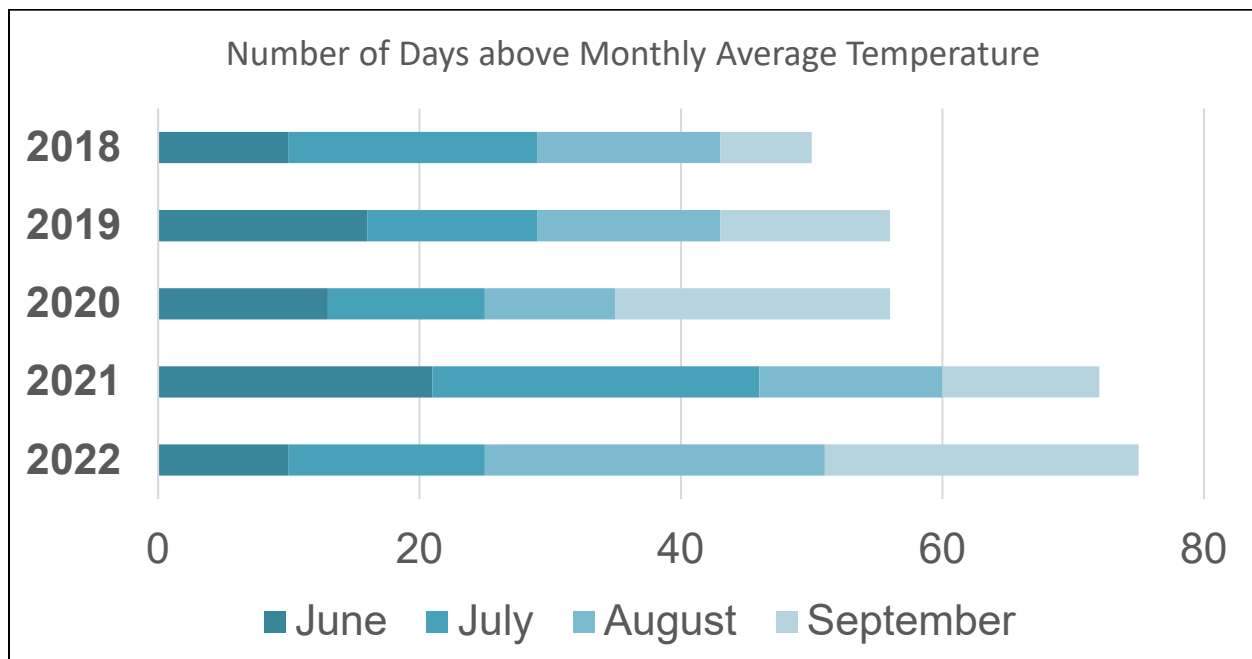


Figure 4. Numbers of days above average temperature (Sechelt Airport Weather Station).

January to June 2022 saw significantly higher precipitation than in 2021 (Figure 5). There was an extensive period of no rainfall from early July until October 25, 2022, with another dry period through to mid-December.

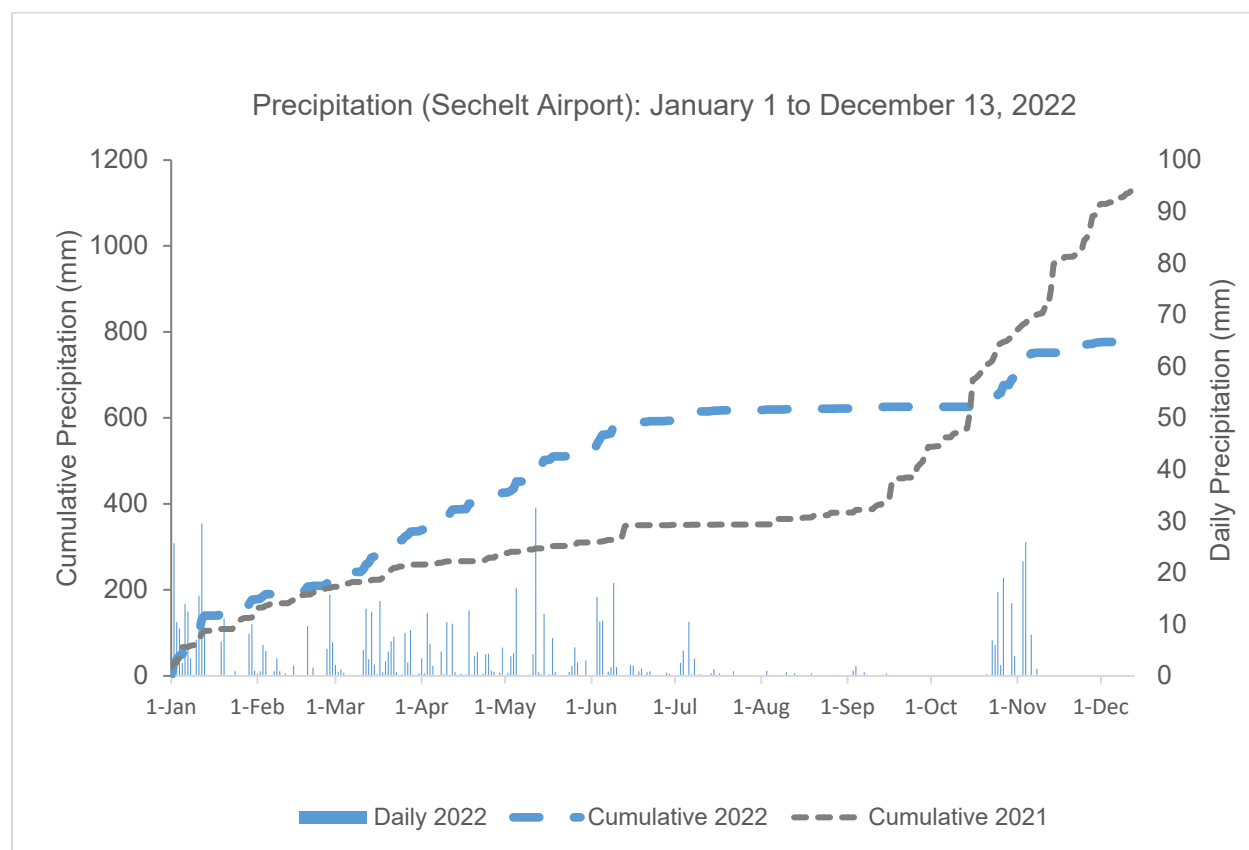


Figure 5. Daily and cumulative precipitation (Sechelt Airport Weather Station).

The wet conditions in spring and early summer resulted in a delayed progression to higher Water Conservation Regulations compared to 2021 with Stage 2 (Moderate) on July 28, and Stage 3 (Acute) on August 23. However, above average temperatures and no precipitation resulted in rapidly drying soils in the watershed and creek beds. Stage 4 (Severe) Water Conservation Regulations were implemented nine days later on August 31, 2022.

As water supply decreased, several sources contributed to the Chapman Water System (Table 1) including an emergency siphon system on Chapman Lake to gain access to additional water in Stage 4. Staff also released water from Edwards Lake to sustain flows in Chapman Creek and meet demand and Environmental Flow Needs. As drought conditions continued into September, staff worked with BC Parks to obtain an additional Park Use Permit and a Use Approval to install and operate a new siphon system in Edwards Lake to draw additional water starting in October. Staff also operated Chaster Well and Gray Creek, and the Town of Gibsons supported the SCR D during the severe water supply conditions in late summer and fall (Table 1).

In November, staff completed work on a temporary emergency tie-in to the new Church Road Water Treatment Plant that allowed water supply from Soames Well to supplement the Chapman Water System. This source has not been brought online but remains an option for the Chapman System moving forward until the Church Road Well Field is fully operational.

Table 1. Contributing Sources to the Chapman Water System Supply

System	Contribution Dates	Volume
Chapman Lake	Jul 28 to Aug 29	526,447 m ³
Edwards Lake	Aug 24 to Oct 23	575,424 m ³
Chapman Lake emergency siphons	Aug 29 to Nov 1	877,089 m ³
Edwards Lake emergency siphons	Oct 6 to Oct 27	442,886 m ³
Chaster Well	Jul 20 to Dec 9	113,790 m ³
Gray Creek	Aug 10 to Oct 24	152,962 m ³
Town of Gibsons	Sep 27 to Nov 28	22,398 m ³

Fall

Summer drought conditions persisted into late October. Scattered rain events from October 25 to November 4 saw approximately 128.9mm of precipitation in the Chapman Watershed. However, due to freezing conditions at the lakes, most precipitation fell as snow and thus did not absorb into the dry soils or replenish the lakes. Freezing conditions also resulted in taking the siphons offline in early November.

Due to extreme drought conditions in the summer, dry soils in the lower watershed decreased soil saturation causing high runoff during high precipitation events and did not contribute to flows when precipitation stopped due to low groundwater infiltration. The combination of dry frozen soil within the watershed is continuing to impact water supply within the Chapman System.

Water Supply and Forecasts: South Pender Harbour and Eastbourne Water Systems

The drought conditions described above had impacts on all SCRD water systems.

In particular:

- South Pender Harbour Water System uses McNeill Lake for water storage and supply in the summer months and was under Stage 2 from July 27, 2022 to November 8, 2022. McNeill Lake decreased from August to late October, reaching the lowest levels ever recorded in previous summers with drought, but was replenished in mid-October during rain events.
- North Pender Harbour uses Garden Bay Lake for water supply. Garden Bay Lake was also lower than previous years causing daily diversions above the licenced amount in the months of July, August, September and early October. Due to the unprecedented low levels in mid-November, SCRD staff had to use pumps in Garden Bay Lake to augment water supply to Katherine Creek for salmon spawning habitat in Mikal Creek.
- Eastbourne Water System is a shallow groundwater system that relies on precipitation. The Eastbourne Water System was under Stage 2 Water Conservation Regulations on June 30, followed by Stage 3 on July 28, and Stage 4 on August 23, 2022. Severe drought which impacted water supply conditions was observed for 16 weeks in 2022, requiring system operators to actively manage water distribution in the community.

Water Demand: Chapman Water System

Water demand is influenced by indoor and outdoor water use habits and seasonal population. Outdoor water use is further influenced by weather patterns like rainfall and temperature. In 2022, prolonged high temperatures and drought conditions led to high water demand levels. Water demand increased rapidly with the onset of record temperatures in July and August and

reached peak demand on Wednesday, July 27, 2022 (21,321 cubic metres per day), while the system was still in Stage 1.

The Environmental Flow Needs (EFN) requirement for Chapman Creek is 200 litres per second. During the State of Local Emergency, the Province approved the SCRD to lower the EFN to 170 litres per second between October 21 to 25. Fall rains in late October and subsequent flow increase initiated salmon migration and the SCRD had to return EFN to 200 litres per second.

Water Demand: South Pender Harbour

The South Pender Harbour Water System services Madeira Park residents and businesses. In 2022, community water demand peaked on Tuesday, August 2 at 1,753 m³. In previous years, community water demand, at times, exceeded the daily maximum permitted by the water licence. Plans to avoid this situation were implemented in 2022, which resulted in not exceeding the water licence daily maximum.



*John R. Henderson
Mayor
District of Sechelt*

WATER - The time is now!

It will come as no surprise that everyone I talk to wants more water available this summer – it remains at the top of their list of priorities.

We are fortunate that there is lots of water available up and down the Coast. But how do we get it?

I'm pleased to provide my personal view of the actions we need to take to meet our immediate needs and to provide water for decades to come.

THE SHORT TERM SOLUTIONS

First, we must **drill a well** on District of Sechelt land on **Dusty Road** in East Porpoise Bay, immediately. Such a well is affordable and it could produce significantly more volume of water than the SCRD hopes to get from the soon-to-be completed Church Road well near Grantham's Landing.

Second, I understand that our shíshálh friends and neighbours are considering providing some water from wells located on their Lehigh mine site to the SCRD. I hope they will be able to do so as **we can never have enough water**. Also, it's a great example of our communities working together to benefit everyone!

For the Dusty Road well, I ask - what are we waiting for? The SCRD studied this about three years ago but chose to not proceed, for reasons that I, and many experts, feel are flawed. For example, test drilling was stopped at 275 feet despite plans to drill deeper. Concerns were raised about contamination risks and about the potential for future industrial developments in the area.

It is my contention that **any such risks are miniscule and entirely manageable** – especially when compared to the very real costs to our community from suffering through water shortages in the future. Also, if the well is impacted by developments in the decades to come, we can simply shut it down at that time. **What matters is that we will have had water between now and then** (by which time, we must have implemented the long-term solutions.)

To me, **this is an emergency** and **we must act immediately**. I know drillers who are ready to go. I plan to meet with the BC minister responsible for water management in the coming weeks to confirm that we will be proceeding with this plan and to seek his cooperation so we can get the Dusty Road Well into operation within six months.

THE LONG TERM SOLUTIONS

For decades, we have heard ideas and possible solutions, yet here we are, still, without a long-term plan.

Whether it is sourcing water from Clowhom or Sakinaw Lakes, increasing the height of the dam at Chapman Lake, connecting to Pender Harbour's water system, building reservoirs, drilling more wells, or reducing the environmental flow needs (EFN) in Chapman Creek, solutions abound.

Sourcing water is something done around the world by experts. So, **let's invite the world to bring their expertise and recommendations to us!** Let's get the most innovative and sustainable solution possible – it's the right thing to do.

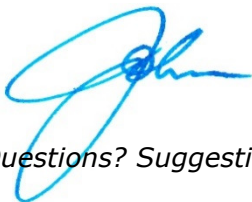
I believe the best way to proceed is for us to have a Water Supply Solutions Team comprised of volunteers, experts and local government staff. We are fortunate to have industry experts who live here on the Coast, in addition to our very capable staff. This Team will be charged with outlining our needs and opportunities and reaching out to qualified companies to provide us with their proposed solutions. I believe it is reasonable for the Team to complete this work in the first half of this year, then give industry the second half of the year to respond. **This means we could be in a position to assess and select the best solutions before the end of 2023!**

I am honoured that you elected me to be your Mayor, giving me the opportunity to deliver solutions and get things done. I want to assure you, that I take this responsibility very seriously. My view is that Stage 4 – and even Stage 3 – restrictions are unacceptable. These have done real harm to our residents, businesses and visitors in recent years.

Of course, I realize that this is an aggressive approach - but the fact is, this is an emergency. **We don't need studies, we don't need surveys, we don't need approvals. We need water and we need it now.**

In the coming two weeks, I will present the above to the SCRD Board and to the District of Sechelt Council for their consideration. My hope is that everyone will embrace the opportunity to get into action, without delay.

Sincerely



Questions? Suggestions? Send them to me at JohnHendersonForSechelt@gmail.com